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**Researching Job Satisfaction of Employees in
Durban**

By

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Abstract

Business invests time and money to recruit, select and retain people who are a valuable business resource. They also strive to create good working conditions. Where employees are dissatisfied they resign, thus the organisation loses talent. In the light of the need to attract and retain skilled employees, organisations need to provide a good working environment. The perceived problem is that there are many employees who are not satisfied with their working conditions and environment and as such this research explores ways to retain employees by improving job satisfaction levels. By identifying reasons why people are not satisfied at work, this study will be of value to employers as it will help them retain scarce skills.

This study investigated the impact of four dimensions which are assumed to influence job satisfaction; these are the physical environment, remuneration, team morale and career development opportunities. The target population consisted of one hundred employees, in various positions, based in the city of Durban. The questionnaires were distributed via email and some were hand delivered. The quantitative method was used to gather and analyse the data.

The findings of this study conceded that physical environment and career development opportunities affect employee job satisfaction. Individuals accept employment from different institutions with an intention to grow both intellectually and to satisfy their esteem needs. It is true that money is needed to satisfy basic needs and ensure comfort; however people become cautious of the effect of the environment they are expected to endure on a daily basis on the quest to get money. The recommendations will be that management and employers must ensure comfort of the physical environment in terms of noise and the availability of equipment and amenities. Moreover management should ensure that on the job training, coaching and mentoring is encouraged so that employees stay abreast with technological adjustments brought about by globalisation.

Key concepts: job satisfaction, job dissatisfaction, physical environment, remunerations, team morale, career development

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List of Acronyms

IEEE - Institute of Electrical and Electronics Engineers

IPRA – Illinois Park and Recreation Association

T+ D- Training and Development

SD - Standard Deviation

RSD - Relative Standard Deviation

SDT - Self Determination Theory

Rho - Spearman's Rank Correlation Coefficient

OECD - Organisation for Economic Co-Operation and Development

Map of Durban



Figure 1.1: Map of Durban

Source: http://cybercapetown.com/Maps/images/durban_metropolitan_.gi

Chapter One

Introduction to the Research

1.1 Introduction

Today's business environment is more challenging and more dynamic than it has been in the previous years (Smith and Lewis, 2011: 381). According to Diala(2010) andSmith and Lewis (2011) the pervasiveness of information technology has undeniably been the obvious reason for organisations to seek new ways of competing. Accordingly, the very existence of organisations depend on a satisfied workforce (Varzaru and Varzaru, 2013; Antoncic and Antoncic, 2011; Smith and Lewis, 2011; and Smith 2007).

According to Smith (2007), job satisfaction is a significant constituent in a person's overall well-being for three main reasons. Firstly, work plays a crucial role in many people's lives as it occupies a greater part of each worker's day. Secondly, work can be one's main source of social standing, as it is through work status that people can define who they are. Lastly work and its environment can affect one's health both physically and mentally. Diala (2010) advocated that job satisfaction should be the subject of attention of employers because workers who are frustrated with their work have greater rates of absenteeism and are more likely to; abandon their jobs, arrive late for workand have lower productivity yields than their co-workers who are satisfied in their jobs. Unhappy workers can destructively upset the positive morale and teamspirit of the whole organisation.

According to Tella, Ayeni and Popoola (2007) the human constituent in organisation and the organisation itself are synonyms. One cannot function without the other. Well-managed organisations usually perceive workers as the foundation for excellent products and output advantages. Studies revealed that successful organisations do not prioritise things based on their monetary investment alone, as capital but regard employees as the essential foundation of development (Varzaru

and Varzaru, 2013; Agu and Udoh, 2012, Rossi, 2011). An organisation is effective only if it is achieving its goals. According to Gregory (2011) businesses require good, knowledgeable employees to achieve organisational goals. It is for this reason that when such employees have been recruited, the organisation ensures that they are retained through the creation of spirit of collaboration and sense of commitment and fulfilment within the scope of its authority (Agu and Udoh, 2012).

This chapter outlines the motivation and the focus of this study. It also describes the problem statement, the objectives of the study, the research questions and, finally, the limitations thereof.

1.2 Problem Statement and Motivation for the Study

Businesses invest time and money to recruit, select and retain people who are valuable business resources. They also strive to create good working conditions. Where employees are dissatisfied they resign, thus the organisation loses talent (Mohit, 2013: 3; Vangel, 2011: 5). In the light of the need to attract and retain skilled employees; organisations need to provide a good working environment. The perceived problem is that there are many employees who are not satisfied with their working conditions and environment and as such this research explores ways to retain employees by improving job satisfaction levels. By identifying reasons why people are not satisfied at work, this study will be of value to employers as it will help them retain scarce skills (Maddison, Vander Hoorn, Jiang, and Turley, 2009; Vangel, 2011).

This research was motivated by an intention to determine the underlying cause of staff turnover. Organisations are faced with the high costs of selecting, training and compensating their employees. Such financial investment is wasted if the organisations cannot retain employees. The study aimed at providing insight into what factors influence an employee's satisfaction, which, in turn, can be used by employers to develop strategies to improve job satisfaction and to retain employees. As a result four facets of job satisfaction were investigated; those were physical environment, team morale, remunerations and career development opportunities. The research was conducted in Durban, the third biggest city in South Africa.

1.3 Focus of the Study

The study interrogated the factors that potentially influenced job satisfaction of employees. The focus of this study was to explore whether the four facets namely physical space, team morale, remunerations and career development opportunities, have an impact on job satisfaction of employees. This study focused on employees' perceptions and attitudes towards the four selected variables of job satisfaction. The study further aimed at providing recommendations on how employers can ensure that employees are satisfied at work. The study was conducted in the greater Durban area.

1.4 Objectives

The objectives of this study were to:

- Explore the effect of the physical environment on job satisfaction
- Evaluate how team morale affects job satisfaction.
- Explore the impact of career development opportunities on job satisfaction.
- Investigate the effect of remuneration on job satisfaction.

1.5 Research Questions

According to Creswell (2008) research questions are used to outline and explicitly focus the purpose of the study. Pojasek (2005) declared that research questions aid in guiding the research arguments and inquiry.

The following research questions were based on the problem statement and focus of the study:

1. How does the physical environment impact on job satisfaction?
2. How does team morale affect job satisfaction?
3. What are the impacts of career development opportunities on job satisfaction?
4. How does remuneration influence job satisfaction?

1.6 Research Methodology

The study initially explored existing literature pertaining to job satisfaction and dissatisfaction to guide the empirical research.

Primary data was obtained from respondents that were selected through non-probability sampling of snowballing and convenience sampling methods. This research was conducted from a quantitative perspective and it sought to explore the respondents' beliefs, perceptions and thoughts round the concept of job satisfaction and in relation to the four selected facets.

All respondents were requested to complete a self-administered questionnaire. Responses were captured on Excel and analysed using SAS 9.2.

1.7 Limitations of the Study

The main constriction identified at the onset of this study was the sample size and the fact that it was limited to a specific area: Durban only. Moreover the research method chosen for this study was quantitative research method, which only looked at the quantifiable element of the research, thereby leaving out the qualitative methodology. This study only focused on four issues of job satisfaction, namely: were physical environment, team morale, remunerations and career development opportunities, and as such it is limited.

Finally the usage of non-probability sampling was a limitation considering that the sample frame was not used. And again the findings cannot be representative of the whole population.

1.8 Format of the Study

The dissertation comprises six chapters which are outlined below:

Chapter 1: Introduction – This chapter presents the context, objectives and the overview of the study.

Chapter 2: Literature Review – This is the theoretical part of the dissertation providing a review of current and relevant literature on job satisfaction and its relation to the physical environment of the workplace, team morale, remunerations and career development.

Chapter 3: Research Methodology – This chapter concentrates on the research framework, detailing the type of data collection, data analysis tools and sampling methods that were applied in the study.

Chapter 4: Presentation of Results – This chapter presents the outcome of the conducted research.

Chapter 5: Discussion of Findings – This chapter discusses the main findings of this study in relation to the earlier literature review.

Chapter 6: Conclusion and Recommendations – This chapter outlines conclusion drawn from findings, recommendations to organisations and recommendations for future studies.

1.9 Chapter Summary

Gaining insight into the impact of the physical environment, team morale remunerations and career development opportunities on job satisfaction is a complex issue, due to the dependency each factor has with the other factors. However, identifying the relationship and dependencies that exist between these factors is valuable in providing managers with a deeper understanding of job satisfaction that can be used practically. This chapter explained the purpose of the study in detail and outlines the limitations. It included the research questions that should be answered at the end of this study.

The next chapter will review available literature on the concepts of job satisfaction in relation to the physical environment, team morale, remunerations and career development opportunities.

Chapter Two

Literature Review

2.1 Introduction

The second chapter seeks to offer an understanding of what factors impact on job satisfaction and dissatisfaction thereof. This chapter will define job satisfaction, describe theories of job satisfaction and identify facets of job satisfaction. Moreover it will highlight the importance of job satisfaction and closes off by discussing the selected facet of job satisfaction for this study respectively.

From the range of factors of job satisfaction presented by different scholars, this research focused on four components which are: remuneration, physical working environment, team morale, and career development opportunities. Kumar and Giri (2009) proposed that the insights gained from research comprising job satisfaction can assist managers and organisations in crafting strategies to inspire workforces and intensify productivity. According to Nejad, Abbaszadeh, and Djavani (2011) organisations that would employ dinosaurs' adjustments would soon go to extinction, as the business environment anticipates speed adaptation and creativity as means for survival and longevity. Organisations have a responsibility to cultivate a competitive workforce that would ensure their competitive advantage and can easily adapt to transformation (Varzaru and Varzaru, 2013; Nejad, Abbaszadeh, & Djavani, 2011).

Studies proposed that job satisfaction is made up of two components that define the systems suitable for its measurement, specifically the cognitive and the affective component (Kaplan *et al.*, 2009). The affective component refers to the feelings generated for an object, in this case to work, and the cognitive, reflecting the thoughts and beliefs about that object or work. These components may have a correlation between them, but are two independent processes (Weiss, 2002). This distinction is important since it is the theoretical basis from which emerge the instruments that assess job satisfaction (O'Meara, Marin-Garcia and Martinez-Gomez, 2013). Figure 2.2 below demonstrate how the facets or factors of job

satisfaction such as pay, promotion, to name but a few, appeal to the emotions and mental processes of human beings so that job satisfaction can be realized.

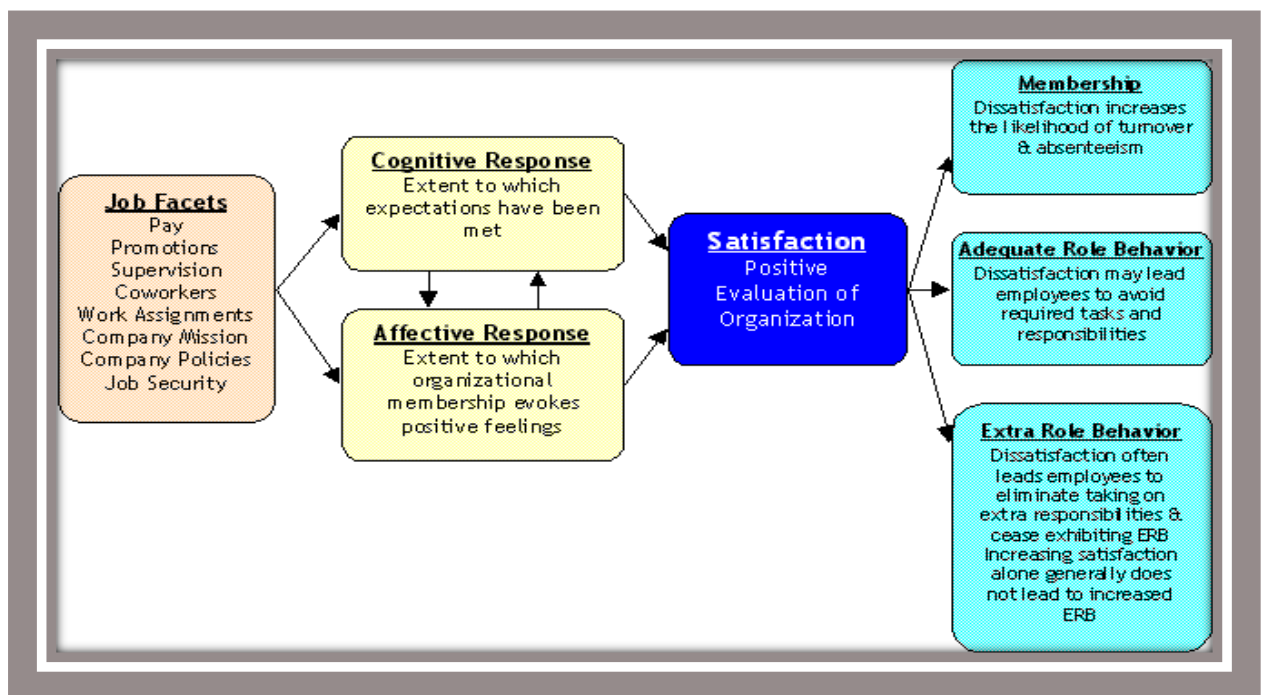


Figure 2 3: Components of Job Satisfaction

Source: Scholl 2003: <http://www.uri.edu/research/lrc/scholl/>

2.2 Job Satisfaction

There is no one direct definition of job satisfaction; however numerous descriptions of job satisfaction exist in the literature nowadays. Studies reveal that job satisfaction is not a new subject, however it has always been the most discussed issue in the field of organisational behaviour, economics, management, psychology and sociology (Rossi *et al.*, 2010; Shodhganga, 2012).

According to Skalli, Theodossiou and Vasileiou (2008) and Kabir (2011) overall job satisfaction is an amalgamation of fractional satisfactions associated to numerous aspects of a person's job, such as working conditions, working hours, security, the work itself, fairness, relation with co-worker, pay and promotion.

Job satisfaction describes the emotional circumstance of employees, according to Locke (1968:10) the "pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job value". Ellickson

and Logsdon (2002) stressed that job satisfaction is when employees like their work. Bakotic and Babic (2013) and Schermerhorn (1993) added two emotional concepts which are fondness of the employees' work plus the level of their passion with occupation. Accordingly dissatisfaction is the opposite of job satisfaction that is characterised by unpleasant emotional state such as frustration and blockage of the attainment of one's job values (Locke, 1968; Riesel, Probst, Chia *et al.*, 2010; Hausknecht *et al.*, 2011).

Other scholars looked at job satisfaction in terms of needs and desires of employees (Herzberg, 1968; Lord and Farrington, 2006). According to Lord and Farrington (2006:21) "Satisfaction is the correspondence of the individual's needs: **factor** and the ability of the job environment to meet those needs: **factor satisfaction**". The motivational force is aroused as a result of needs which have to be satisfied.

According to Statt (2004), Jones *et al.*, (2009) and Kabir (2010) job satisfaction describe how content are individuals with their jobs. This is backed by Singh and Jain (2013) when they argued that job satisfaction was the amount of pleasure or contentment related to the job. Furthermore, Bakotic and Babic (2013) argued that job satisfaction referred to how positively and comfortably employees relate to their jobs.

Job satisfaction is an employee's sense of accomplishment and triumph about their occupation (Agu and Udoh, 2012; Shodhganga, 2012; Aziri, 2011; Kaliski, 2007; Mullins, 2005). Success is linked to productivity (Breed and Van Breda, 2007; Aziri, 2011; Agu and Udoh, 2012), and subjective wellbeing (Aziri, 2011). Job satisfaction entail performing a job an employee enjoys, excellently and getting rewards for their efforts (Aziri, 2011). Moreover, job satisfaction means the vitality and the pleasure employees derive from their workplaces. When employees are satisfied gratitude, compensation, promotion and the attainment of other goals are easily enjoyed as well (Kaliski, 2007; Mullins, 2005; Aziri, 2011).

Job satisfaction is seen by other scholars as a very complex cluster of attitudes towards different aspects of the work (Davis, 1982; Reilly; 1997; Rollinson *et al.*, 1998; Toppers, 2008 and Peters *et al.*, 2010). Davis (1982) emphasised that a

relationship between individuals and their work environment should be understood clearly, since it relates to job satisfaction. According to Reilly (1997) dissatisfaction surfaced when an employee's general attitude towards the job performance is frustrated. Peters *et al.*, (2010) argued that one's attitude plus all the related emotions, beliefs and behaviour interact with the on the job experience, organisational environment and motivation.

According to Peters *et al.*,(2010), motivation is indistinguishably associated with job satisfaction. Both motivation and job satisfaction incorporate behavioural, affective, and cognitive processes. This argument was seconded by Kabir (2010) when he claimed that job satisfaction was not the same as motivation, but the concepts were clearly linked. Motivation was defined as "the willingness to exert high levels of effort toward organisational goals, conditioned by the efforts and ability to satisfy some individual need" (Robbins 1993:192). A need is a state of psychological deficiency that will always bring about an increase in perpetual endeavour and undying will to perform the activity. This is called an inner- drive. An activity directed towards achieving a goal is called motivated behaviour. Therefore it can be concluded that motivation is the channelling of a drive towards goal-orientated behaviour (Robbins, 1993; Tella *et al.*, 2007; and Cherry, 2012).

According to Locke (1968: 10) job satisfaction and job dissatisfaction thereof can be a "function of the perceived relationship between what one wants from one's job and what one perceives the job is offering". Herzberg (1968) and Hussami (2008) supported the idea when they emphasised that job satisfaction is accomplished when the expectations and ambitions of individuals are met by their job. According to Rossi *et al.*, (2010) job satisfaction refers to a gap between expectations and reality. Thus, to accomplish workers' ambitions, employers ought to intervene, so as to persuade constructive behaviour amongst staff, to enhance job satisfaction and increased productivity.

It must be noted that in defining job satisfaction confusion exist (Kabir, 2011). The confusion can be backdated to Locke (1968) as it is still unclear where determinants of job satisfaction lie. Morris (2011) argued that it is not clear whether the determinants depend solely on the job itself: intrinsic factors in the worker's

mind that are always subjective or that satisfaction is a found from the contact between the environment and the worker.

For the purpose of this study the definition provided by Melgar, Bucheli, Rossi, Bucheli and Smith (2010) will be adopted. According to Rossi *et al.*, (2010) employee job satisfaction can be described as the gap between expectations and reality. Simply put, when businesses manage to fill the gap that can be experienced by employees just because their expectations of the workplace is different from the actually workplace, that is when job satisfaction will be realised. Studies have revealed that the understanding of job satisfaction can assist organisations to address various organisational behaviour components, such as motivation, performance, leadership, attitude, employee turnover and others (Singh and Jain, 2013; Shodhganga, 2012; Louw, Mayer and Baxter, 2012).

According to Louw *et al.*, (2012) the success of organisations in these times of a complex globalisation, is largely dependent on the values of managers and employees, their life-orientation and their level of job satisfaction. The ever-changing economy and the challenges faced in the working world has pushed business leaders as well as managers to relentlessly seek for better ways of improving the lives of their employees so as to retain them (Chiboiwa, Samuel and Chipunza, 2010). The need to be aware of and manage the characteristics and personalities of the workforce has become a priority as it contributes to overall organisational success (Hughes and Rog, 2008). According to Kular, Gatenby and Rees (2008) employees who derive high satisfaction in their jobs are likely to be more creative, useful, more involved in the organisations tasks and are less likely to resign.

Therefore, well-managed businesses consider the average employee as the chief source of their productivity achievements. Such businesses contemplate employees over financial capital as the core foundation of the business and contributors to organisational growth and longevity (Kabir, 2011).

2.3 The Importance of Job Satisfaction

According to Gregory (2011) and Shodhganga (2012) the success of a business rests upon how employees are treated within the organisation. Employee

contentedness is directly linked to a lesser turnover rate. Singh and Jain (2013) highlighted the importance of employee satisfaction for various stakeholders, as indicated in Table 2.1 below:

Table 2.1: Importance of Employee Satisfaction for Different Stakeholders

Importance of Employee Satisfaction	
for the Organisation:	for the Employee:
<ul style="list-style-type: none"> • Improve on the retention of employees. 	<ul style="list-style-type: none"> • Workers will trust that working in the organization will ensure sustained satisfaction.
<ul style="list-style-type: none"> • Escalate efficiency. 	<ul style="list-style-type: none"> • Employees will maintain excellence production.
<ul style="list-style-type: none"> • Ensure that consumers are contented. 	<ul style="list-style-type: none"> • Employee will ensure that customers receive the best products.
<ul style="list-style-type: none"> • Lessen hiring, training and turnover expenses. 	<ul style="list-style-type: none"> • Fewer defects will be produced.
<ul style="list-style-type: none"> • Lessen wastages and breakages. 	<ul style="list-style-type: none"> • Their work will be more productive
<ul style="list-style-type: none"> • Lessen undue accidents. 	<ul style="list-style-type: none"> • More funds will be available for advanced training on safety knowledge
<ul style="list-style-type: none"> • Lessen Absenteeism. 	<ul style="list-style-type: none"> • Employees get committed and a sense of belonging is experienced.
<ul style="list-style-type: none"> • Enriched customer satisfaction and loyalty. 	<ul style="list-style-type: none"> • Employees will be awarded incentive in the form of bonuses and recognition allowances for uninterrupted attendances and performance.
<ul style="list-style-type: none"> • Added energetic employees 	<ul style="list-style-type: none"> • Lessen boredom, fed-up leave and out of the blue sick leaves
<ul style="list-style-type: none"> • Enhanced teamwork. 	<ul style="list-style-type: none"> • Mutual trust, stewardship and comradeship develop.

SOURCE: Singh and Jain. 2011:107

2.4 Facets of Job Satisfaction

Morris (2011) argued that organisations that apprehend significant magnitudes connected with job satisfaction are capable of crafting best strategies for attracting, retaining, and developing employees. According to Skalli, Theodossiou and Vasileiou (2008); Kabir (2011) stated that overall job satisfaction comprises of the blending of various fractional satisfactions related to numerous features of one's job, such as security, the work itself, working conditions, working hours, and fairness, relation with co-worker, operational environments, pay and promotion. Hill (2013) added team morale, respect from co-workers and relationship with supervisor, manager's interpersonal skills. Additionally Skalli, *et al.* (2008) emphasised that the total results of satisfaction with most of these job components is equivalent to an individual job satisfaction.

According to Scholl (2003) and Redmond (2011) job satisfaction can be referred to as an evaluative component. This is because of the fact that job satisfaction is a result of the attitudinal response of employees to their organisations. The evaluative component is sub divided into affective, cognitive, and behavioural components. Cognitive component denotes prospects, beliefs, sentiments and insights of a person in connection with an organisation. Consequently, the affective section is characterised by the emotional state aroused by an organisation. It is an individual's evaluation - positive or negative - of an organisation that lead to feeling of satisfactions and dissatisfactions (Scholl, 2003, Redmond, 2011). Furthermore the behavioural component refers to employees' goal and aspirations and above all the way they behave towards their jobs and their employers.

Facets of job satisfaction are represented in Figure 2.1. The illustration denotes the facets and variables of job satisfaction as presented by Hackman and Oldham, 1980; Smith, Kendall and Hulin, 1969) cited by Redmond (2007:7). The diagram shows thirteen variables of job satisfaction which can be seen as employee's expectations. These and many more not represented on this figure have an effect on job satisfaction.

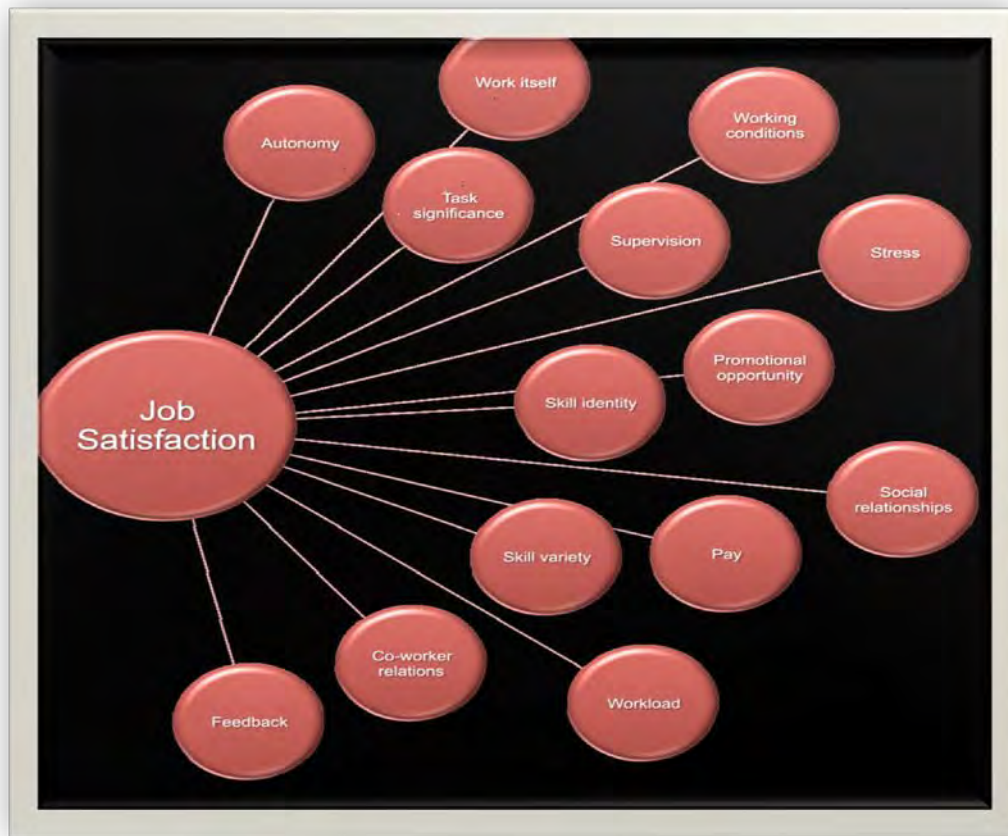


Figure 2 .2: The Facets or variables of Job satisfaction

Source: Facets of job satisfaction by Smith, Kendall, and Hulin, 1969; Hackman and Oldham, 1980 cited by Redmond 2007:7.

2.5 Selected Factors of Job Satisfaction

For the purpose of this study four dimensions that affect job satisfaction were selected. As shown in Figure 2.3 below, this study focused on were physical environment, team morale, remunerations and career development opportunities.

According to Xaxx (2013) and Buchanan (2012) the physical work environment is often overlooked by employers, regardless of its direct effect on mental clarity, which in turn impact on how well workers performs their assigned duties. According to Long (2013) team morale is very important in job satisfaction because lack of team morale account for late coming or calling in sick tendencies as a means for employees to avoid the workplace and its stress. In terms of remunerations, studies noted that the level of the salary is a secondary dependent

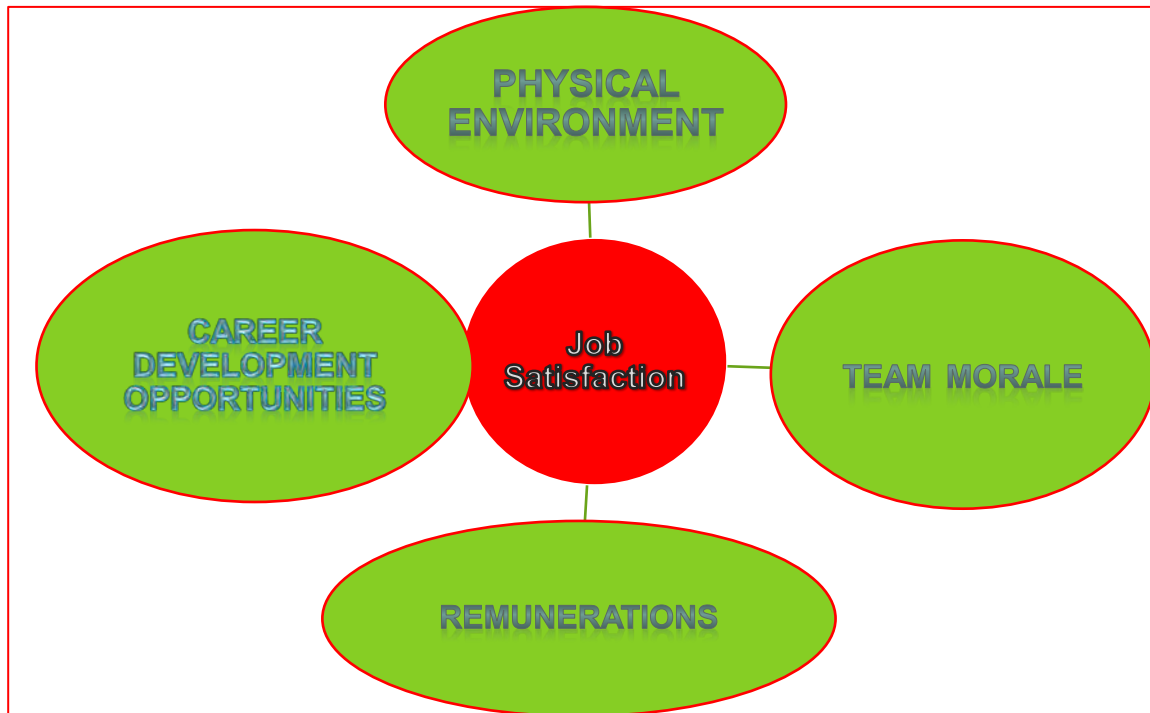


Figure 4.3: Selected facets of Job Satisfaction for this Study

variable and its impact may be limited when the quality of work produced is unsatisfactory (Al-Zoubi, 2012, Brown, Gardner and Oswald, 2007). Finally, a study of nurses revealed that the lack of career development opportunities or the likelihood of promotion affect the job satisfaction of employees more than the proportions of the salary (Al-Zoubi, 2012). In the preceding sections each variable is explained further.

2.5.1 Physical Environment and Job Satisfaction

The physical surroundings such as buildings and the actual workstation of workers' settings represent the physical environment (Dul and Ceylan, 2010). The features that constitute a physical environment of an employee are: privacy, furniture, plants, colours, view, quantity and quality of light, sound and smell, temperature, ventilation, comfort, working hours and resources, to mention just a few (Dul and Ceylan, 2010; Kabir and Parvin, 2011; and Leip and Stinchbom, 2013). Paul and Taylor (2007) added more to names to the list that deals with employee's physical environment are: aesthetics, serenity, lighting, acoustics, ventilation, temperature, humidity.

Scholars claimed that evidence is accruing in support of the effect imposed by the work location and settings on the actual job-related performance and employee satisfaction with their jobs (Barling and Frone, 2004; Virkkunen, Kauppinen and Tenkanen, 2005; Richardson, 2006; and Vischer, 2007). The physical environment in reference to elements pertaining to the technical, human and organisational environment is the key component that impact on job satisfaction and employees motivation as described by Barling *et al.*, (2004).

Leip and Stinchbom (2013) stated that workplaces should be as precisely as people expect them to be, with necessary equipment and be conducive. A workstation cannot have it all but just the minimum requirements; however a poorly equipped workplace makes people resent waking up in the morning. The authors declared that workforce experience satisfying work environments resigning from their jobs would not be an option (Gregory, 2011; and Leip and Stinchbom, 2013).

Richardson (2006) suggested that management should adopt an employee oriented focus which places more value on people in order to increase job satisfaction. The claim implied that employees should be involved in all the decisions, pertaining to choosing layout and design of their workplaces (Shodhganga, 2012). Employers should ensure that workers have equitable resources and sufficient information in their workstation, so as to perform at their level best. Besides, when the workforce is expected to put more effort on their jobs, necessary equipment should be provided (Focus, 2008; Shodhganga, 2012).

Studies have revealed that a noisy workstation is an unproductive place to be in (Tsvara, 2013; Lui, 2013; Virkkunen, Kauppinen and Tenkanen, 2005). The effect of noise can lead to loss of hearing. Moreover, noise may cause several psychological or mental strains that could result in annoyance, sleep disturbances, impairment of performance, hypertension, cardiovascular diseases and can even lead to the loss of hearing (Virkkunen *et al.*, 2005; Shodhganga, 2012; Tsvara, 2013; Lui, 2013).

The increased office density was introduced as a managerial effort to cut costs (Thomas, 2010) and to encourage the team based working environment (Warren, 2003). In a survey of office workers 71% of respondents found noise to be the most

significant workplace distraction (Steelcase 2007, cited by Hua 2010). As a result efforts should be made to control office noise by decreasing office densities (Vischer, 2007; Steelcase, 2007; and Hua 2010).

For positive interior environmentally friendliness of offices, studies suggested a list of features that can ensure employee health and comfort (Miller, Kennedy and Loh, 2012; Lui, 2013). Those would be natural ventilation and lighting as these provide improved brightness. Windows should be in a working condition, or the provision of fans to permit individual control over the surrounding temperature. Moreover, appearances should utilise low-toxic on fittings to ensure the quality of air circulation and access to outdoor sounds (Paul and Taylor, 2007; Miller *et al.*, 2012). Accordingly the authors proposed that these factors can influence job satisfaction both negatively and positively.

Jennings (2008) pointed that a congenial working environment can maximise the performance of any employee. In a study of nurses it was established that the productivity rate increased by 11% in employees where their workstation had a free movement of air as compared to a controlled group.

According to Kabir (2011) the development of innovative workplaces plays a significant role in enhancing worker productivity and job satisfaction. These workplaces minimise job confines and encourage information sharing and networking, thereby allowing spontaneous communications across departmental arrangements (Shodhganga, 2012; Aziri, 2011). An organisation's physical layout must be designed to suit employee needs, maximise performance and satisfaction because the physical layout and equipment offered by the workplace can have robust effects on employee well-being (McGuire and McLaren, 2008; Lui, 2013). A study on the relationship between visual terminal display, physical work environment perception and job satisfaction was explored, it was found that all day display terminal users experienced improved levels of job satisfaction that part time users (McGuire and McLaren, 2008).

McGuire and McLaren (2008) asserted that while designing a physical layout, it is vital to ensure that the layout encourage high levels of employee commitment, preserve organisational goals, and expedite communication and confidentiality.

Furthermore, the physical layout should inspire formality and informality, operational and cross-disciplinarily. Therefore, worker satisfaction and corporate results can be stimulated by ensuring that the physical environment is comfortable and convenient for their interaction (Tsvara, 2013; Kabir, 2011, Vischer, 2007). According to de Vallejo (2010) interaction and communication is highly encouraged in an open office settings as it comes with few or no barriers.

The absence of healthy working conditions impact poorly on the employees' physical and mental wellbeing (Kabir, 2011; Vischer, 2007). Workers are more anxious with contented physical atmosphere of their workplaces so that their production levels can be maximised (Kabir, 2011). Working conditions influences jobs satisfaction both negatively and positively and as a result poor arrangements will only provoke negative performance and dissatisfaction (Kabir, 2011, Agu and Udoh, 2013).

McGuire and McLaren (2008) statistically confirmed that employee comfort and safety of the workforce is influenced by the affiliation between physical surroundings and worker capabilities. A study of 65 front line call centre employees was conducted in an attempt to explore how complimentary working conditions impact on the worker's sense of welfare. The study proposed that working conditions can create advanced levels of engagements and commitments. When defining employee commitment, the authors emphasised the identification and adoption of organisational values, norms and traditions (McGuire and McLaren, 2008). It became evident from research that an increased level of employee obligation in an organisation, results in lesser absenteeism, advanced performance and lower worker turnover (McGuire and McLaren, 2008).

According to Singh and Jain (2013) good working conditions are the ones that are safe, comfortable and motivating to workers. Such conditions bring out the best in employees, as opposed to the conditions that employees perceive as uncondusive. Unfavourable workspaces create anxiety and ill health in employees as opposed to favorable surroundings that enhances creativity and innovativeness. An environment that is uncomfortable and unfavourable affects worker's psychological and physical health negatively.

2.5.2 Team Morale and Job Satisfaction

According to sociologist Alexander Leighton (1949) cited by Shahu (2011: 50) "morale is the capacity of a group of people to pull together persistently and consistently in pursuit of a common purpose. Team morale is displayed by an employee's enthusiasm to perform within a team. Scholars defined a team as a component of two or more individuals who intermingle and harmonise their work to accomplish mutual goal (Guala, Mittone, & Ploner, 2013; De Jong and Dirks, 2013). Daft (2012) indicated that there are four components that make a team: (1) Two or more people are a requirement, (2) there must be regular interaction, (3) the sharing of a performance goal, and (4) Commitment to the goal is displayed by working passionately on specific, common goal using their optimistic synergy, mutual accountability and complementary skills (Francis, Robbins and Ryland, 2012; Robbins, 2012; de la Torre-Ruiz and Aragon-Correa, 2013).

Enthusiasm of working in teams was described as a worker's attitude to collaborate and share the know-how with co-workers in an attempt to provide a performance of higher quality, under minimum supervision (Brunetto, Farr-Wharton, and Shacklock, 2010). Teamwork makes an organisational environment desirable (Zvalo, 2009). A desirable workplace results in among other things: diminished anxiety, a better working environment, and leads to the creation of a better product therefore an increase in job satisfaction (Zvalo, 2009; Brunetto, Farr-Wharton and Shacklock, 2013).

It is believed that teamwork assist with the accomplishment of the organisational duties and in reduction of human errors and promotion of job satisfaction (Benrazavi and Silong, 2013; Gladstein and Bresman, 2007; Hackman, 2002; Tannenbaum *et al.*, 1992; Williams, 1998). Bovee and Thill (2013) proposed that teams are good for the following reasons: superior -quality judgments, better variety of opinions, lesser stress levels and critical in-house competition, improved commitment to results and modifications, and better accessibility and flexibility. In an organisation, team effort is cost effective, develop procedures, craft superior usage of assets, and enhance efficiency (Robbins and Finley, 2000; Galbraith and Webb, 2013; Bovee and Thill, 2013). All the aforementioned factors have turned

teamwork to an important factor that contributes to job performance in the present age (Salas, Bowers and Edens, 2001).

Studies have revealed that very essential components that destroy team morale (Schaefer, 2014). On the top of the list of adversaries of team morale is a leader or manager who always displays that everybody is fortunate to have a job. Such presumptions are always displayed by a manager talking down and belittling employees (Schaefer, 2014; Anderson, 2012). Such behaviour kills productivity and job satisfaction. Staff retention, recruiting and training costs became inevitable.

Schaefer (2014) argued that relationships in the workplace should be built on trust. Leaders should believe in themselves first so as to be able to believe their subordinates (Power, 2009; Schaefer, 2014). When employees feel they are not trusted and valued by their employer, they became dissatisfied and their performance start to slack. A study conducted from two private banking organisations in Tiruchirappalli district in India, trust in an organisation was identified as an important element in building a successful organisation and enhance job satisfaction (Mohamed, Kader and Anisa, 2014).

In a survey conducted in five major Malaysian organisations, the willingness to work in teams resulted in satisfaction in terms of accomplishment; acknowledgment received and the work itself (Benrazavi and Silong, 2013).

Respect was listed as a component of team morale (Schaefer, 2012). A leader should show employees respect, define their expectations and avoid micro-managing. According to White (2010) micro-management describes a situation whereby the organisation is excessively controlled and even the smallest details and issues are scrutinised. In such an organisation managers always second judge their subordinate's decision and contribution. Micromanaging is a way of revealing that the leader is unsure and has self-doubts (White, 2010). Micro-managing kills team morale and decrease job satisfaction.

From the findings of a new global scrutinised survey by Regus, Canadian workers stated that display respect towards all members of staff is the chief ingredient to employee job satisfaction (Pace, 2011). In a study of English-speaking participants across the United States, participants stressed the importance of respect on job

satisfaction of stigmatised group (Henry, 2011). Therefore when employees witness a disrespectful treatment their diminished job satisfaction, declined trust in management, and decreased commitment to the organisation (Henry, 2011).

Pace (2011) declared that trust and respect is a foundation for creative contributions. Creativity is the outcome of inborn and or learned talent, either way it should be nurtured (Sacchetti and Tortia, 2011).

Haid and Said (2009); and Millet (2013) declared that team morale in enhancing job satisfaction. The authors argued that the results that organisation can harvest can be: enhanced productivity, better performance and creativity, moderate leave days, safer workplace, High attention to detail and increased quality of work (Haid and Said, 2009; and Millet, 2013). Teams can assist in the reduction of human errors, thus promoting job satisfaction (Salas, Bowers and Eden, 2001).

With globalisation and competition at its peak, businesses needs employees with high morale so that they self-motivate themselves and to motivate others as well to perform well (Shahu, 2011). According to Shahu (2011) employees should have a balanced work life and a home life so that they withstand pressures of the competitive business world.

Job satisfaction is indicated as an outcome of team effectiveness (Gladstein and Bresman, 2007; Hackman, 2002; Tannenbaum *et al.*, 1992; Williams, 1998). Poon (2004) explored the connection between job contentment and readiness to work in teams. The findings revealed that the absence of communication and cooperation between supervisors and the operational teams results in dissatisfaction. Accordingly, dissatisfaction decreases the motivation to work in teams and even resulted in an intention to change team or even quit the job.

Emphasis on team building efforts is not to terminate the concept of individualism, however encourage knowledge sharing. At most individualism is not good as it might lead to low employee morale and ultimately turnover rate. High achievers who are highly motivated towards recognition and self-esteem are always keen on sharing their ideas and knowhow with their teams (Chen, Chen and Tsao, 2009).

According to Dye and Garman (2006), organisation need to improve approachability and authenticity, develop honesty and role modelling in order to increase team and employee morale. The authors emphasised that perhaps the best technique for managers and supervisors demonstrate themselves as role models by establishing appropriate and suitable performances and business etiquette so that employees will learn from them. Authenticity can result to healthy communications and exchanges between staff and management. Accordingly openness can improve confidences and reliance within the organisation (Dye and Garman, 2006; Zia, 2011).

Ladebo, Awotunde and Salaam-Saghir (2008) cited by Wyatt (2010) proposed that treatment of employees can lead to job satisfaction or dissatisfaction. When employees witness another employee being treated badly, they become dissatisfied. Wyatt (2010) declared that job dissatisfaction is infectious. When one member of a team is being unfairly treated, the whole team become dissatisfied with their jobs and that can affect the whole organisation.

Festinger (1957) cited by Wyatt (2010) introduced a theory of cognitive dissonance. Cognitive dissonance refers to occurrence of a disconnection when an employee's beliefs and perception about the organisation is different from the reality about organisation. The symptoms of dissonance show when an employee having the impression of being cheated by the organisation. Armstrong (2004) cited by Wyatt (2010) seconded this notion by emphasising that cognitive dissonance can ruin the bond between the workforce and the organisation, consequently leading to lack of productivity and job satisfaction. Employees will project the feelings of distrust to their immediate supervisors, since supervisors are regarded as organisational representatives.

A study conducted by Lloyd (2003) revealed that team morale can be developed by means of consistent monitoring, as complications can be identified at an early stage, thus job satisfaction. A survey was conducted in the Memphis Fire Department. The findings revealed that lack of communication and how discipline is practised were the main motives for the down sliding of team morale and job satisfaction. The two main components that enhance job satisfaction in teams were recognition and appreciation (Lloyd, 2003). In another study of the professionals

from the Illinois Park and Recreation Association (IPRA) it was revealed that staff fatigue and low morale remained the major trends of job dissatisfaction and intention to quit (Office of Recreation and Park Resources, 2012).

It is of vital importance that employers motivate workers, as slack workers are unproductive, absent-minded and always absent which can be cost an organisation exorbitant amount of money let alone productivity (Klug, 2009; Zia, 2011; Kechagias, 2013). Accordingly, managers and supervisors should ensure that employee morale is kept high if they want to ensure staff loyalty and maintain a fruitful workforce.

Green (2008) proposed that the impact of team working is dependent on the special characteristics of the team. When team members cannot make co-operative decision about work matters, problem arises, and they end up with reduced individual discretion (Robbins, 2012; de la Torre-Ruiz and Aragon-Correa, 2013). Teams with joint decision making, exhibit improved level of job satisfaction (Delarue *et al.*, 2007; Oudejans, 2007). Therefore the structural features of a team, such as their degree of autonomy plays an important role in how the team performs and relate (Delarue *et al.*, 2007).

Earlier studies cited different results, though (Harley, 2001). It was reported that there no noteworthy effect of team morale on worker assignment preference, commitment to the organisation, intrinsic satisfaction or job related stress when comparing the experiences of team workers and non-team workers. As a result he stated that the team work and team morale practices were unsubstantiated.

2.5.3 Remuneration and Job Satisfaction

Compensation is defined as monetary earnings and tangible reimbursements that are retrieved by employees as part of service rendered (Gurbuz, 2007; Kamunjero, Chepkiloti and Ochieng, 2012; Jain and Sigh, 2013). It is composed of direct and indirect compensation (Galanou, Georgeakopoulos, Sotiropoulos and Dimitris, 2010; Kamunjero, Chepkiloti and Ochieng, 2012; Jain and Sigh, 2013). Therefore, remunerations cover financial and non-financial rewards. Accordingly, direct compensation comprises of monetary remuneration like base fee, bonuses and overtime remuneration (Georgeakopoulos, 2010). Indirect compensation is made

up of the insurance policies, retirement packages and even sick leaves. Moreover it is made up of acknowledgment, accomplishments, personal development and responsibilities. Employees should be paid competitive salary packages so that they realize job satisfaction (Sageer, Rafatand and Agarwal, 2012; Singh, 2013). Furthermore, the financial benefits should be satisfying even when compared with people working in the similar industries. When an employee receives rewards that are perceived as fair and equitable, feelings of satisfaction develops (Gurbuz, 2007; Robbins, 2010; Kamunjero *et al.*, 2012).

Numerous studies suggested how an effective compensation system should be, in order for employees to realise job satisfaction (Jeinabi, 2010; Chapman, 2010). A compensation system should link with business strategy, link with the performance management system and be internally congruent implying that it link with itself as well (Jeinabi, 2010; Chapman, 2010; Shodhganga, 2012). According to the authors such payment system can be viewed as fair. According to Shodhganga (2012) a payment system is important instrument for job satisfaction for two reasons. Firstly it is an important instrument in fulfilling a person's needs. Secondly, employees examine payment as an evidence of management's concern for them.

According to Odunlade (2012) financial rewards was an indispensable component in an organisation that needs to recruit and retain employees. Odunlade (2012) and Singh and Jain (2013) argued that remunerations must be regularly viewed as the conclusive influence in instigating an individual to seal or not to seal a deal. In an employee survey in USA, payment stood out as the most essential aspect by employees who have been with the same company for more than three years of service (Kennedy and Malveaux, 2012). An employee's extrinsic job needs relate to remuneration policies and procedures and working conditions (Liu and White, 2011). Job mobility was considered as a direct consequence of wages received by employees. In a study of Belgian workers, the majority of workers: 34.7% declared that quitting their jobs is mostly influenced by wages (Vermandere, 2013). It was stated that higher wages make people comfortable in their jobs and be loyal to one company.

Significantly, remuneration management's main task is to develop well-suited organisational standards, supported by core values of increasing the enthusiastic,

satisfied and committed employees (Galanouet *al.*, 2010). Durlebohn and Werling (2007) maintained that from a broad management angle in addition the important cost of doing business is linked with rewarding workers. For organisations to be sustainable and competitive, decisions on compensation should ensure workers satisfaction. For human resources, their perspective is associated with the success and satisfaction of the human capital of an organisation in relation to compensation policy and practice. According to Durlebohn and Werling (2007) the function of attracting, recruiting, motivating and retaining sought after employees is inclined to the compensation offered by an organisation.

Adam's equity theory focused on money as an extrinsic motivator (DeSimone and Harris, 1994; Armstrong and Murlis, 1998; Thorpe and Holman, 2000; Brown, 2007; Liu and White, 2011). Brown (2007) defined the extrinsic motivator as a predisposition to execute activities for tangible or intangible external payments such as money or praises. The Adam's equity theory as it is known classified equity into two types: the internal equity and the external equity. The moment when individuals start comparing their salaries with each other within the company, that is referred to as an internal equity. Whereas, the external equity refer to the stage when employees compare their salaries to other workers from the same industries but outside the company. This highlights the role played by monetary benefits on their satisfaction with their jobs (DeSimone and Harris, 1994, Armstrong and Murlis, 1998; Thorpe and Holman, 2000; Brown, 2007; Card, Mas and Moretti *et al.*, 2010; Liu and White, 2011).

Durlebohn and Werling (2007) supported this notion by proposing that money was the main reason why most people work since they were dependent on it. As a result transaction process is central to the relationship of employers and employees, thus employees and the satisfaction with their jobs. However, giving workers more money as compared to their job analysis can result in them expecting more. Same apply for recompensing them inadequately would make them feel unimportant and undervalued and leave the company (DeSimone and Harris, 1994; Armstrong and Murlis, 1998; Thorpe and Holman, 2000).

A vital role of compensation in managing organisations and controlling employees has been recognised throughout history (Dulebohnand Werling, 2007). According to

Pfeiffer (1998) cited by Galanou *et al.*, (2010), organisations that pays competitive rates to their employees are more fruitful and innovative than their competitors that recompense lesser. Organisations with greater payments are likely to entice and retain the most inspired and skilled workers geared to innovation and quality assurance. Besides, Pfeiffer (1998); Wood (1996) cited by Galanou *et al.* (2010) declared that group-rewards can be more competitive than concentrating on individualised performance.

Another technique of ensuring job satisfaction is involving employees in the planning of the organisational-based reward systems (Pati, Padhi and Kumar, 2010). Other studies emphasised the importance of job evaluation (Wood, 1996; Chaneta, 2014). The authors respectively believed that through job evaluation jobs not people can be graded and rewards will differ according to grades. Doing that ensures an explicit difference between the highest paid and the lowest paid based on job grade.

In a study conducted in Belgium, it was established that employees from the lowest paying sectors such as the catering, distribution and the retail sectors were the unhappy with their paycheques as compared to the amount of work they have to do (Vermandere, 2013). From all the three sectors workers who reported to be unhappy were more than 60 percent. The findings proved that when employees feel that their efforts are not equivalent to the rewards, they become dissatisfied with their jobs. Accordingly the study reported that 37 percent of the unhappy employees were planning to change their jobs (Vermandere, 2013; Kennedy and Malveaux, 2012; Stringer, Didham and Shantapriyan, 2011).

Surprisingly, Judge (2010) forwarded a different view about remunerations. The author argued that remuneration had little to do with job satisfaction. The findings of his study exhibited that employees who earn higher income are not as highly satisfied as expected when compared to the low earners. Accordingly job satisfaction cannot be confined to the earnings only; but, other factors should be considered. Those factors can be: the working environment and leadership. He warned against confusing job satisfaction with motivation. Remuneration can be only be used as a motivating factor, yet cannot be used to measure and enhance satisfaction in workers. Kohn (1993) continues that incentive payments cannot be

strong and influential motivators. He claimed that incentives schemes cannot cause long-term improvements in individual productivity and job satisfaction. According to the author, pay was a poor motivator.

Besides, Wadhwa, Veghese and Vadwa (2011), countered that material rewards are very important in job satisfaction because money meets luxury needs and wants of people, along with their fundamental needs and generally, employees accept salary as supervisors' reward for the work they have performed. Bussin and Huysmans (2004) highlighted that remunerations policies can assist organisations in attracting and retaining high performing employees. The results of this study indicated that a strong correlation existed between the changes in remunerations policy and job satisfaction, thus impact on the organisation.

Studies revealed that when people were offered financial enticements they tend to perform more poorly than the ones with no monetary benefits (Gneezy and Rustichini, 2000; Benmelech, Kandel and Veronesi, 2010).

Another argument was raised by Kohn (1993) and Stunkel and Grady (2011) against incentive payments. He argued payment cannot be powerful and significant motivators. He claimed that compensation cannot result in a constant development in employee productivity and job satisfaction. According to Kohn (1993) pay was a poor motivator. Employee incentives can have undesirable results on satisfaction, motivation and organisational performance. At most, businesses use remunerations as a major tool to recruit and keep top talent; however such endeavour has not produced longer lasting outcomes. As a result, HRM is assigned with the duties of establishing the right combination of employee benefits that will ensure satisfaction on both personal and financial level of employees (Kennedy and Malveaux, 2012). In addition to the organisational strategy, businesses should identify and consider the needs, inclinations and personalities of their workforce before deciding on the remunerations.

Studies declared the benefits of an effective payment system could bring about positive rewards on an organisations (Kennedy and Malveaux, 2012; Allen, Bryant, and Vardaman, 2010; Danish, and Usman, 2010; Alam and Mohammad, 2010). A compensation system can enable an organisation to entice and retain competent,

knowledgeable workforces. It can motivate workers to perform, cultivate a feeling of fairness, and endow with a route of their efforts. It upkeeps, interconnects, and strengthens an organisational culture, standards, and competitive strategy, more especially long-term strategy. To an employee, it is a reflection of an organisation's ability to reward efforts. It abides by all government laws and regulations; as a result employees can not feel cheated (Kennedy and Malveaux, 2012).

2.5.4 Career Development Opportunities

Studies revealed that human resource management is now focused on humanism and humanisation of organisations (Masud, Hashmi, Ali and Umair, 2011; Augustin and Mohanty, 2012; Rashad, 2013). This implies that for organisations to survive, they should devote effort, time and money on the improvement of the skills of their workforce (Aguinis and Kraiger, 2009). The social exchange theory proposed that employees were motivated, and satisfied to be employed by organisations that are dedicated to developing their employees (Shodhganga, 2012; Morris and Venkatesh, 2010; Maria-Madela *et al.*, 2010; Nikandrou, Brinia and Bereri, 2009; Aguinis and Kraiger, 2009; Bates, 2006; and Lee and Bruvold, 2003).

According to Masud *et al.* (2011) and Ferguson (2010), the development of people within the organisations is a need for survival for organisations. It is believed that individuals can experience job satisfaction when their competencies are continually enhanced. According to Ferguson (2010) employees in organisations should be channelled in order to progress with and sustain their professional levels. Organisational commitment and good relations with colleagues and superiors also needs guidance as well. To ensure that employees are satisfied with their jobs their natural talents, skills, and professional strengths should be frequently assessed and developed (Gill, 2013; Singh and Jain, 2013; Coetzee and Schreuder, 2011; Ferguson, 2010).

Career development refers to a lifelong endeavour of managing learning and work (Baer, Flexer, Luft and Simmons, 2008; Bertolino, Truxillo and Fraccaroli, 2011; Augustin and Mohanty, 2012; Rashad, 2013). Coetzee and Schreuder (2011) described career development as a tool that can be utilised to assess individual's subjective know-how of their careers and their working lives. It has three underlying

principles which are: career self-concept, the internal career orientation and the basic self-evaluations relating to the job.

Since development is a lifelong endeavour (Rashad, 2013), management has a task of analysing skills or competencies of their employees. By so doing they will be to locate some gaps and uncertainty that will require skilling or reskilling. A curriculum that would fit with employee skills shortages will be designed and developed. Then training will take place. Figure 2.3 illustrate a non- ending cycle of developing employees to realise their potentials and to be satisfied in their jobs. It shows that curriculum development is not a once-off endeavour if the company want to grow and be successful (Rashad, 2013; Kennedy and Malveaux, 2012).



Figure 2 4: A development cycle

Source: Deft.UK. 2006: 2

Career development opportunities include, but is not limited to, training, skilling and re-skilling, mentorship, coaching, career pathing, and opportunity for promotion (Singh and Jain, 2013; Masud, 2011; Ferguson,2010).

In respect with training, several scholars has emphasised the need for employees to engage in the developmental and training programs as they will attain job-related expertise and capabilities(Kraimer, Seibert and Wayne, 2011; Aguinis and Kraiger, 2009; Kozlowski *et al.*, 2001; Arthur, Bennett, Edens and Bell, 2003 and Birdi, Allan and Warr, 1997). According to Maria-Madela and Roxanne (2010) organisations describe training programmes as mediums for the acquisition of innovative skills or the expansion of skills already attained. Training programmes comprise of induction programmes also known as orientations, qualification programmes or update on new developments, requalification programmes also referred to as skills for meeting competency gaps, and specialisation training programmes which are either formal or informal improvement courses (Maria-Madela, 2010; Masud, 2011; Stanley 2014).

According to Morris (2010) when employees are trained together with the whole organisation realise their fullest potential. On the other hand Stanley (2014) suggested that a good training build people capabilities and is beneficial for job satisfaction and motivation. Furthermore Kosteas (2011) argued that when employees are dissatisfied with the lack of training opportunities, they develop strong intentions to quit their jobs.

Skilling and re-skilling is achievable through training (Maria-Madela, 2010; Masud, 2011; Stanley 2014). According to Chang and Lee (2007) the operations of a learning organisation have an expressivelyoptimisticresult on workers' job satisfaction. A learning organisation describes a corporation that endlessly transform it by facilitating the learning of its staff (Vidal-Salazar, Cordón-Pozo and Ferrón-Vilchez, 2012; Nzuve and Omolo, 2012; Chang and Lee, 2007). The present economic environment is branded by turbulent market forces, leaner organisations and revolutionized factors has forced, which put pressure organisations to become more flexible in order to remain competitive (Lazarova and Taylor, 2009).Besides, these changes call for up-to-date employee career development, in terms of skills acquisition (Wille, Feys and De Fruyt, 2013; de Hauw, de Vos and Van der Heijden, 2011).

In a study conducted in Taiwan, it was discovered that satisfy employees' demands by means of engaging in conventional leadership is no longer viable (Chang and

Lee, 2007). Conventional leadership refer to the type of leadership that focuses on task rather than on people (Sinclair, 2007; O'Hagan, 2009). Leaders should embrace transformational leadership by enhancing their own skills, as that will set an example to employees (Chang and Lee, 2007; O'Hagan, 2009; Broady- Preston, 2009; and Corral, 2010). Leaders should encourage improvement and learning activities, develop workers' potentials, educate and train as, this is essential for keeping individuals with outstanding abilities. According to Badillo, Lopez, and Vila (2012) re-skilling help bridge the gap of skill mismatches. Skill mismatch refer to a condition where workers skills are not well matched with their current jobs (OECD, 2014; McQuaid, Green and Danson, 2013; McGuinness and Sloane, 2011). Skills mismatch involved over skilled and under skilled employees. Skills mismatch was reported as having negative influence on job satisfaction (Badillo *et al.*, 2012; Shodhganga, 2012).

Organisations that want to remain competitive and are willing adapt in order to succeed need to adopt support mentoring possibilities (Scanduraa and Williams, 2004). According to McManus and Russel (1997) mentoring affects the process of skills development and forges relationship between the employer and the employee. Such relationships ensure that job satisfaction is enhanced while creating the intentions to remain with the employer. Moreover, Kabir (2011) and Messmer (2012), it is the duty of managers to guide employees about the steps employees need to take in order to reach the next level in the organisation. Employees should ask their mangers for guidelines and mentoring.

Coaching is aligned to the unlocking of an individual's potential so that their capabilities are maximised (Linley and Harrington, 2006). Coaching is centred on cultivating performance and developing skill (Scanduraa and Williams, 2004, Govender, 2010). The intention is for a mentor to intensify the mentee's confidence. According to Shodhganga (2012) and Freidfeld (2014) this area of career development incorporate competencies in teaching, motivating and providing information the realities of their social and economic situations, and the nature of their environment, even outside their organisations.

Career pathing was advocated as an important aspect to consider when addressing job satisfaction and career development (Fielden, 2005). Managers should link

career development of employees to organisational needs, while assisting employees in the planning their career goals (Fielden 2005; Govender, 2010). Human resources should make available designed career paths and development programs in order to assist employees to reach their career goals. Employees need to also manage their careers (Fielden, 2005; Govender, 2010). Besides, Politis (2001) proposed that leaders should play a major role in designing strategies that will ensure employees acquire suitable knowledge that will ensure that they go up the progression ladder.

On a study conducted by Mesmer (2012) 54 percent of workers that were interviewed believed that knowing their career path enhanced their job satisfaction. Some 31 percent believed that feedback is important for growth. Managers encourage and educate employees about the need to advance. The results of the study exhibited that the leadership styles that involve human communication and inspire participation in decision-making are positively linked to the skills needed for knowledge acquisition and the empowerment of employees through knowledge attainment leading to job satisfaction. According to Jain and Singh (2012) the role that an immediate supervisor can play in supporting employees is significant for job satisfaction.

The aspiration for promotion is powerful among workers as it engages an adjustment in job satisfaction, compensation, responsibility, self-determination, position and the like, to mention but a few (Shodhganga,2012). As a result, employees seize promotion opportunity as the crucial accomplishment in their profession and when it is realized, individuals feel tremendously satisfied (Shodhganga, 2012; Singh and Jain, 2013). Kosteas (2011) indicated that employees are inspired by promotional ranks as they present responsibility for designing tasks. This is associated with higher job satisfaction. People develop satisfaction from earning higher than their peers and occupying higher ranks (Kosteas 2011; Shodhganga, 2012). Believing in promotion and receiving promotion showed a strong positive correlation with job satisfaction.

According to Shodhganga (2012) feedback presume the frequent and precise information on how work is perceived by individuals for whom it was done. An assignment is noteworthy when employees consider that it will make a difference in

their lives and to someone else's life (Noe, 2003; Shodhganga, 2012). Employees experience job satisfaction if their efforts are recognised, respected and praised, which can be made possible by giving them feedback. According to Mesmer (2012) and deVos (2011) feedback was one of the most important tools in organisational communication and employer-employee relationship. When employees receive constructive feedback their job satisfaction levels increases.

According to Sinclair (2009) organisational career development support has become a fundamental need in the changing employment climate to realise organisational and individual success and endurance over life course as it capitalises on people's opportunities of experiencing job and career satisfaction. Employee empowerment and involvement can strengthen a person's sense of control and improve on the worker's health and peace of mind (McGuire and McLaren, 2007). Coetzee *et al.*,(2010) debated that the meaning that people ascribe to their jobs is usually built upon their insights of how work will accomplish vital requirements. These requirements are normally linked to the economic functions of work and its potential to fulfil and satisfy other significant roles and needs like: personal and skills development, self-confidence, personality, social interaction and status, and nourishing a realistic standard of living (Coetzee *et al.*, 2010).

2.6 Selected Job Satisfaction Theories

Organisations are faced with challenges of information overload, globalisation, and labour relations and this has resulted in companies not being sure whether traditional theories that explain human behaviour are still viable or not, (Govender, 2010; Du Plessis, 2010). For the purposes of this study traditional and contemporary theories have been discussed in order to establish their effect on job satisfaction. From the definitions of job satisfaction that was mentioned in section 2.3 above, it has come to pass that, irrespective of the changes and challenges faced by organisations, definitions have still remained the same. Job satisfaction has always been related to human needs (Pfeffer, 2010). For instance Wanous and Lawler (1972) refer to job satisfaction as the sum of job aspects. All the facets or factors of job satisfaction are based upon what each individual needs or expect from their respective organisations.

Among the well-known theories of job satisfaction presented by various authors, six are considered. They are the Hierarchy of Needs by Maslow, the Two Factor Theory, Locke's Affect Theory and Adam's Equity and Goal Setting Theory, Skinner's Reinforcement Theory and lastly Deci and Ryan's Self-determination Theory. The six theories of job satisfaction are discussed in order to get insights on how individuals find gratification and accomplishment with their occupations. These theories reflect that jobs are perceived as not only a means of earning a living, but also as a significant expansion of one's individuality, in addition to, his contentment (Bipp, 2010). Thus when individuals experienced an enhanced level of job satisfaction, they are more likely to be more productive in their preferred careers and work (Golden, 2012; Valcour *et al.*, 2011; Lee and Kim, 2010 and Facer and Woodswarth, 2008).

2.6.1 Theory of Needs by Abraham Maslow

Maslow's needs theory (1954) outlines the most influential of content theories (Furnham, Eracleous and Chamorro-Premuzic, 2009; and Adair, 2009). Content theories also referred to as needs theories, because they usually focus on determining the 'what' part of motivation and of job satisfaction. Simply put, content theories start by discovering individuals' needs and then align them (ABWA, 2009).

Maslow (1954) presented a pyramid of needs, as shown in figure 2.5 below. The hierarchy of needs symbolises how an individual progresses in an effort to satisfy the different needs. Once a person has fulfilled a need from the chain of command, it stops to stimulate their behaviour and they are inspired by the next need on the following level of the hierarchy (Robbins, 2011):

1. **Physiological needs** include basic human expectations like hunger, thirst, clothing and shelter.
2. **Security needs** includes protection and financial security.
3. **Social needs** consist of relationships, with family, friends and a need to belong in a group.

4. **Self –Esteem needs** includes needs for recognition, achievement and a belief in oneself. From this point these are regarded as higher order needs.

5. finally, progression leads to the need to for **self –actualisation**. This is when an individual realize their full potential, and are proud of their achievement so far. These levels are explained in the diagrambelow: Figure 2.5.

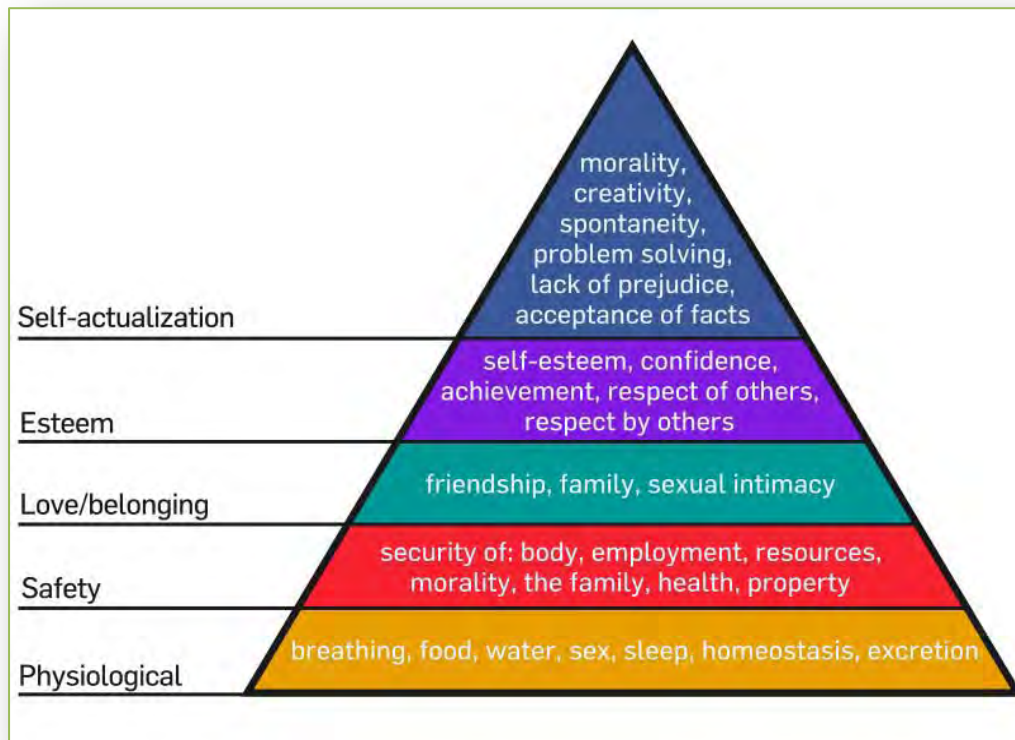


Figure 2.5: Maslow's Hierarchy of needs

Source: Kerin, Hartley, Berowitz and Rudelius, Marketing, 8th Ed. 2006: 127

This theory entails that job satisfaction is derived from the things provided by employers (Hahn, Lippert and Payton, 2011). Such things can be excellent working circumstances, security, good interpersonal relations; as such conditions are motivational to employees. Excellent working conditions include amenities, food, equipment's clothing, shelter and many more. Security needs for job satisfaction includes social security, safe working environment, good interpersonal relations, and effective teamwork. Managers are tasked with a duty to identify the exact needs that will ensure that employees feel valued and satisfied in the job they are undertaking.

Nevertheless, there has been criticism of this theory on the grounds that human needs in reality are not represented in ascending order of importance as suggested by Maslow (Ekardt and Wilke, 2010). At any given time a person can experience all the needs simultaneously, thus making it difficult to start with the lower needs in ascending order. In addition, several people could reschedule the satisfaction of some immediate, basic needs so that they can satisfy higher needs. Besides, some scholars have failed to empirically demonstrate that men's needs can be hierarchal arranged (Ekardt and Wilke, 2010).

2.6.2 Herzberg's Theory of Hygiene-Motivation Factors

Herzberg (1959) stated that an individual's success or failure at work will depend on his or her attitude toward work. His research found intrinsic factors to be related to job satisfaction and these include advancement, recognition and responsibility. He further pointed out that dissatisfaction of workers is due mostly to extrinsic factors such as leadership, remuneration, organisational policies and working environment.

According to the Two-Factor Theory represented in Figure 2.6, a clear difference existed between the motivating factors or motivators and the hygiene factors (Durdovskiy, 2013; Aziri, 2011; Strydom, 2011). When motivators are encouraged, they can lead to the enhanced level of performance and success. Hygiene factors, on the other hand, ensure that employees are not dissatisfied. Hygiene factors comprise of the quality of management, financial compensation and job security, to mention but a few. On the other hand motivators include recognition opportunities for growth both personal and professional, management contribution and the professional status related to an individual position at work. Consequently, employers need to ensure that they look after the motivational factors in their organisation while providing for the hygiene factors, as both factors complement each other.

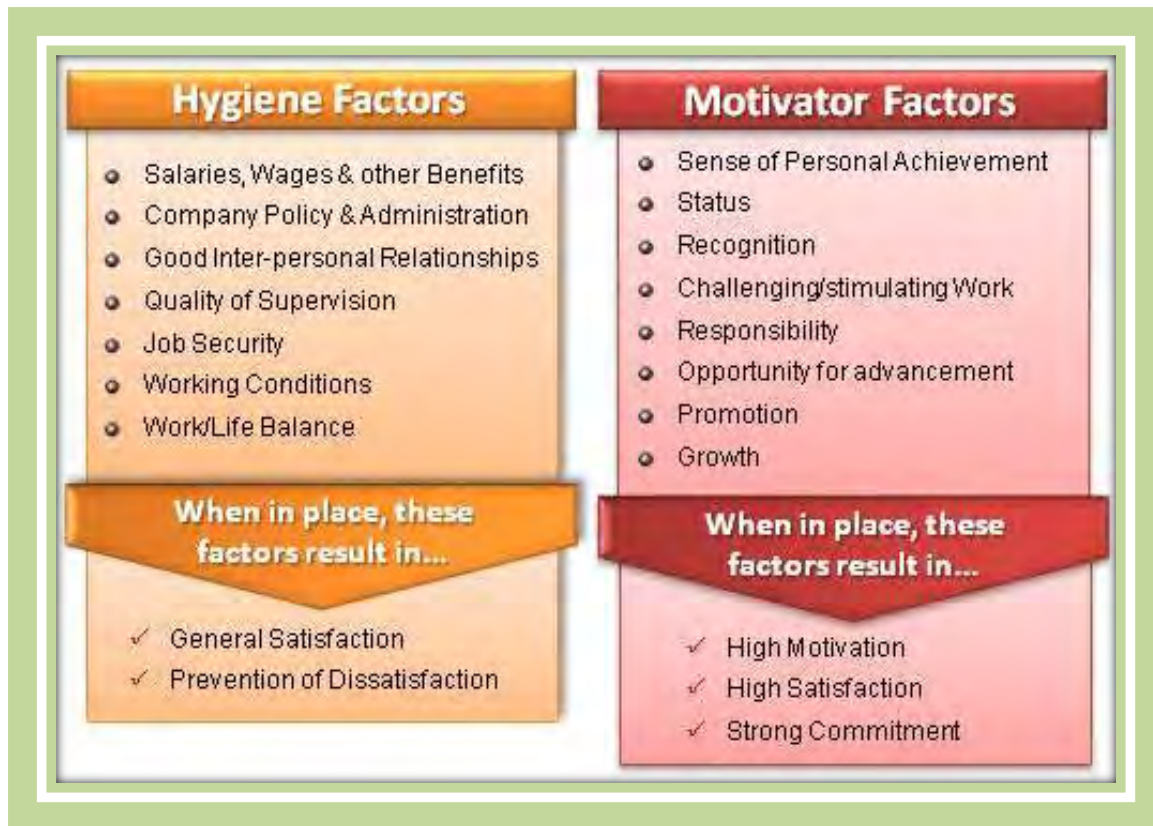


Figure 2.6: Herzberg's Two-Factor Theory or Motivation-Hygiene

Source: Durdovski, 2013: 1.net/frederick-herzbergs-two-factor-theory.

Studies had revealed that absence of motivator factors in the workplace do not encourage dissatisfaction instantly ; however it's the absence of hygiene factors that lead workers to be dissatisfied (Aziri, 2011; and Amhed, Nawaz and Iqbal *et al.*, 2010). This is brought about by that fact that hygiene factors ensure acceptable working environment. The implication of this theory is that job satisfiers exemplify the relationship that an employee has with the actual assignment which must be performed and be completed (Strydom, 2011). Whereas job dissatisfier describes the relationship between the staff members have to the environment in which the tasks are performed.

2.6.3 Locke's (1976) "Range of Affect" and Goal Setting Theory

Locke's Affect theory stated that a person's job satisfaction depends on two factors: the expectations individuals have for a job, and the concrete things that will be obtainable from the job (Tsvara 2013; Strydom, 2011). The smaller the gap

between these two, the higher the chances are there, that employees are satisfied with their jobs (Gruman and Saks 2011; Strydom, 2011). The Affect Theory also states that human beings prioritize one aspect of the job more than the others (Kumar and Giri, 2011; Judge *et al*, 2009); as a result, one aspect can mould how satisfied or dissatisfied individuals (Maaniitty, 2012).

Adequate goal setting seems to support achieving job satisfaction with managers monitoring performance, providing feedback and reviewing goals, whereby the gap between expectation and reality can be minimised (Gruman and Saks, 2011). Locke argued that goal setting theory is 'situational and task specific' (Locke, 1977:377 and Coetzee, 2009:38). This is shown in Figure 2.7. Likewise, the notion of collaboration, linkage and alignment and documentation is envisaged by goal setting theory and the following five golden principles apply for the setting of goals are:

- a. **Clarity:** goals must be simple and clear
- b. **Challenge:** goals must not be too easy to execute, a certain level of difficulty must be encouraged.
- c. **Commitment:** a person must commit to their goals.
- d. **Feedback:** Employees expect to know how they fared and how they can improve.
- e. **Task complexity:** the outcome of a challenging goal depends solely on the discovery of the suitable strategies to perform an assigned task, (Locke, 2000 and Latham, 2001).

Goal establishment is a powerful tool that can be used to motivate and challenge employees further towards meeting their career management goals (Tschiesche 2012; Daniel, 2013; Vigoda-Gadot and Angert, 2007). There is a right way and a wrong way to set goals. Goals must be well set, with clear objectives. They must be challenging. Employers and employees alike must commit to them. The goal should be in line with the general, established expectations that employers have had for the employee in the past. Feedback must be given in order to correct and clarify

before the goal. Complexity of tasks and time must be aligned to avoid discouragements. Poorly set goals and lack of clarity can result in frustration and lack of effectiveness (Tschiesche, 2012).

A flexible, goal setting tool and feedback would let the workforce observe how their goals add to the organisation and how departmental objectives flow down and connect with individual goals (Caruso, 2011; Vigoda-Gadot and Angert, 2007). When employees show compliance to work towards an achievement of goal is main source of job satisfaction. When the workforce is receiving constant feedback regarding their formal and informal work performance, their job satisfaction is enhanced (Stringer, Didham and Shantapriyan, 2011; and Buljac-Samardzic, Dekker-van Doorn and van Wijngaarden *et al.*, 2010).

Feedback has to be proper so that it will channel employees' behaviour and modify their work attitudes, thus more involvement and greater job satisfaction will be realized. To ensure that goal setting is a success the introduction technology can help an organisation (Cliffs 1990; and Caruso 2011). Goal setting can fail if the employees lack skills and competencies to perform actions essential for goal. Job satisfaction will not be improved (Buljac-Sama *et al*, 2010; Koch and Nafziger, 2011).



Figure 2.7: Goal Setting Theory

Source: Caruso, 2011:2 and Cliffs, 1990:74

2.6.4 Adam's (1963) Equity Theory

Adam's Equity Theory extended the needs to go beyond the individual self but external incorporating influence and compares other people's situations (Coetzee, 2009). The comparative view could be done from friends and colleagues, and could lead an employee to identify fairness and unfairness practises within an organisation. According to Coetzee (2009); Bakshi, Kumar and Rani (2009); and Riesel, Probst and Chia (2010) equity is experienced when employees recognise that the proportions of their input to their outputs are corresponding to that of other employees.

Through Equity theory employees understand organisational justice, whether it is working for or against them (Robbins 2010; Bakshi, Kumar and Rani, 2009; and Reisel, Probst, and Chia, 2010. Organisational justice relates to equality and needs satisfaction (Bakshi, Kumar and Rani, 2009). The lack of organisational justice and the presence of unfairness can encourage employees to perform deviant behaviours to display their lack of satisfaction (Reisel *et al.*, 2010). Deviant

behaviours includes, but is not limited to, slacking job attempts, operating on a snail pace, taking unnecessary and longer breaks, and habitual late coming as an equity adjustment (Reisel *et al.*, 2010; Dalal, 2005; and Harrison, Newman and Roth, 2006). Such behaviour can be an indication of a succession of attitudinal withdrawal that becomes behaviourally apparent as the workforce cut back on discretionary inputs into the organisation.

In Figure 2.8 Adam's Theory is demonstrated. The figure exhibits how an employees' inputs : the efforts on the Scale (A) derived from their personalities, such as loyalty, flexibility and personal sacrifice and the employees' outputs that can be referred to as expected rewards from the employer on Scale (B) like: bonuses, reputation, development , reputation or security, among others. When rewards are not equivalent to efforts, mind-set shift becomes inevitable (Reisel *et al.*, 2010; Dalal, 2005; and Harrison, Newman and Roth, 2006 and Chapman, 2001). Job satisfaction gets compromised as employees would feel cheated by the organisation.

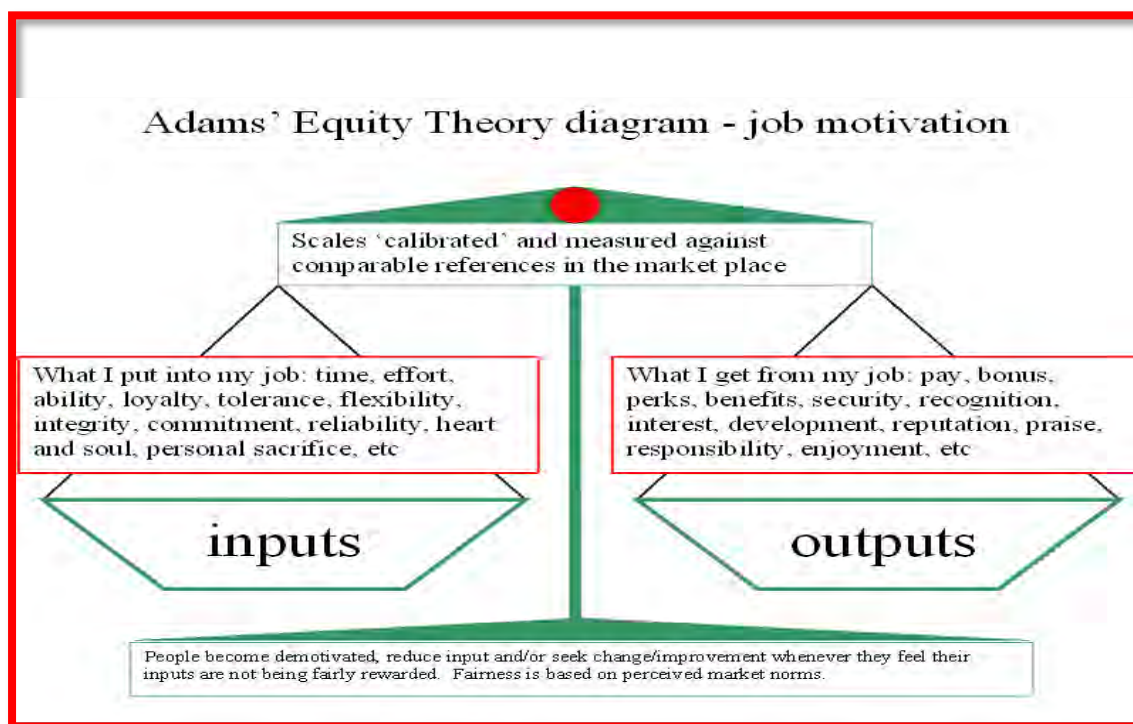


Figure2.8: Adam's Equity Theory

Source: Chapman, A. 2007:1. <http://www.businessballs.com/adamsequitytheory.htm>

2.6.5 Reinforcement Theory (1938) and Job Satisfaction

Skinner's reinforcement theory (1938) assumed that inner beliefs and motivation cannot clarify human behaviour (ABWA, 2009; Strydom, 2011; Udechukwu, 2013, and Cherry, 2014). The reinforcement theory emphasised the importance of external, observable causes of human behaviour. It highlighted that a person's behaviour is a function of its consequences. In other words, the behaviour that people exhibit on a daily basis is acquired and learned from the surrounding environment, hence the usage of the term operant (Strydom, 2011; Udechukwu, 2013; and Cherry, 2014).

According to Udechukwu (2013) individual behaviour can be energised, directed, maintained and even stopped in order to enhance job satisfaction. As results the reinforcement theory advocated the following features to ensure employee job satisfaction:

- (a) The proper design of working environment and praises for good performance.
- (b) Work environment should be frequently analysed in order to identify and remove aspects that can hamper effective performance and job satisfaction.
- (c) Poor performance should not be punished, as punishment can lead to negative results
- (d) Feedback should be provided regularly. (Moxley, 2001; Morris, Smith and Altus, 2005; ABWA, 2009; Udechukwu, 2013; and Cherry, 2014).

2.6.6 Self Determination Theory (SDT) of 1980 and Job Satisfaction

The theory of Self-Determination proposed that there are three innate psychological needs crucial for individuals' optimal functioning (Deci and Ryan, 2000; Vansteenkiste, Ryan and Deci, 2008). Those are the need for autonomy, relatedness and competence. According to Deci (2004) competency is when an individual seeks to control the outcome and master the experience. Relatedness refers to the universal need to network, attach with and care for others (Deci *et al.*,

2000; Deci *et al.*, 2004; and Stone, Deci and Ryan, 2008). Then autonomy describe the universal urge to master and own of one's life while acting in harmony with one's integrated self (Deci, 2004; Stone, Deci and Ryan, 2008). The authors proposed that the satisfying psychological needs will result in progressive job satisfaction (Strauss and Parker, 2011). Progressive job satisfaction transpires when individuals uncover that their innovative expectations are met by the organisational environment. Consequently, Individuals will constantly establish and pursue proactive objectives, resultant in elevated intensity of proactivity sustainable over a long period of time (Dec *et al.*, 2004; Strausset *al.*, 2011).

According to Deci (2004); Stone *et al.*, (2008) and Strauss *et al.*, (2011) diverse forms of job satisfaction result from an assessment of individual beliefs, ambitions and the reality of their workplace. For that reason, healthy organisations that are centred on worker commitment, development and advancing, maintain and view all aspects of the employee's life as a whole must be created to ensure job satisfaction. According to Seligman (2011) the results of intrinsic motivation embraces improved job satisfaction, dedication, advanced performance, co-operation and competency, among others. Besides, people can find improved significance and commitment by indulging and using their strengths.

Subsequently, Self Determination Theory maintains, for instance, that positive feedback is advantageous for the workforce, for its ability satisfies employees' inborn need for competence (Mouratidis, Vansteenkiste, Lens, and Sideris, 2008; and Callens, 2008). SDT can encourage an individuals' propensity to explore and manipulate the environment and to actively seek challenges to extend one's skills (Deci and Ryan, 2000; Callens, 2008; and Seligman, 2011). Aptitude and proficiency satisfaction permit employees to professionally acclimatise to difficult and varying surroundings, whereas the disappointment and frustration with individual competence can lead to helplessness and a lack of motivation, thus diminishing job satisfaction.

2.7 Chapter Summary

Work plays an important part in the lives of humans and a working person spends most of their life at work. It is important for those individuals to have a strong sense

of satisfaction. It is true that people are different, with different tastes, preferences and aspirations; however there are basic features in a workplace that is sought after by employees. Besides, is no one size fits all methods that employers can adopt in the quest to enhance job satisfaction. But a discontented employee is easy to spot. A discontented employee will not only arrive late, be number one on the absentees list, be sluggish and sleepy only, however, their overall outlook on life becomes gloomy, meaningless and purposeless.

Chapter two provided a description of job satisfaction and its importance. It outlined four areas; particularly, the physical environment, team morale, career development opportunities and remuneration, having an impact on job satisfaction and it introduced some theory on job satisfaction.

The following chapter describes the methodology employed while conducting this study.

Chapter Three

Research Methodology

3.1 Introduction

Research was described by Phatak (2008:2) as a “methodical, purposeful, reproducible and intentional endeavour” which is made to respond to significant questions pertaining to a field of study or about observable fact or procedures in specified circumstances. According to Cameroon and Price (2009) the act of conducting business research implicates the possibilities to study business reality, understand it and know it. This chapter offers justification for using the methodology that was adopted during execution of the study.

It exhibits the details of the investigation such as data collection, and data analysis. In addition the questions of validity and reliability, administration of the questionnaire, ethical concerns and limitations of the study are discussed in this chapter.

3.2 Aims and Objectives of the Study

Studies have revealed the importance of enhancing job satisfaction in order for organisations to retain scarce skills (Tella, Ayeni and Popoola, 2007). When employees are dissatisfied, there is a tendency for them to constantly call in sick and, or display low morale, as result productivity rates decrease and defective output increases; all of which is detrimental to the company (Davidson, Timo and Wang,2010). The objective of this research was to better understand factors that impact on job satisfaction and thus to explore ways to retain employees. This is achievable by identifying reasons why people are not satisfied at work. The study is of value to employers as it helps them to understand issues that adversely affect employee job satisfaction and thus the study seeks to assist with ways of retaining scarce skills.

The main aim of this study was to evaluate the impact of the four variables which are the: physical environment, remunerations, and team morale and career development opportunities on job satisfaction of employees in Durban.

From the onset of the study the objectives were to:

- Explore the effect of the physical environment on job satisfaction
- Evaluate how team morale affects job satisfaction.
- Explore the impact of career development opportunities on job satisfaction.
- Investigate the effect of remuneration on job satisfaction.

These objectives assisted in determining what data was needed for collection and which one to eliminate. Again, the objectives ensured that an appropriate data collection instrument was designed. The specific questions were aimed at gaining people's perception regarding the impact of the selected factors on job satisfaction of employees in Durban Metropolitan area.

3.3 Research Methodology

According to Sekaran and Bougie (2009: 3) research is "an organised, systematic, data-based, critical, objective, scientific enquiry or investigation into a specific problem". It entails a comprehensive analysis of a given situation in order to gain better. Denscombe (2010) claimed that it is through such examination that an explicit perspective of the situation can be provided, an analysis that will be free of personal bias, perception or untruths. Additionally, Mouton (2009) argued that the accuracy of the research can be ensured by applying the objective techniques in data collection and analysis. The application of correct procedures increases reliability of the results (Mouton, 2009). In business research, there are three types of research designs: the qualitative, the quantitative and then mixed methods research (Mack, Woodsong, MacQueen and Namey, 2005; Creswell, 2008; Creswell, 2010; and Nicholls, 2011).

3.3.1 Qualitative Research

Creswell (2009) defined the qualitative research methods as an approach that employs constructivist perspectives. In other words, it implies that the inquirer construct knowledge claims based on multiple meanings from individual experiences with an intention of developing a pattern or a theory. He further highlighted that qualitative research focuses on interpretivism, because data is collected in the form of words and units which are later utilised for analysis

purposes (Mack *et al.*, 2005; Sekaran and Bougie, 2010). Through this observation, a holistic understanding of the issue is implied, taking into consideration the impact of various factors.

The strengths of a qualitative approach among others are that it could provide a researcher with details about human behaviour, emotion, and personality characteristics and experiences (Mack *et al.*, 2005; Bryman and Bell, 2007; Creswell, 2009; usually data is gathered from naturalistic surroundings (Creswell, 2009; Sekaran and Bougie, 2010; Nicholls, 2011, Madrigal and McClain, 2012). As qualitative research focuses on small groups, it can be less expensive (Creswell, 2009; Sekaran and Bougie, 2010; Nicholls, 2011, Madrigal and McClain, 2012).

However its shortfall lays in the fact that qualitative research is difficult to replicate (Bryman and Bell, 2007). Moreover, generalisation cannot be made since the data collected cannot be statistically measured (Creswell, 2009; Creswell, 2013, Nicholls, 2011).

3.3.2 Quantitative Research

According to Saunders *et al.* (2007) quantitative data can be categorized into two divergent groups: the categorical and the quantifiable groups. The categorical data refer to data consisting of values that cannot be numerically measured but can be classified into ranks in their order of importance. Accordingly, quantifiable data refer to values where quantities can be assigned and be measured. They further state that the more ambiguous and elastic the concepts are, the less possible it is to quantify the data in a meaningful way (Mack *et al.*, 2005; Sekaran and Bougie, 2010). The quantifiable data of this study is presented in Chapter four and discussed in Chapter five respectively.

According to Sekaran and Bougie (2009:180) the advantages of quantitative research methods lie in the usage of graphs and tables as a reader gets to view “results at a glance”. A researcher gains more representative characteristics of the wider population. It makes it easy to compare similar studies. It is useful for collecting straightforward, descriptive data. Findings are statistically reliable and this methodology allows researchers to measure and control variables (Bryman and Bell 2007).

In spite of advantages, quantitative research has shortcomings. First and foremost quantitative methods do not answer the “why” part of people’s behaviour and attitudes (Sekaran, 2010; Trafimow, 2014). It does not measure why people act and or think the way they do, rather it measures things numerically (Patel, 2009; Sekaran *et al.*, 2009; Bryman and Bell, 2007). Again to enable quantification, a researcher must ensure the questioning is direct (Mack, 2005; Thomas, 2010 and Nicholls, 2011).

In addition, confirmation bias can be identified from the quantitative research methods (Holmes, 2010). According to Holmes (2010) confirmation bias refers to a situation when a researcher fails identify a going on phenomena while focusing on theory or hypothesis testing instead of focusing on hypothesis and theory generation.

3.3.3 Mixed Methods Research

Another research design available is the mixed methods, which entails a blend of the quantitative and qualitative research methodologies within or across the phases of the research procedures (Creswell, 2009). Both qualitative and mixed methods were outside the scope of this study, therefore they were not utilised for this study.

3.3.4 Comparing Qualitative and Quantitative

Studies revealed that qualitative and quantitative research methods differ mainly in the following aspects discussed below (Macket *et al.*, 2005; Saunders *et al.*, 2007; Bryman and Bell 2007; Patel, 2009, Sekaran *et al.*, 2009, Trafimow, 2014).

- **The analytical objectives**

According to Cresswell (2009) and Trafimow (2014) qualitative provide the human side of an issue in terms of behaviour, insights, experiences and feelings and variations. Whereas the quantitative quantify variation, predict casual relationships and describe the characteristics of a certain population.

- **The types of questions utilised to gather information**

Qualitative research methods pose open ended questions whereas quantitative methods utilise closed-ended type of questions (Reja *et al.*, 2003); Mack *et al.*, 2005; Sekaran and Bougie, 2010; and Trafimow, 2014).

- **The types of data collection instruments they use**

Qualitative methods seek to discover phenomena (Mack *et al.*, 2005, Creswell, 2010, Sukamolson n.d). Flexibility in allowing additions to the already available instruments is vital to get more facts. Semi-structured methods such as in-depth interviews, focusgroups, and participant observations are always employed (Saunders *et al.*, 2007; Bryman and Bell, 2007; Patel, 2009, Sekaran *et al.*, 2009). However in quantitative research hypotheses is confirmed through the usage pre-planned style (Sukamolson n.d; Sekaran and Bougie, 2010; Nicholls, 2011). Instruments are used in a rigid style when extracting and classifying responses. Moreover highly structured methods such as questionnaires, surveys, and structured observation are applied (Sukamolson n.d; Sekaran and Bougie, 2010; Nicholls, 2011).

- **The forms of data they produce**

In qualitative research textual data is constructed through the usage of audiotapes, field notes and videotapes (Mack *et al.*, 2005; Sekaran *et al.*, 2009). Whereas in quantitative data is in numeric form and can be tested statistically. According Panucci and Wilkins (2010), quantitative studies' great strength is providing data that is descriptive of the population allowing for findings to be generalised to a larger group.

- **The degree of flexibility built into study design**

Qualitative requires flexibility, allowing an inquirer to respond to data as it materializes during a session (Bryman and Bell, 2007; Patel, 2009, Sekaran *et al.*, 2009). Some aspects of the study are flexible allowing for exclusions, additions on the research instrument (Mack *et al.*, 2005, Bryman and Bell, 2007). The design is iterative, this implies that research questions are adjusted according to what has materialised during the study. Additionally the responses from participants channel

the direction of the study in terms of which questions to ask and how to ask those (Mack *et al.*, 2005; Sekaran *et al.*, 2009; Panucci and Wilkins, 2010).

According to Bryman and Bell (2007) the study design of the quantitative research methods is stable from start to finish, no room for adjustments. Additionally, Mack *et al.* (2005) and Trafimow (2014) advocated that participant responses have no effect to the researchers' direction. Likewise, the study design is subject to statistical theories and stipulations (Mack *et al.*, 2005; Saunders *et al.*, 2007; Bryman and Bell 2007; Patel, 2009, Trafimow, 2014).

3.3.5 The Adopted Methodology

For this study a quantitative methodology was utilised. Quantitative methodologies usually measure consumer behaviour, knowledge, opinions, or attitudes (Sukamolson, n.d.). They answer questions related to how much, how often, how many, when and who (Jones, 2012). In quantitative research generalisation can be applicable to situations beyond the boundaries of the particular context in which the research was conducted is sought (Bryman and Bell, 2007). As opposed to qualitative research methods quantitative is more centred on positivism as scientific data is collected in the form of numbers and figures through the usage of specific variables directly associated to the research topic unclear. The deductive approach of the quantitative research ensures that the relationship between theory and research is followed. Furthermore, Sekaran and Bougie (2010) argued that quantitative research methods are prone to researcher bias (Sekaran *et al.*, 2010; Panucci and Wilkins, 2010). According to Shuttleworth (2009) researcher bias refers to a process where the scientists executing the study manipulate the results, with the purpose of portraying a certain conclusion.

3.4 Participants and Location of the Study

The selection of participants for this study focused on employees in Durban, which refer to individuals working for organisations and institutions in the Durban area of KwaZulu-Natal, a province of South Africa. All employed persons residing in the greater Durban area were considered to be components of the study population. Population refers to the group of people, events, or things of interest that the

researcher wishes to investigate (Sekaran and Bougie, 2010). Such a group is often too large to include in the research as for Durban the group employed individuals approximately 992 560 (Statssa, 2011), therefore a sample is always preferable. Sekaran and Bougie (2010) defined a sample as a subset or a smaller proportion of the population. A sample is manageable and it can ensure that a study is more feasible whilst guarantee generalisability of results (Sekaran and Bougie, 2010).

3.4.1 Location of the study

This study was performed in the greater Durban area, the map of Durban is represented as Figure 1.1 in the beginning of this document. Durban is the largest metropolitan in KwaZulu-Natal; the third leading in South Africa. It is situated on the east coast of South Africa. Durban is home to approximately three point five (3.5) million people (Statssa 2011). By land size Durban area covers an area of approximately 2 297km². Of the 3.5 million estimated populations, the labour force comprises of approximately 1.6 million individuals. Labour force refers to the total number of the employed, the unemployed and the discouraged person in the economy (Dagsvik, Kornstad and Skjerpen, 2012).

The inclusion and the exclusion criteria for this study was that it focused on one portion of the labour force: the employed group (992 560 persons as per Statssa (2011). An employed person is defined by Nel, Kirsten and Swanepoel *et al.*, (2012:408) as “any person, excluding an independent contractor who work for another person or for the state and receive or is entitled to remunerations”. The unemployed (430 318 persons) and the discouraged (114 230 persons) workers were excluded (Statssa, 2011). Sanders (2009) defined unemployed people as those individuals without a job but who are actively searching for one. According to Dagsvik *et al.* (2012: 40) discouraged workers refer to those individuals “who will search for work when the labour market is tight but do not search for work when the labour market is slack because they consider their chances of finding a suitable job too low”.

3.5 Recruitment of Participants

The sampling method was utilised to recruit participants. There are two major categories of sampling, namely the probability and non-probability

sampling methods (Saunders, Lewis and Thornhill, 2007). Probability sampling is comprised of four methods which are: simple random, systematic, stratified random and cluster (Bryman and Bell, 2007). According to Sekaran and Bougie (2010) in probability sampling methods, all elements in the population have some identifiable non-zero chance or probability of being recruited as sample subject.

This study utilised non-probability sampling. It is considered as the cheapest technique of recruiting participants. It did not need any extra information like the sampling frame and the exact number of population, as this could not be accurately determined; and it guaranteed the inclusion of the type of respondents needed by the study. However, it is acknowledged that the findings cannot be generalised to the total population as participants were not randomly selected (Sekaran and Bougie, 2010).

Literature introduced various kinds of non-probability sampling methods (Kumar 2011).

(i) **Quota sampling:** observable characteristics are used as a guide to making choices for instance emphasising on race, gender or age in choosing participants.

(ii) **Convenience sampling:** entail haphazard recruiting participants guided by proximity, the participants build up until the targeted numbers are reached.

(iii) **Judgmental or purposive technique:** refer to the selection based on the researcher's subjective judgment as to who can supply the preeminent information so that the objectives of the study are accomplished.

(iv) **Expert sampling:** refer to the selection of only experts in the field of study to be participants.

(v) **Snowball sampling:** involves selecting a sample using networks of groups and organisations.

For this study, two forms of non-probability were used the snowball sampling and the convenience sampling. Snowball sampling is defined by Venette (2013) as another type of convenience sampling method that can be used to ease the data collection process, when a researcher is expected to recruit participants who are

difficult to identify. In snowballing; a researcher identifies one person who qualifies to participate, then asks that person to recommend others until several participants are found. The type is non probability but random sampling (Venette, 2013).

Convenience sampling refers to “a matter of taking what you can get” (Logasakthia and Assokumar, 2012:8). The selection is guided and not random. This method is not a correct representation of population because participants are selected due to their availability, accessibility and proximity (Logasakthia and Assokumar, 2012).

After the receipt of ethical clearance approval from an ethics committee of the University of KwaZulu-Natal, the distribution of questionnaire to participants commenced. The questionnaire consisted of four pages. The first two pages were informed consent. These pages explained the purpose of the research and also gave clarity on how the study would benefit the community. Anonymity and confidentiality was assured. The letter of informed consent also advised participants of their rights to withdraw at any stage should they so wish. Before responding to the questions from the questionnaire, participants were issued pro-forma consent form to fill and sign.

The respondents were approached in their personal capacities: in public areas, at private social gatherings, at their homes and via the internet through emailing. It was emphasised that lucidity would be given when required but that the process would be free of researcher interference.

During the recruitment, snowballing and convenience sampling methods were employed. A small group of prospective participants were approached. The group was briefed about: the content of the survey, the number of questions; the time it will take to complete the questionnaire and that they are expected to put a cross, a tick, a circle or highlight their choices. Anonymity and confidentiality would be preserved by not disclosing the identity of participants. Moreover name of organisations were not revealed.

3.6 Construction and Administration of the Instrument: Questionnaire

A questionnaire is defined by Sekaran and Bougie (2010) as a pre-formulated written set of questions to which respondents generally document their responses within strictly definite alternatives. Questionnaires are regarded as a proficient data compilation instrument as they enable the researcher to precisely distinguish what is necessary and how to evaluate the significant variables (Sekaran and Bougie, 2010).

When designing a questionnaire the advice of Sparrow (2010) was followed in order to avoid pitfalls. Questions structured in a way that prompts suggestive responses. Ambiguity was avoided since questions were straightforward and easy to understand. All questions were directly linked to a specific objective of study. Lastly simple language was used to accommodate every.

The questionnaire was divided into two parts and had a total number of twenty eight (28) closed ended questions. The first part of the questionnaire requested the demographics (age, gender, level of education, position at work and location of the workplace in greater Durban area) of the participants. The second part of the questionnaire consisted of questions that investigated the four variables (physical environment, remunerations, and team morale and career development opportunities) of job satisfaction, as per this study. The second part of the questionnaire was ranked using a five-point Likert scale, where 5 represented strongly agree and 1 represented a strongly disagree.

Simple instructions were attached to questionnaires for ease of completion. In the example in Table 3.1 below, respondent was asked whether they were satisfied with their jobs, which refer to question 7 of the questionnaire. The respondent were expected to indicate their choices by either putting a cross (X), tick(√), circle and or highlight the most accurate answer that reflect their point of view. Respondents were allowed to leave blank spaces where they had no responses.

Where there were no answers the question was left unmarked. Below is an illustration of how the instrument was designed. At the end of the questionnaire, the respondents were thanked for their time and contribution. The questionnaire is attached in Appendix 1 at the end of this study.

Table 3.1: An extract from the used questionnaire to highlight the used structure

	Strongly Disagree	Disagree	Neither Disagree Nor Agree	Agree	Strongly Agree
Q.7. I am satisfied with my job.	1	2	3	4	5

Question eight up to question thirteen sought to answer objective one by exploring the effect of the physical environment on job satisfaction. Questions fourteen to nineteen intend to evaluate how team morale affects job satisfaction in order to address objective two. Questions twenty to twenty-three focused on objective three, in other words, the investigation of the effect of remunerations on job satisfaction. Questions twenty-four to twenty seven explored the impact of career development opportunities on job satisfaction in order to answer objective four. Question twenty-eight was directly linked with question seven as they look at job satisfaction and intention to stay with an organisation.

The questionnaire was distributed to 160 employed people within the Durban area and 106 completed questionnaires were returned, providing a response rate of 66%. Each respondent was provided with a copy of the questionnaire and requested to complete it candidly and without any aid from anyone so as to reduce any misrepresentation of data that could have arisen as a result of the influence of a third party. A two week deadline, for submission of the completed document, was set for respondents with emails and for those who preferred to take them to the comfort of their living spaces. A follow-up call was made after a week to remind participants the questionnaire is due back to the researcher. In reality, at the end of a four to six weeks period, the returned questionnaires were returned, coded, captured in Excel and analysed using SAS 9.2 software.

3.7 Pretesting, Validating and Reliability

Synodinos (2003) proposed that pretesting as an iterative process aimed at perfecting the questionnaire for its intended purpose, so as to avoid impediments of the data collection tool from accumulating sought for information efficiently.

Validity and reliability are two essential measures utilised to evaluate a measurement instrument (Tavalok, 2011).

3.7.1 Pilot Study

Cooper and Schindler (2007) advocated that it is performed in order to reveal errors in the questionnaire design. Sapsford and Jupp (2008) emphasized that pre-testing or a pilot study referred to a small scale study done before the main investigation. According to Berg (2009) a pilot study involved two stages. The first one is when expert in that field of study critically examine the questionnaire. Agrawal (2010) seconded this impression by pointing out that a questionnaire can affect both the quality and quantity of data, it is imperative that an expert view is obtained before administering.

For this study, the second part of the pilot test was performed on 7 random employees. They were advised to respond to the questionnaire and provide feedback. Respondent were expected to voice their opinions based on the how easily and comfortably is it to work with the questionnaire in terms of questions, and the structure. Based on the feedback received from the fellow researchers, expects and respondents, amendments were applied. Examples of amendments made being the revision of a double barrelled question and improving clarity on questions that were vague.

3.7.2 Validity

Validity is defined as way of finding out whether or not an indicator or set of indicators has measured what it was supposed to measure (Bryman and Bell, 2007; Jackson, 2008; Kaufman, Kraay and Mastruzzi, 2009). According to Sapsford *et al.*, (2008) validity describes the accuracy of the instrument in recording the behaviour sought after by the researcher.

The types of validity that statistics attend to when quantifying a study (Trochim, 2006) are:

- **Face validity** – Reflecting on the significance of the model under discussions.

- **Concurrent validity** – engages cases considered different but appropriate to the theory in question.
- **Predictive validity** – calculate a future occurrence rather than a present criterion, as in the case of concurrent validity.
- **Construct validity** – measures how well the study's outcomes support the theory or constructs behind the investigation and further enquire about the availability of the theoretical explanation of the findings
- **Convergent validity** - The validity of a measure ought to be gauged by comparing it to measures of the same concept developed through other methods.
- **Discriminant validity** – to ensure that the validity of measures of constructs that theoretically should not be associated to each other, stay that way (Trochim, 2006; Bryman and Bell, 2007).

According to Sapsford *et al.*, (2008) validity can be threatened by a number of factors. Among the others, two ways came up: personal reactivity and procedural reactivity.

Personal reactivity transpires when subjects perform differently because of the individual features or the behaviour of the researcher (Sapsford *et al.*, 2008). Such behaviour can be triggered by the gender, race or ethnicity of the observer. As a result the observer will view something different from the group.

Procedural reactivity refers to the changes adopted by participants due to the fact that they are aware they are being investigated and observed (Sapsford *et al.*, 2008). They can display behavioural changes in reaction to the techniques involved during the entire process of the investigation.

The notion was seconded by Brown (2000) by highlighting the absence of certain factors can hinder validity. Those factors includes: the absence of pre-testing, element analysis techniques, reliability studies, and validity analysis. However the author believed that can be remedied by employing well-developed and standardised psychometric procedures.

For this study construct validity was measured using Analysis of Variance (ANOVA) and Pearson's coefficient. ANOVA is a statistical method used to test for valid mean variances in variables amongst several groups (Sekaran and Bougie, 2010). According to Sekaran and Bougie (2010) Pearson's coefficient refers to a statistic measuring the linear interdependence between two variables or two sets of data.

The result of ANOVA is shown in P-value and F-value tables. The ANOVA F-statistic refers to the proportion of the **Between Group Variation** divided by the **Within Group Variation** (Winters, 2011). A larger F value denotes that there are more variations between groups than within groups. Besides, it demonstrates a large difference between groups than within groups. P-value implies the likelihood of casually attaining a result at least as high as that perceived. A score of ≤ 0.05 is considered statistically significant. Statistically significant implies that a relationship exists.

3.7.3 Reliability

Reliability is described as the degree to which the finding is independent of accidental circumstances of the study by Silverman (2008). Also it is referred to as an ability of a tool to measure a concept in a consistent manner (Spiliotopoulou, 2009). This argument was supported by Sapsford *et al.* (2008) and Jackson (2008) when they elucidated that the consistency of observations can only happen when two or more observers study the same concept or behaviour on separate occasions and produce same data or results. According to Spiliotopoulou (2009) there are four main ways to measure reliability which are: "test-retest" reliability, "intrarater" and "interrater" reliability and "internal consistency".

For purpose of this study only the internal consistency is discussed. The most widely used measure of internal consistency is Cronbach's alpha (Tavalok and Dennick, 2011). The generally accepted values of Cronbach's alpha are between 0.70 and 0.90 (Tavalok and Dennick, 2011; and Grau, 2007). According to Jackson (2008) correlation coefficients are used to measure reliability. A correlation coefficient calculates the degree of connection between two groups of scores and can fluctuate between -1.00 and +1.00. According to Mahler, Hermann and Horne

et al., (2010) when items are closer to 0, it means that they are less related to one another. Simply put, when all items are measuring the same thing (without any error) alpha will be equal to one (Spiliotopoulou, 2009).

While some researchers believed the cut off acceptable value alpha is above 0.70, different opinions for the acceptable cut-off points exist. (Mahler, Hermann and Horne, 2010). The values or scores above 0.6 are generally considered to indicate satisfactory internal consistency. Cortina (1993) highlighted that the values of alpha changes according to the quantity of aspects that were verified. He further suggested that alpha generally decline at increase of the number of dimensions tested (Cortina, 1993; Tavalok and Dennick, 2011). Cortina (1993) emphasised that higher alpha score does not warranty unidimensionality, nor does it necessarily indicate high average item inter-correlations between variables. According to Tavalok and Dennick (2011) alpha underestimates the reliability of the test. The authors expatiated that when the item tested is low in numbers the assumption of tau-equivalence is always violated and will underestimate reliability. Tau-equivalence is described by Graham (2006) as when two tests construct equal true scores for individuals but that the distribution of errors for the tests could be diverse (Graham, 2006).

Sijtsma (2007) advocated that alpha is persistently and incorrectly taken to be a measure of the internal structure of the test, as if items in the test “measures the same thing” (Sijtsma, 2007; Tavalok and Dennick, 2011). The authors argued that Cronbach’s alpha was a lower-bound estimate of reliability as heterogeneity quality in test items contravenes the assumptions of the tau-equivalent model.

Spiliotopoulou (2009) demonstrated that Cronbach’s alpha is not always interpreted in a sound way. This was done in a study of paediatric occupational therapy. The findings of the study were that Cronbach’s alpha usually underestimates the reliability of the outcome measure, more especially when the data normally distributed and linear (Spiliotopoulou, 2009).

For this study the Cronbach’s Alpha was 0.6 which as per Mahler *et al.*, (2012) is acceptable. It is being noted that Cronbach’s Alpha score was below the acceptable

range of 0.70 as stated by Boermans and Kattenberg (2011); Ritter (2010) and Cronbach (1951). According to Tavalok and Dennick (2011), there are various reasons behind a lower alpha value: a low number of questions, poor interrelatedness between items or heterogeneous constructs; however as shown by Mahler *et al.*, (2012) the value of 0.60 is not optimal but is still acceptable.

Cronbach's alpha for this study is portrayed on Table 3.3. The table displayed Cronbach's alpha based on standardised items that is 0.60. It also gives the number of items that were involved in testing the reliability of this study.

Table 3.2:Cronbach's Alpha

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No of Items
0.61	0.60	14

3.8 Analysis of Data

The researcher's judgement and skill is always applied intensively during the data analysis process (Gupta, 2007). This is when all the data is coded, captured, variables compared with one another and analysed comprehensively.

The data from the questionnaire was analysed using Excel and SAS 9.2 software. Descriptive and Inferential statistics were used for data analysing (Bryman and Bell, 2007). Descriptive statistics deals with organising and summarising of quantitative data, while inferential statistics draw conclusions about the population as per data analysed. The univariate and bivariate analysis are both the most suitable for descriptive statistics (Bryman and Bell, 2007). Univariate refers to the description of a single variable, whereas bivariate means the analysis of two variables. Lastly multivariate refers to the analysis of more than one variable at a time (Bryman and Bell, 2007).

The following statistical techniques were utilised during this process:

- Cronbach's alpha,
- Frequency Distribution,
- Measures of Central Tendency,
- Measures of Dispersion,
- Correlation Analysis and
- Regression Analysis.

3.8.1 Descriptive Statistics

Descriptive statistics concerns itself with “statistics such as frequencies, the mean and the standard deviation which provide descriptive information about a set of data,” Sekaran and Bougie (2010: 437). It is argued that this method does not allow a researcher to make conclusion beyond the data collected. Sekaran and Bougie (2010) highlighted three important attributes about descriptive statistics: Firstly these techniques can summarise a group of data using tables. Secondly, they are useful for providing a graphical description of data. Finally, the techniques can allow for statistically commentary about data when findings are discussed. Bryman and Bell (2007) referred to descriptive statistics as a univariate analysis because of its tendency to analyse one variable at a time. A frequency distribution refers to a tabular organisation of facts in which the data is assembled into diverse interludes (Bryman and Bell, 2007). The amount of explanation that belongs to each interlude is determined and summarised into a frequency table.

“Measures of central tendency encapsulate in one figure a value that is typical for a distribution of values. In quantitative data analysis, there are three different forms of averages that are recognized” (Bryman and Bell, 2007: 359). These are the mode, the arithmetic mean and the median. For the purposes of this study, the mean, which is the total of all the values in a distribution allocated by the number of values, was used as the measure of central tendency.

The standard deviation refers to how accurate is the average, in other words, how well the individual figures consent with each other (Willick, Storer and Wesolkowski,

2013). Bland (2011) advocated that standard deviation measures the type of error called random error - the kind of error people can't control very well. Willick, Storer and Wesolkowski (2013) suggested a more convenient measure called the relative standard deviation (RSD). RSD is expressed in percent and is obtained by multiplying the standard deviation by 100 and dividing this product by the average (Bland, 2011). Standard deviation was used as a measure of dispersion to analyse the amount of variation in each data set (Bryman and Bell, 2007).

Correlation co-efficient analysis was used to measure the strength of an association between two variables also known as Bivariate Correlation. The data set provided underwent the Spearman's' **Rho** method of statistical analysis. Spearman's rho is designed for the use of ordinal variables and when one variable is ordinal and the other is interval or the ratio (Wegner 2005). The computed value is either positive or negative and varies between 0 and 1.

Table 3.3 portrays correlation co-efficient analysis. Wegner (2005) construed that the closer coefficient is to 1, the stronger the relationship. The closer the coefficient is to 0, the weaker the relationship. A positive coefficient indicates that the relationship is positive and that an increase in one variable will result in an increase by the same amount in the other variable. A negative coefficient indicates that as the one variable increases, the other variable decreases.

Table 3.3: Correlation Coefficient

Scores	Explanations
$r = +1$	Perfect positive correlation
$r = -1$	Perfect negative correlation
$0 < r < +1$	Positive linear correlation
$-1 < r < 0$	Negative linear correlation
$r = 0$	No correlation

Source: Wegner (2005, pp. 312-314)

3.8.2 Inferential Statistics

Inferential statistics aid in the drawing of assumptions about the population grounded on the data acquired from the sample (Sekaran and Bougie, 2010, Laerd, 2011 and Blanche and Durrheim, 2002).

Different methods including regression analysis, ANOVA and Cronbach's alpha were utilised for the purpose of this study. Nieuwenhuis (2009) define regression analysis as an exploration of variables that influence a dependent variable in a data set. For this study generalised linear regression was performed. According to Field (2005) this instrument permits the researcher to envisage values of the dependent variable from one or more independent variables on the data collected and measured (Field, 2005).

The t-test calculates the significant differences between two groups (Saunders *et al.*, 2007). For instance it can be used to compare males and females preferences concerning the important dimensions of the observation.

The ANOVA compares the inconsistency in scores between the two or more groups (Sekaran, 2009). According to Welman and Kruger (2009) ANOVA is used to determine the availability significant differences and similarities between the means of two or more independent or unrelated groups. The result of ANOVA is shown in P-value and F-value tables (Hindle, 2013). The closer the P-value is to 0, 05 the more significant the relation is between the variables. A larger F-value indicates that there is a huge difference between groups (intergroup) than with a group (Hindle, 2013).

The validity and reliability of the enquiry was assessed statistically using Cronbach's Coefficient Alpha. For this study the Cronbach's alpha is 0 .60. This implies the questionnaire has produced results that are just acceptable in terms of reliability (Spiliotopoulou, 2009). Since the value of Cronbach's alpha was 0.60, it simply showed that a high level of error variance existed, for the items to be acknowledged consistent for a single construct scale.

3.9 Chapter Summary

In this chapter, the research methodology was described and advantages and disadvantages of the quantitative research methods were discussed. Differences between the two research methods were highlighted and discussed. The data collection and analysis techniques were described.

Furthermore, issues of validity and reliability of the study were evaluated. In the following chapter the outcome of this empirical work is presented. Chapter Four will present the findings of the study. Table and charts will assist in presenting the findings of this study.

Chapter Four

Presentation of Findings

4.1 Introduction

This chapter presents the findings of this study. It also reports on the response rates as well as missing values. Exploratory data analysis techniques such as descriptive statistics were employed to identify missing values and outliers. The later part of this chapter outlines the findings in terms of the research objectives

Frequency one-way analysis of variance (ANOVA) was used for the analysis of the data. For ANOVA, probability of type-1 error (significance level) is set $\alpha=0.05$. This value is accepted as a standard for alpha (Taylor, 2012). In theory and practice many numbers can be used for alpha but this is the most commonly used.

4.2 Response Rate and Missing Values

The following problems were encountered during the data collection phase:

- Some of the respondents worked shifts. They worked seven days on and seven days off, on their days off, some visited their relatives. This resulted in the delay of the returns and, in some of the surveys not being returned.
- In some cases the respondents were reluctant to participate as they feared that they might appear to be betraying their organisations, should they reveal their discomforts.
- Some of the potential respondents took the survey documents but did not return them, due to reasons best known to them.

In spite of the above 106 of the 160 questionnaires that were distributed were returned for analysis, this represented a response rate of 68%. This response was greater than the original target sample of 100 respondents and occurred due to some respondents drawing in more people to participate.

4.3 Basic Principle behind ANOVA

ANOVA refer to the type of regression analysis employed for measuring the outcome of a categorical predictor variable -a so-called “fixed effect”, independent variable on a constant dependent variable what was measured in this study (Winter 2011: 2). With the one-way independent ANOVA, one aspect consisting of multiple levels (two, three, four etc.) exists, as with the current study.

Each observation needs to be independent of the other and cannot be re-used. In the ANOVA case, the F statistic is used. The F-Test is the method used to determine which of the demographic variables or research objectives vary most significantly when compared to job satisfaction. The p-value is the probability that the variation between may have occurred by chance, so demographic or research objective comparison analysis with job satisfaction with smaller p-values are varying more significantly (Winter 2011) for findings to be statistically significant, a P value of equal or smaller than 0.05 also known as 95% confidence level.

4.4 Demographic Characteristics of Participants

The figures form Figure4.1 to Figure 4.6 illustrate the demographic characteristics of the respondents of this study.

Figure 4.1 below shows that there were more female respondents than their male counterparts which represented 53% compared to 47% respectively.

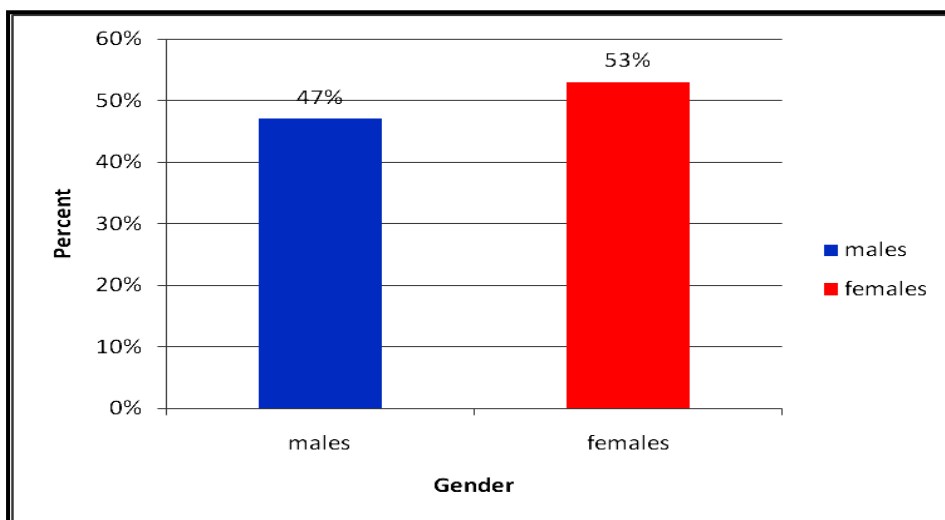


Figure 4.1: Dispersion by Gender

Figure 4.2 illustrates age distribution of study respondents by gender, these were not significantly different by gender (p -value=0.1316). More than 50% of respondents were in the age bands 25-35 and 36-45, these two age bands represented 56.7% of all respondents. The figure depicts that there were more females than males in age bands 25-35, 46-55 and 56-65 respectively. A noteworthy feature of the data was there were twice as many males than females in age band 36-45, where $n=19$ (38%) compared to $n=10$ (17.86%). Also noted was that male respondents dominated in the ages 25-35 and also 46-55. The number of males was twice more their female counterparts.

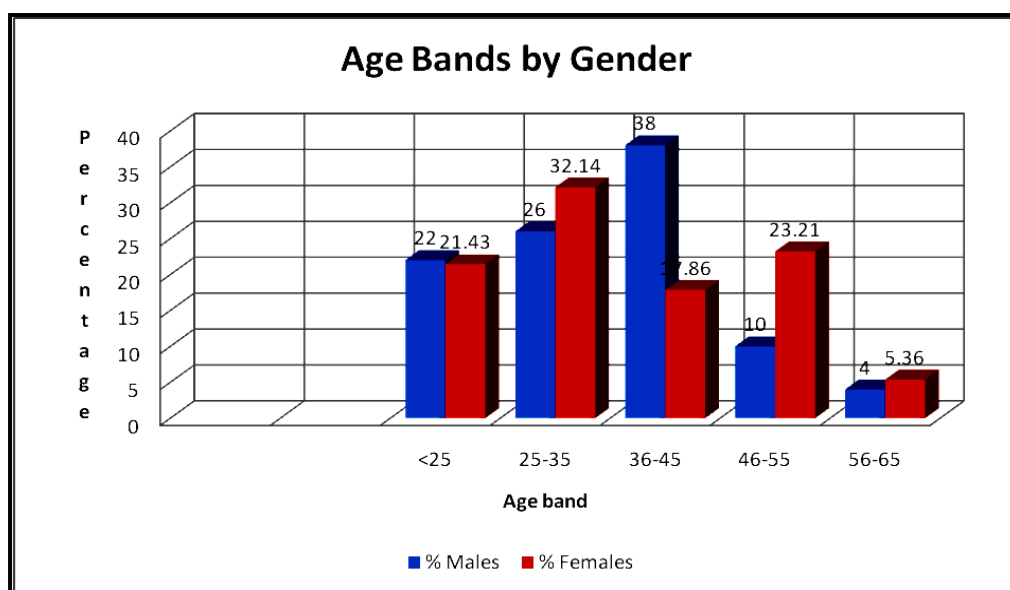


Figure 4.2: Dispersion by Age Bands

Figure 4.3 portrays the education level of study respondents by gender. A third of respondents (33%) had a Matric certificate, as compared to the 19% of respondents who had a higher certificate. The findings shows that nearly six percent (6%) of respondents had a postgraduate qualification. However there were twice as many females with a degree compared to males, $n=12$ (21.43%) compared to $n=6$ (12%). In the age bands of 55 - 65 there was a slight difference, which can be accounted to one percent, when adjusting for gender.

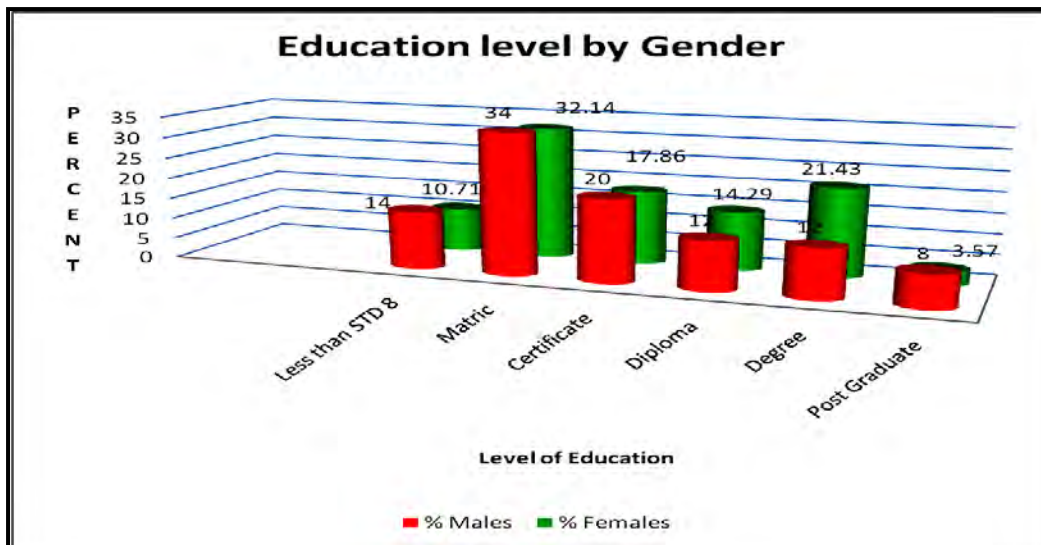


Figure 4.3: Dispersion by Education Level

Figure 4.4 illustrates the positions held by study respondents as per gender. The data demonstrates that forty six percent (46%) of respondents were operational staff. The second highest group of respondents were in supervisory positions where they represented 22 out of 106 (20.8%). The findings further depict that sixteen percent (16 %) of the respondents represented the unskilled labour force. Senior management is represented miniature seven percent (7%) of all the respondents, which was also not significantly different by gender.

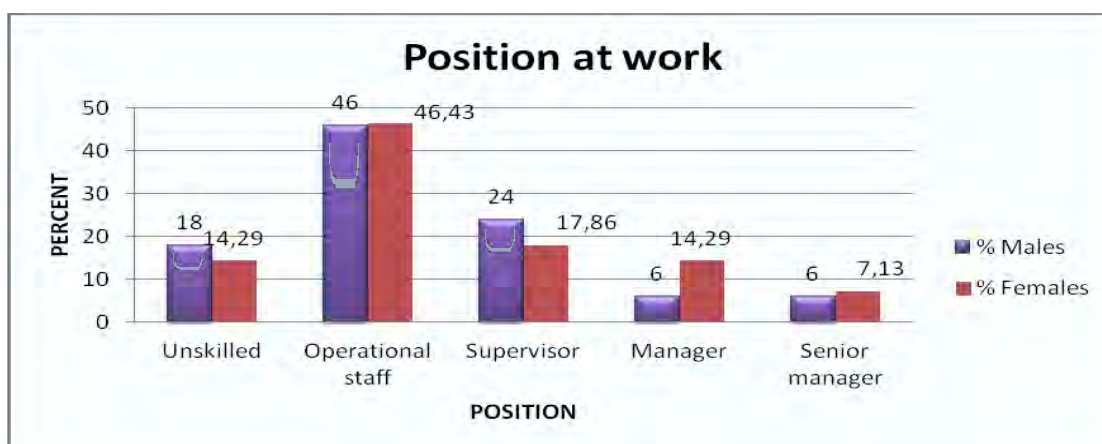


Figure 4.4: Dispersion by Position Held

Figure 4.5 demonstrate the location of the workplace of the respondents. The data illustrates Durban CBD and Pinetown together accounted for nearly a third of the respondents (31%). Location of respondents by gender was not statistically

significant (p -value=0.222). Female respondents were predominant in five of the 11 locations, in particular Durban CBD, Pinetown, New Germany, Kloof, Hillcrest and Reservoir Hills. The possible reason being that the initial contacts were females and that they were selected through snowballing, they added their acquaintances.

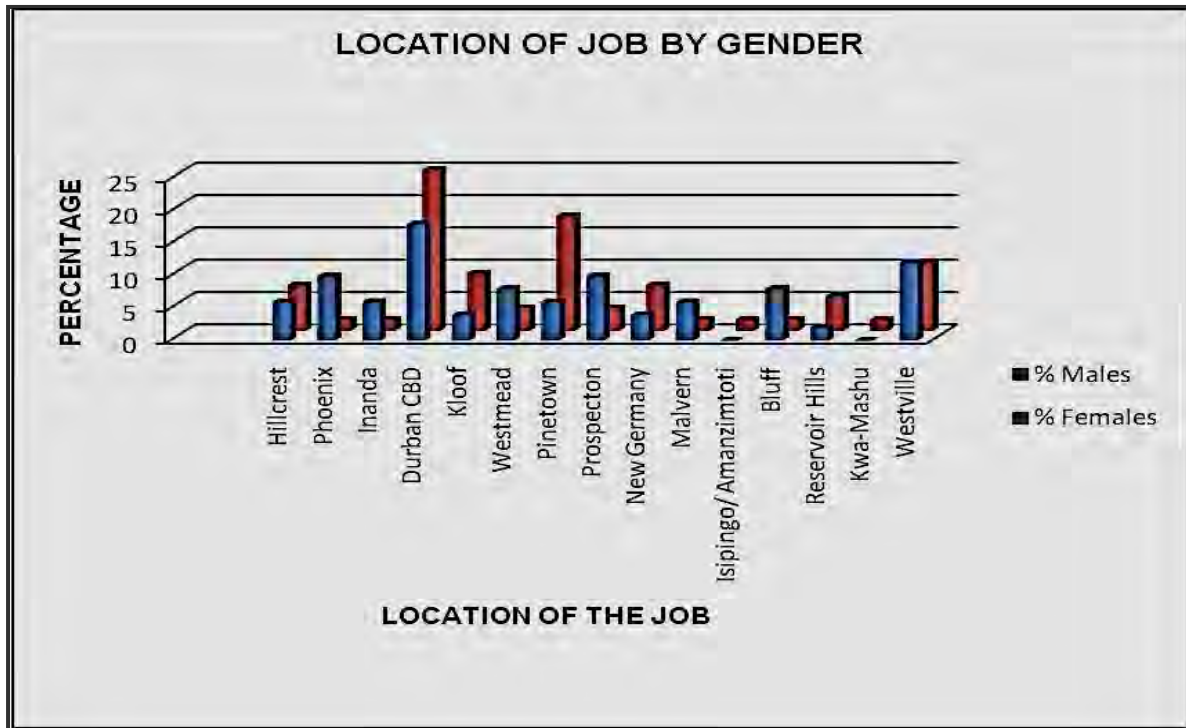


Figure 4.5: Dispersion by Location of the Job (Workplace)

Figure 4.6 depicts the type of job performed by respondents in their respective organisations. For this study, data revealed the top three sectors as; the hospitality sector (10.4%), Education (7.5%) and retail (7.5%). Each of the following sectors represented 6.6% of all the other sectors, namely Finance, Domestic, Health, Manufacturing and IT, thus representing a third of all the sectors.

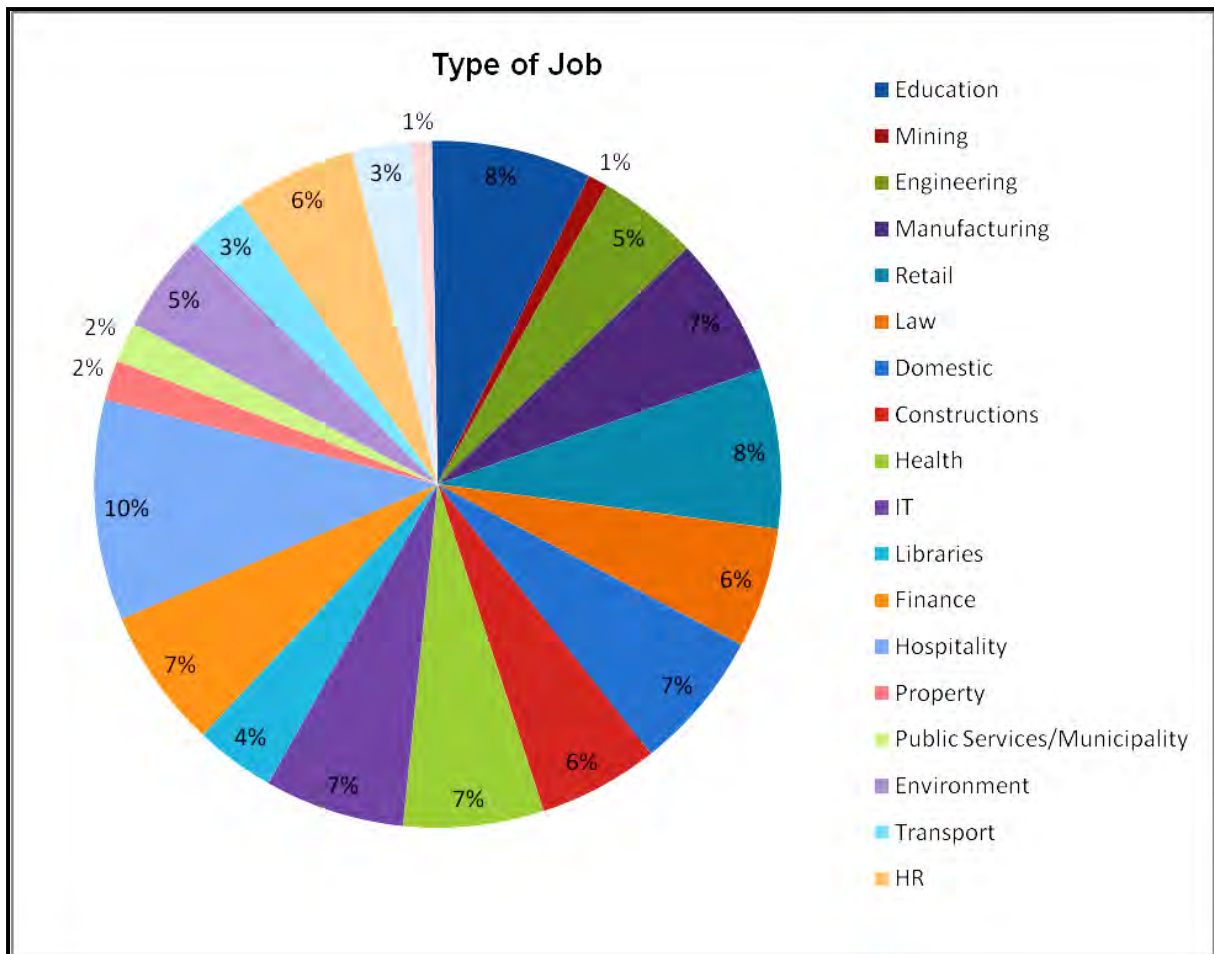


Figure 4.6: Dispersion by Type of Job (Industry)

4.5 Reliability and Validity of Questionnaire

4.5.1 Reliability of the Research

Reliability refers to the degree of consistency a technique measures the concept that it is intended to measure. Internal consistency between the variables in the study was evaluated by making use of the Cronbach's alpha coefficient. The overall Cronbach's alpha for the total score for the dimensions of analysis was 0.61, which although not ideal, is at an acceptable range (Sekaran and Bougie, 2009). It must be noted that Cronbach's alpha for some variables within the study were below 0.60. In that respect the results should be interpreted with caution. Such findings cannot be generalised to the whole population with confidence.

4.5.2 Validity of the Research

Convergent and discriminate validity were also assessed and the results of the current results depicted a correlation coefficient of $\rho > 0.41$. According to Stockburger (1996) a correlation coefficient of $r=.50$ and $.40$ indicates a stronger degree of linear relationship. In that respect the findings should be interpreted with caution and should by no means be generalised. Other methods that are employed to test validity such as exploratory factor analysis could also be applied; however this was beyond the scope of the research.

4.6 Job Satisfaction and Demographics

Subheadings 4.6.1 to 4.6.6 presented the findings obtained by the study when demographics. Those were: gender, age, level of education type of job, position held by participants and the location of job; were compared to job satisfaction of employees. To some the relationship was not established while in other demographics relationship varied from strong to weak.

4.6.1 Job Satisfaction and Gender

One-way ANOVA results show a significant differences between job satisfaction and some of the covariates ($F\text{-value}=1.98$, $p\text{-value}=0.008$) but among those covariates age is not included. Those covariates will be mentioned later in this chapter and chapter five respectively.

Table 4.1 depicts that there were no significant differences job satisfaction by gender, thus job satisfaction responses did not vary according to gender ($F=0.10$, $p\text{-value}=0.7507$). A smaller $F\text{-value}$ and a higher $P\text{-value}$ shows that a relationship does not exist. The relationship between gender and job satisfaction could not be established.

Table 4.1: ANOVA Results for Job Satisfaction and Gender

Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	1	0.2277628	0.2277628	0.10	0.7507
Error	104	233.3571429	2.2438187		
Corrected Total	105	233.5849057			

4.6.2 Job Satisfaction and Age

Table 4.2 assessed the effect of age of the respondents on job satisfaction. The results indicate that age has an effect on job satisfaction. The effect of the age of respondents was noted mainly when comparing the age bands 46-55 and those younger than <25. It was noted that results were F-value=3.33, p-value=0.0133, the difference between the two means was statistically significant. This means that there is a relationship between age and job satisfaction of employees. It revealed that respondents in older age groups were more satisfied than those in younger age bands.

Table 4.2: Job Satisfaction and Age Profile of Respondents

Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	4	27.1808878	6.7952219	3.33	0.0133
Error	101	206.4040179	2.0436041		
Corrected Total	105	233.5849057			

4.6.3 Job Satisfaction and Position Levels

Table 4.3 measured the effect of the position level on job satisfaction. The result illustrates a significant effect of position level on job satisfaction: F-value=5.95, p-value=0.0002. Position has a 95% a noteworthy feature of the data was the significance in mean scores for senior manager vs. unskilled personnel, manager vs. unskilled personnel and supervisor vs. operational staff, these also statistically significant. Personnel at senior levels such as the manager, supervisor, and senior manager were more satisfied than unskilled personnel or operational staff.

Table 4.3: Job Satisfaction and Position Level

Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	5	32.7501682	6.5500336	3.26	0.0090
Error	100	200.8347375	2.0083474		
Corrected Total	105	233.5849057			

4.6.4 Job Satisfaction and Education Level

Job satisfaction also varied by education level (F-value=3.26, p-value=0.0009). Nearly forty percent of respondents agree that they are satisfied at work. Of the 37.7% percent of respondents, 10.38% was those with agree, another 10.38% was respondents with Matric. Just less than two percent of respondents with Standard 8, currently known as Grade 10 strongly agreed that they were satisfied in their job. More than five percent of respondents with certificate also agree compared to the 4.7% and the 3.8% of respondents who had a diploma and a certificate. The 19.8 % who strongly agree was composed of 4.7% who had certificate, the 2.8% (for each of respondents who had Standard 8 or Grade 10, Matric and Degree) and the 1.9% who had a post graduate qualifications.

4.6.5 Job Satisfaction and Location

Responses on job satisfaction did not vary by the location of the job (F-value=1.55, p-value=0.1005). The results reveal that location has no effect on the satisfaction level of employees.

4.6.6 Job Satisfaction by Type of Job

Lastly job satisfaction also varied by type of job (F=1.88, p-value=0.0261). Those are older employees and educated employees in the field of Engineering and pharmaceuticals job were more satisfied. While teaching and nursing jobs reported less satisfaction, respectively.

4.7 Presentation of Findings

This section outlines the response rates with respect to questions in the second part of the questionnaire. The results are presented in figures reporting both counts (frequency) and percent of respondents.

4.7.1 Question7: I am satisfied at work.

Figure 4.7 reports response rates to the questions about whether respondents are satisfied or not in their current work place. Nearly 57% of the respondents reported to being satisfied with their jobs. The remaining 41% were not satisfied while some 2% were unsure whether they are satisfied or not. The high percentage of dissatisfied workers is a concern and is discussed in Chapter 5.

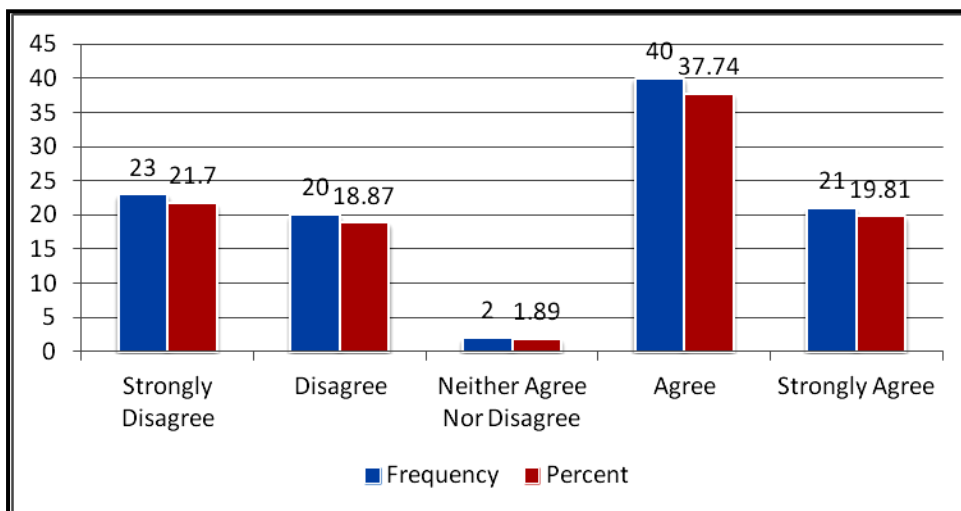


Figure 4.7: I am satisfied at work.

4.7.2 Question 8: I work in a relaxed comfortable environment.

Figure 4.8 describes the response rates of how employees assessed their workplace in terms of comfort. Half the respondents revealed they are not satisfied with their environments. Some seven percent(7%) were not sure whether they were satisfied or not. The observation revealed that only 43% satisfied employees. In total 57% employees believed they worked in environments that are not relaxed and comfortable.

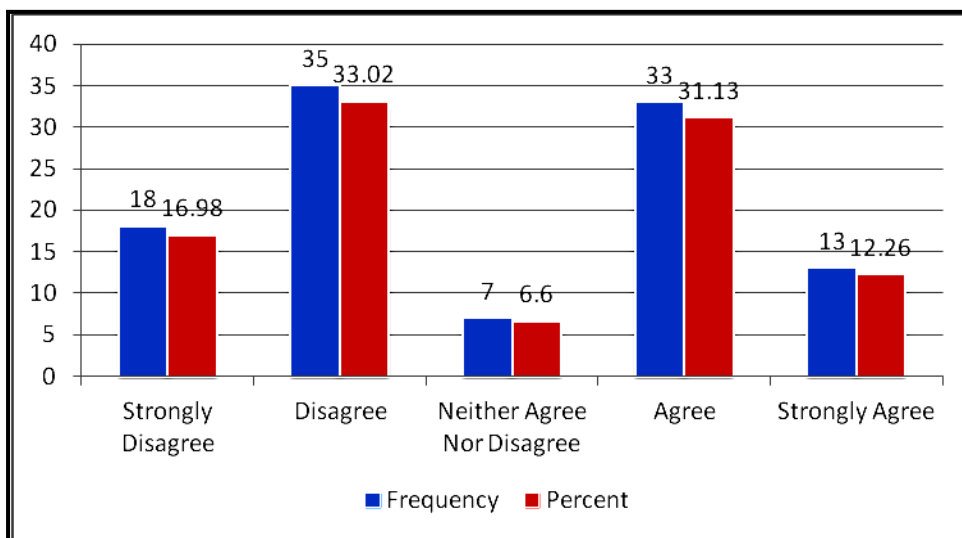


Figure 4.8: I work in a relaxed comfortable environment.

4.7.3 Question 9: I have the necessary equipment to perform my job well.

As shown in Figure 4.9, 64% of the respondents had the necessary equipment to perform their job. However, 36% suggested that they lack the necessary equipment to accomplish their tasks, which is a concern.

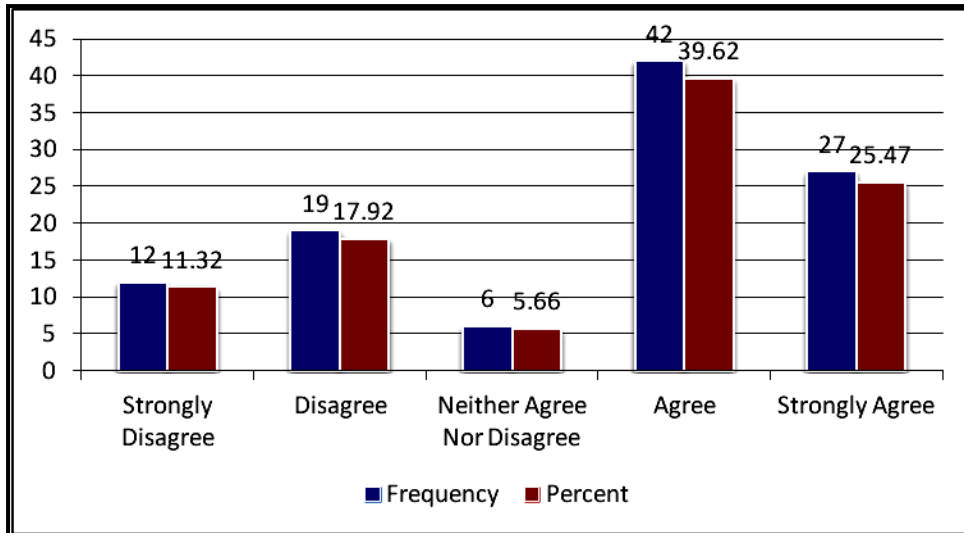


Figure 4.9: I have the necessary equipment to perform my job well

4.7.4 Question 10: The high noise level in our office disturbs my performance.

An alarming percentage - 60% - revealed that they are affected by noise negatively. Even 5% of unsure respondents might happen that they too, are disturbed but feels that they were not at liberty to divulge such information. High noise levels which compromise performance are thus a major concern.

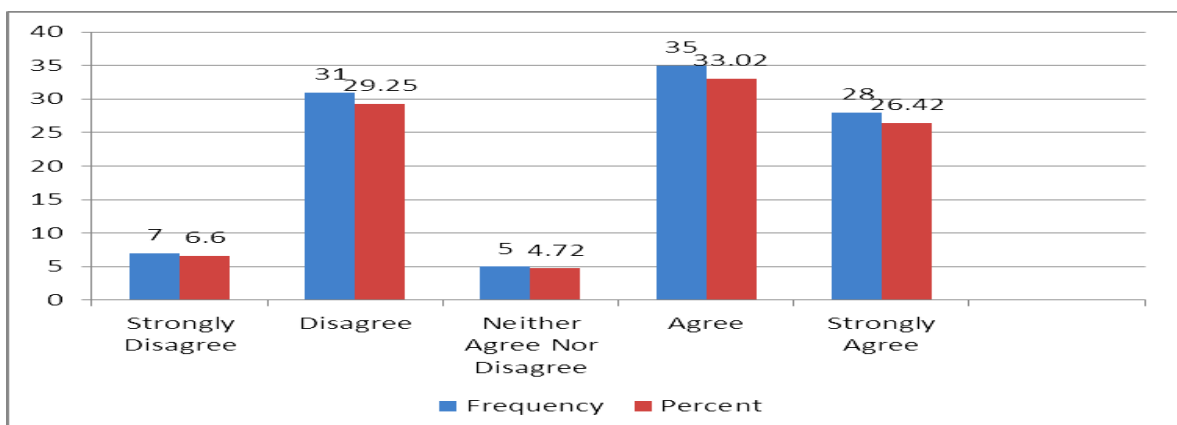


Figure 4.10: The high noise level in our office disturbs my performance.

4.7.5 Question 11: There are sufficient amenities at my work place.

Figure 4.11 reports response rates on the accessibility of sufficient amenities in the work place. Only 60 % agreed to the availability of amenities. The remaining 40% disagreed which is an area of concern

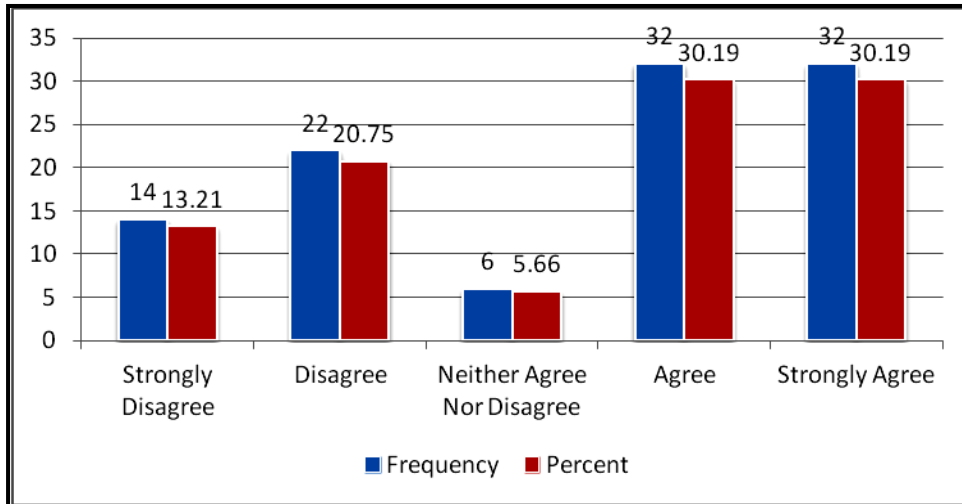


Figure 4.11: There are sufficient amenities at my work place.

4.7.6 Question 12: The ventilation system at my office is adequate.

Figure 4.12 reports that the largest percentage (54 %) revealed that their ventilation system is inadequate. This response is a huge negative factor as ventilation enables fresh air to circulate. This means 54 % employees might work in stuffed offices. Only 46% of the respondents agreed that their ventilation system is functioning properly.

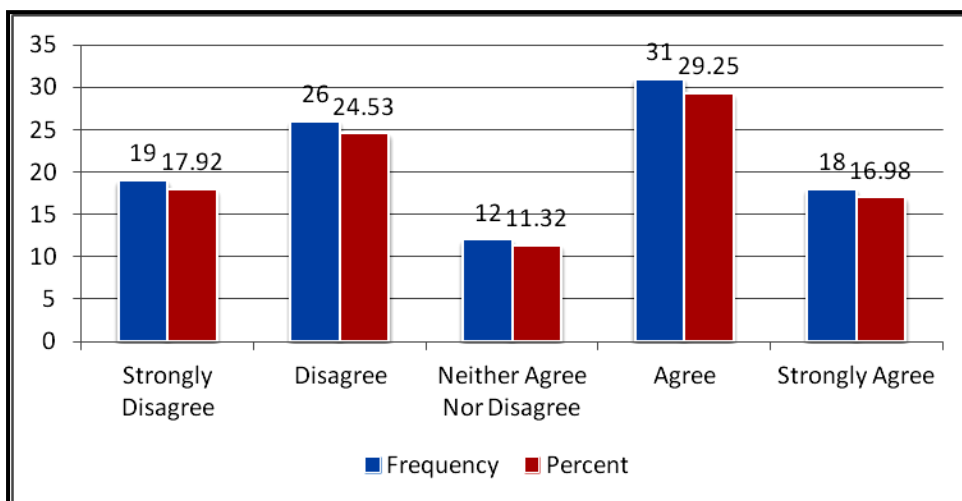


Figure 4.12: The ventilation system at my office is adequate

4.7.7 Question 13: I am satisfied with the lighting in my office.

Another concerning reality is presented by Figure 4.13, where 56 % of the respondents are satisfied with the lighting in their offices. An area of concern lies with the 44% that disagreed.

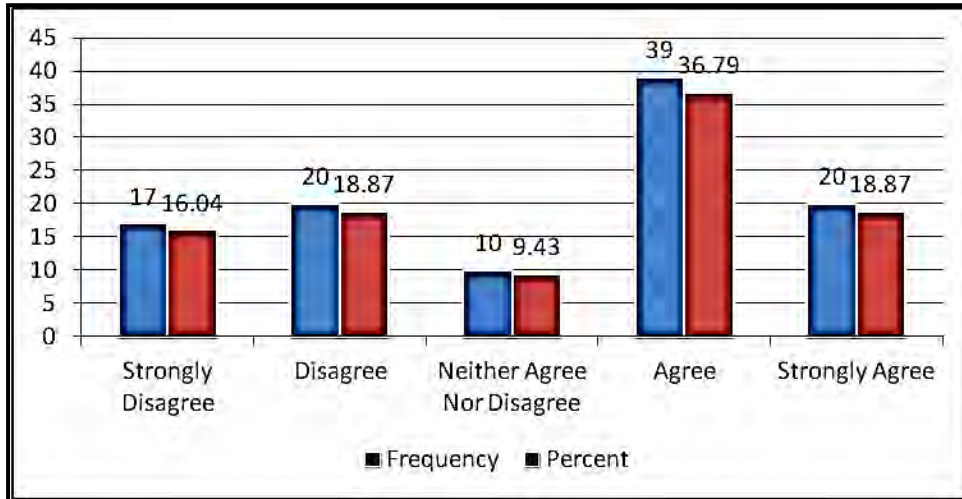


Figure 4.13: I am satisfied with the lighting in my office.

4.7.8 Question 14: My colleagues are congenial people to work with.

As presented in Figure 4.14, some 52% of the respondents agreed that their colleagues are friendly people, nevertheless 48% disagreed. This high percentage of disagreement is troublesome and can lead to stress and tension at the workplace and can lead to stress and tension at the workplace.

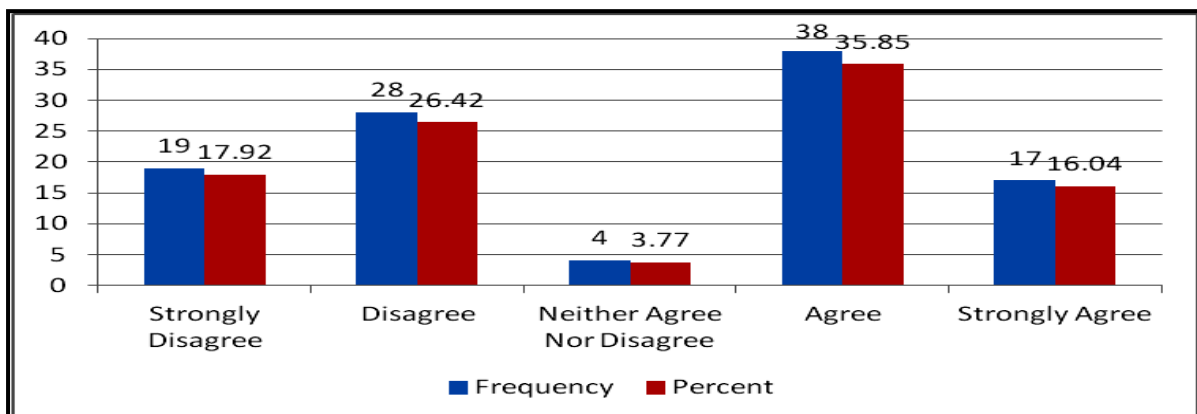


Figure 4.14: My colleagues are congenial people to work with.

4.7.9 Question 15: My manager complements my contributions.

Figure 4.15 shows that only 53% respondents agreed to being complimented for their contributions by their managers. This means that 47% of the participants are not complimented for the work they are doing. They seem to work in a demotivating environment and managers should start to recognise and reward their employees for their performances and contributions.

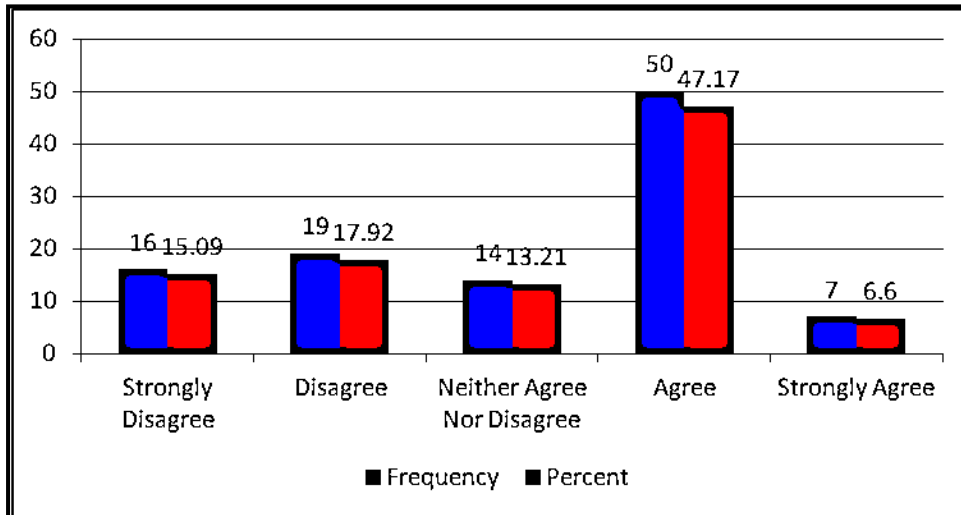


Figure 4.15: My manager complements my contributions.

4.7.10 Question 16: My supervisor puts me under pressure unnecessarily.

Figure 4.16 presents the response rates with regards to whether supervisors put employee(s) under pressure unnecessarily. In total 45% of respondents agreed that their supervisors unnecessarily pressurise them, which is an issue of concern. In total 55% disagreed with the question. This either means that do not receive unnecessary pressure, or they believe that pressures they received from supervisors is always necessary.

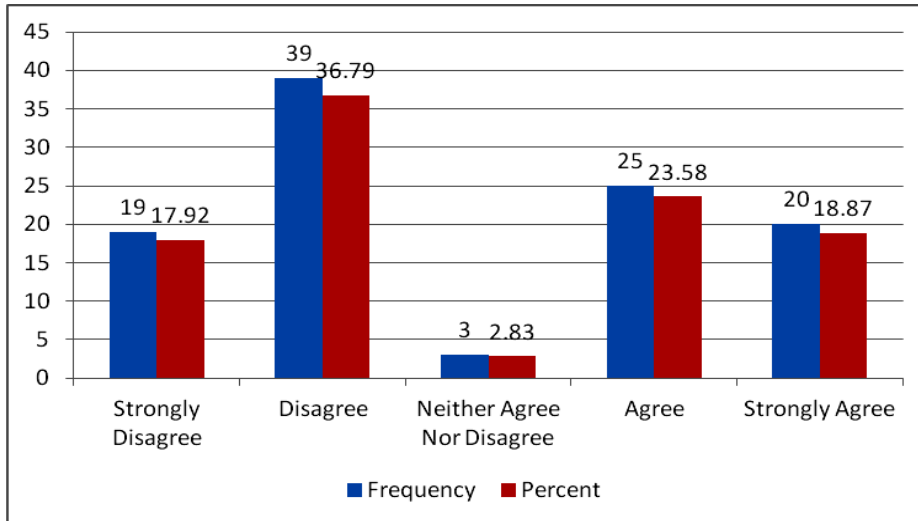


Figure 4.16: My supervisor puts me under pressure unnecessarily.

4.7.11 Question 17: Regular team meetings are essential to develop effective teamwork.

Figure 4.17 outlines the perceived importance of regular team meetings for the development of effective teamwork. Altogether 56% respondents agreed to the importance of regular team meetings for the development of effective teamwork, but 44% rejected the importance of such meetings.

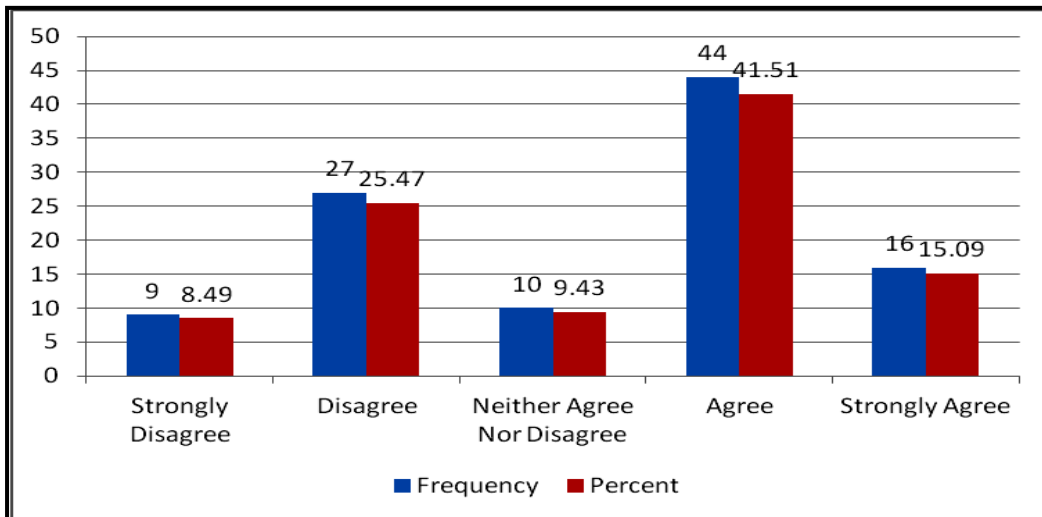


Figure 4.17: Regular team meetings are essential to develop effective teamwork.

4.7.12 Question 18: Team building exercises are important.

Figure 4.18 highlights that 70% of the respondents agreed that team building exercises are important, which is a very good start. The remaining 30% of the respondents did not perceive team building as an essential exercise.

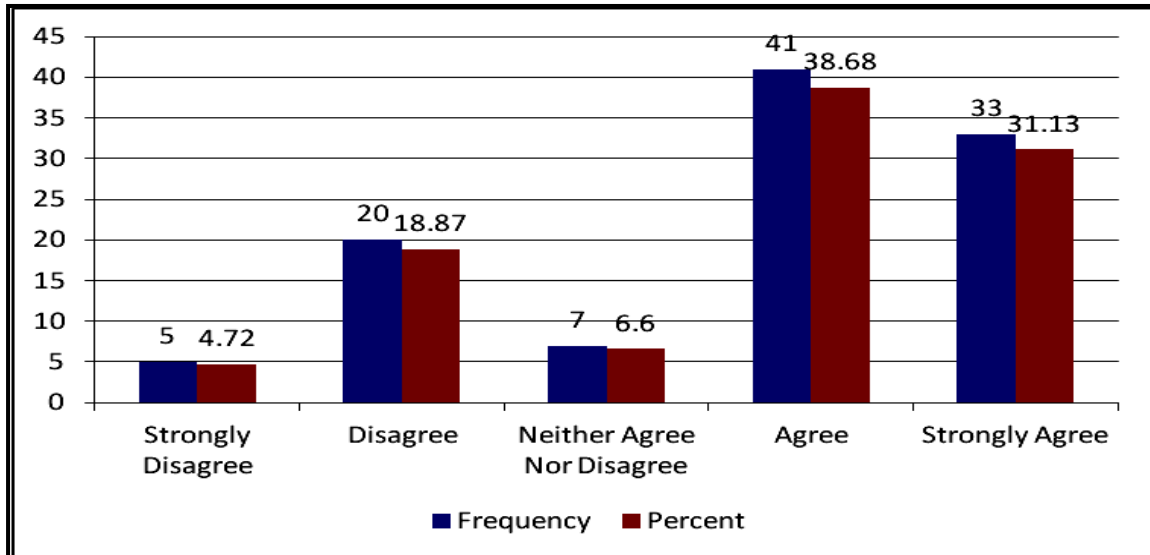


Figure 4.18: Team building exercises are important.

4.7.13 Question 19: My Team focuses on fixing a problem rather than finding faults.

Figure 4.19 illustrates the response rates on whether their teams focus on fixing a problem rather than finding faults. Only 56% respondents agreed with the question. Almost half the respondents (44%) disagreed, which is an issue of concern, since teams are created for collaboration and sharing of ideas within an organisation.

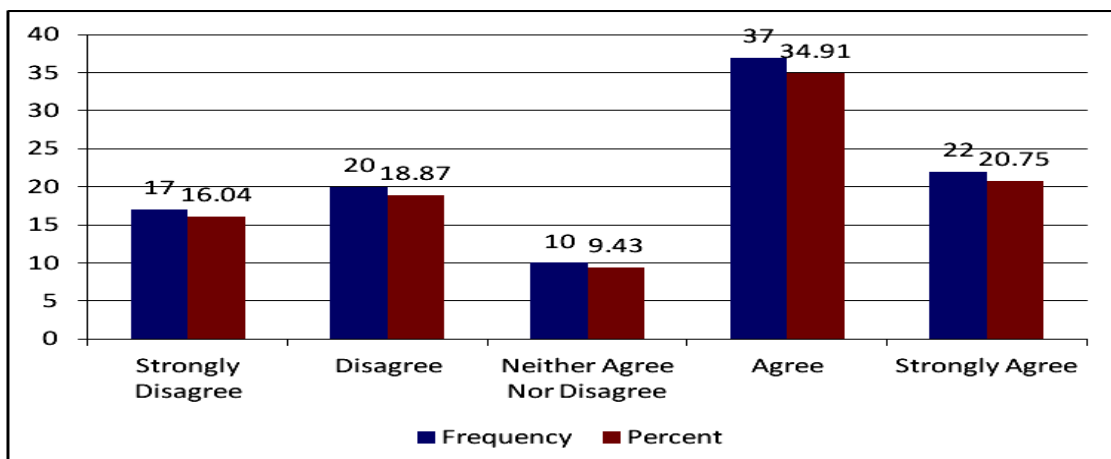


Figure4.19: My team focuses on fixing a problem rather than finding faults.

4.7.14 Question 20: I am satisfied with the pay I receive compared to what other organisations offer.

The payment structures of most organisations that employ the respondent of this study seem to be unsatisfactory. That is portrayed in Figure 4.20, as only 43% agreed to be satisfied by their payment, but the largest group of respondents (57%) disagreed to being satisfied.

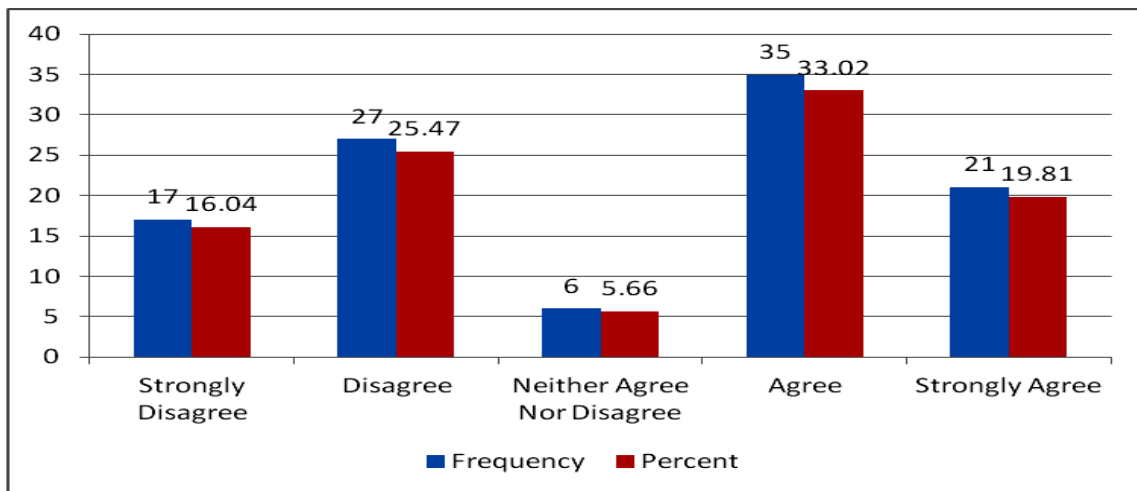


Figure 4.20: I am satisfied with the pay I receive to what is compared to other organisations offer

4.7.15 Question 21: I receive appropriate additional perks (e.g. car allowance, additional leave).

Although Figure 4.21 indicates that 51% of the respondents agreed that they are receiving the appropriate amount of additional perks, nonetheless the 49% of the respondents who disagreed constitute a huge percentage.

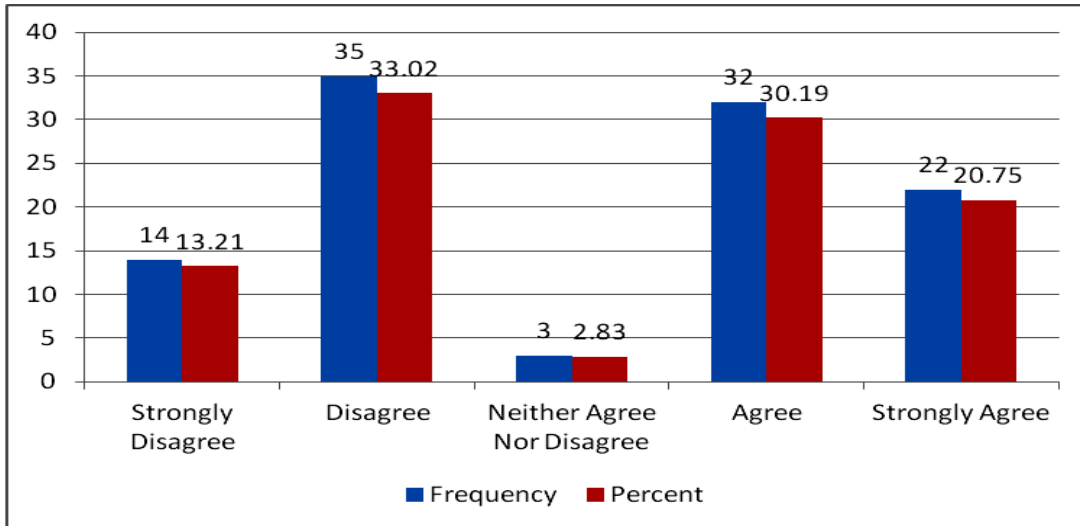


Figure 4.21: I receive appropriate additional perks such as car allowance, additional leave etc.

4.7.16 Question 22: I receive additional incentives and bonuses.

Figure 4.22 highlights that 65% of the interviewed employees agreed that they are paid incentives or bonuses by their organisations. The remaining 35%, which is a high percentage, stated that they have not received any incentive or bonus from their organisations; that response is one that management need to consider.

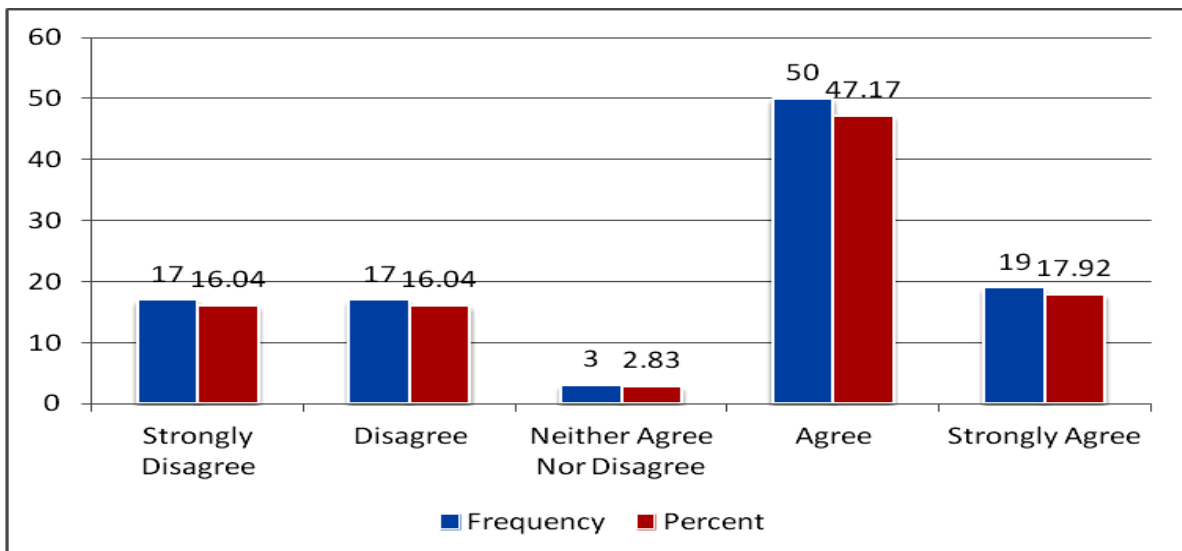


Figure 4.22: I receive additional incentives and bonuses

4.7.17 Question 23: My salary motivates me to produce the highest quality work.

Figure 4.23 reports the response rates on whether employees are motivated by the salary they earn to produce the highest quality work. Only 43% agreed to being motivated by their salaries. The balance, being 57 % disagreed. This can either mean that the salary has no impact on how they work or that the received salary does not motivate them to perform well.

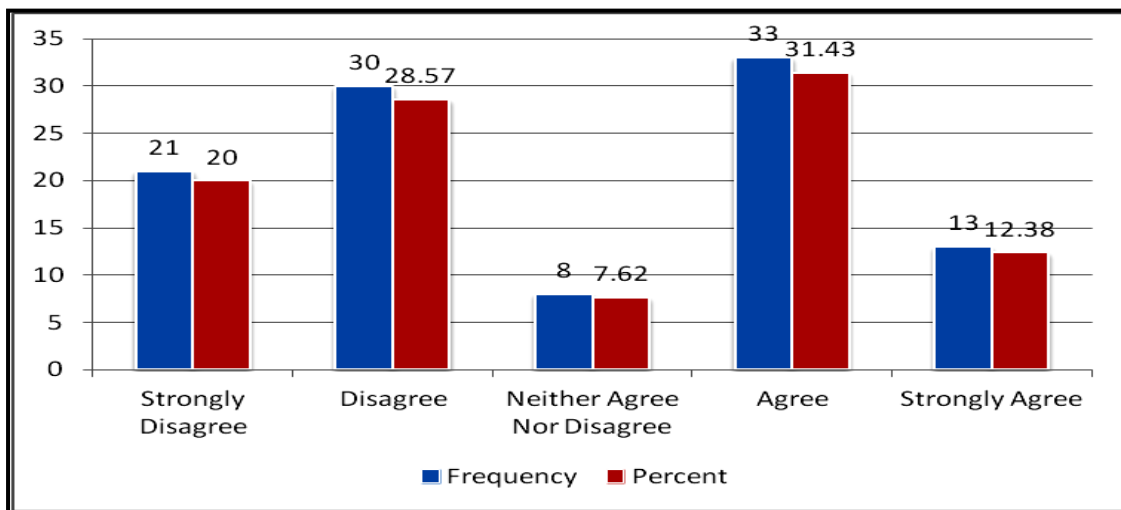


Figure 4.23: My salary motivates me to produce the highest quality work.

4.7.18 Question 24: I receive constructive performance appraisal feedback.

Figure 4.24 whether employees feel that they are received constructive performance appraisal feedback. Only 49% of the respondents stated that they have received constructive feedback from performance appraisal, but 51% perceived the feedback as inappropriate. This means that the feedback they normally receive is not constructive; or that they don't get a performance appraisal at all.

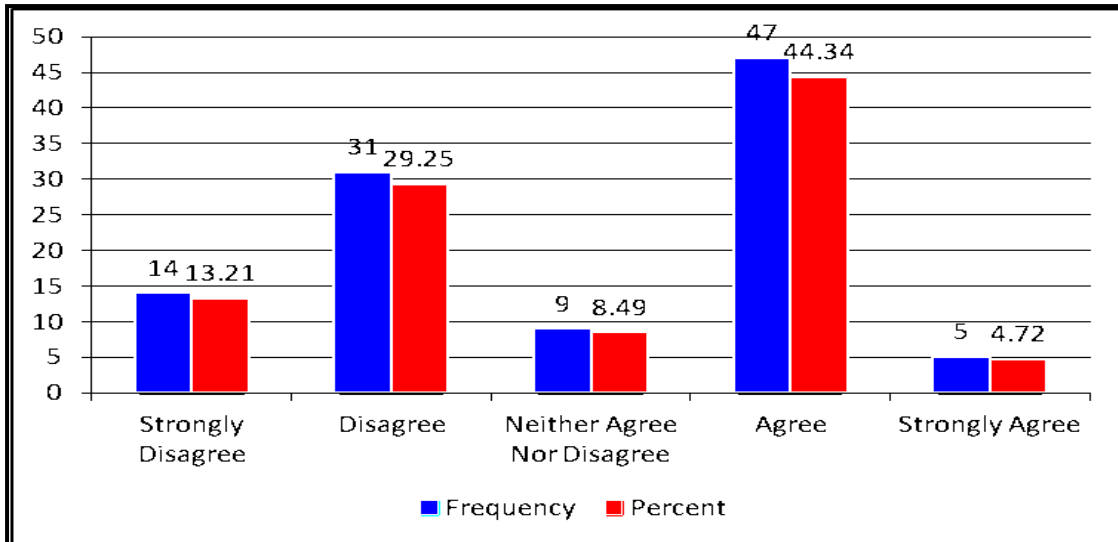


Figure 4.24: I receive constructive performance appraisal feedback

4.7.19 Question 25: My organisation has fair promotion prospects.

Only the small percentage of the respondents (34%) agreed that their organisation has fair promotion prospects. The largest percentage which constitutes two thirds of respondents (66%) disagreed with the question.

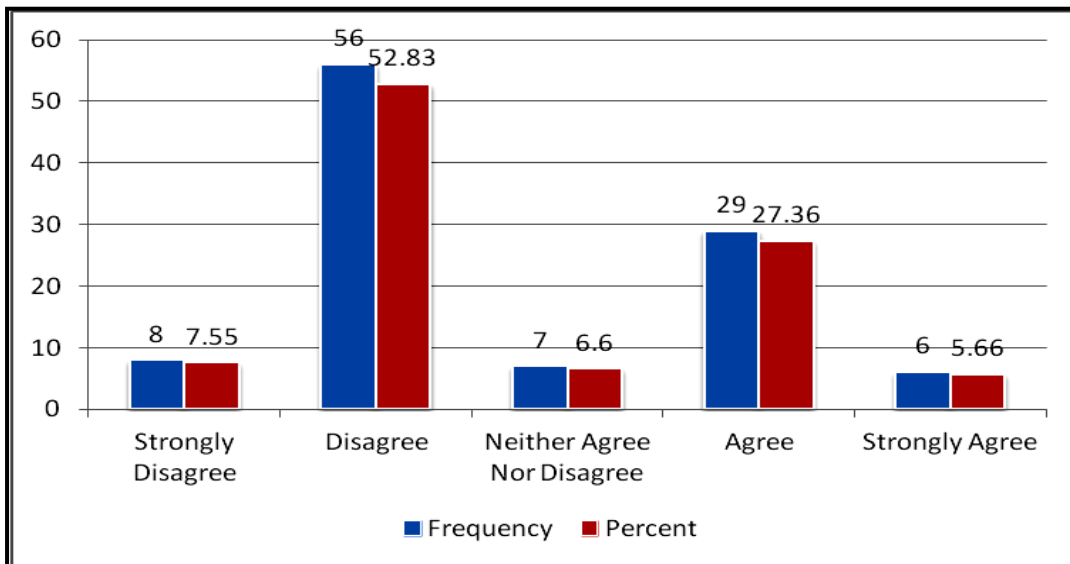


Figure 4.25: My organisation has fair promotional prospects

4.7.20 Question 26: My Company sends me on a career development training frequently.

Figure 4.26 reports response rates on whether the company sends employees on a career development training frequently. Only 48% agreed to have received career development training. The other 52% disagreed. Insufficient training is a huge matter of concern that management must look at the earlier the better.

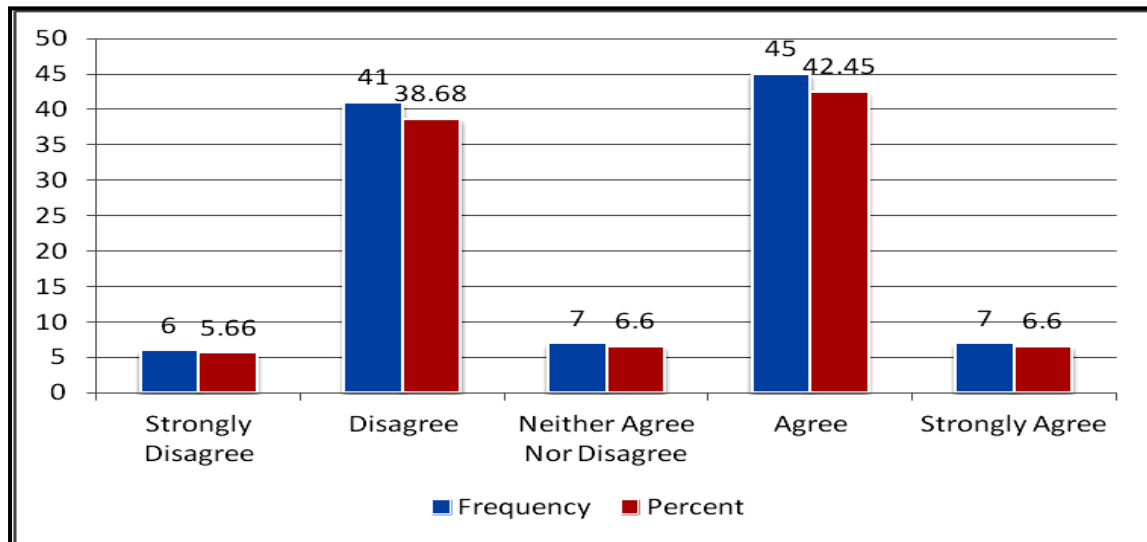


Figure 4.26: My Company sends me on a career development training frequently

4.7.21 Question 27: A career path exists for someone like me in my organisation.

As shown in Figure 4.27 reports response rates on whether career paths exist for employees in their respective organisation. A total of 57% of the respondents stated that a career path exists for them in their organisation, but 43% of the respondents did not agree.

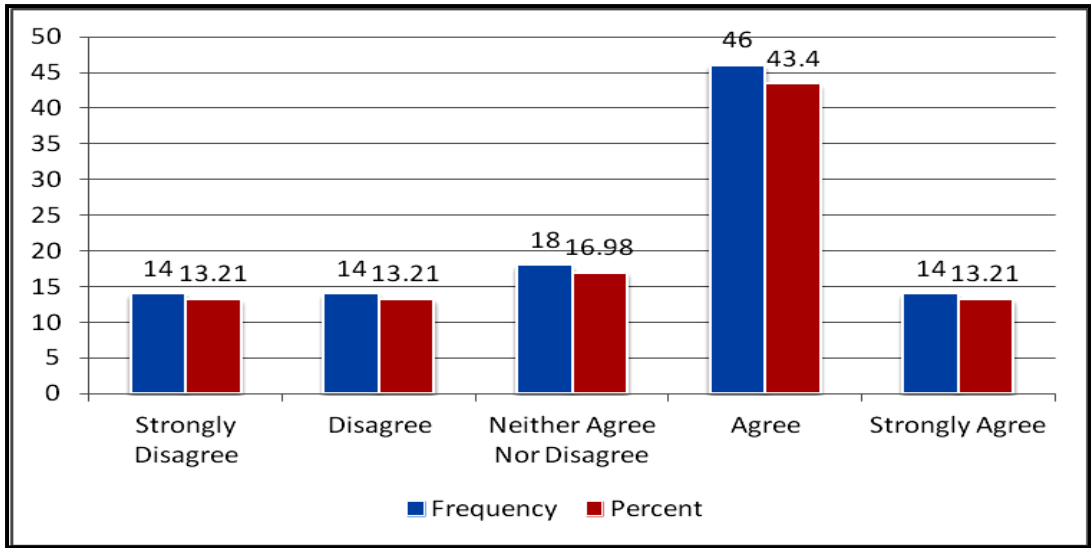


Figure 4.27: A career path exist for someone like me in my organisation

4.7.22 Question 28: People are leaving the company regularly

Figure 4.28 articulates the response rates on whether people are leaving the company regularly. Whilst 31% agreed to people leaving, 40% disagreed and 18% neither agreed nor disagreed. However, already 31% of employees leaving regularly is a concerning rate.

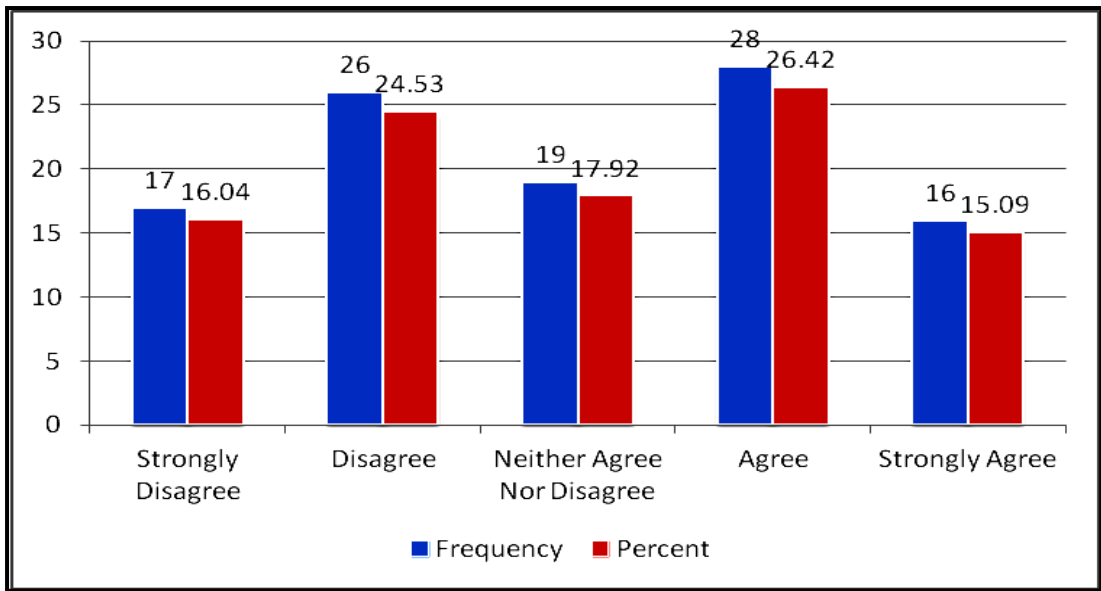


Figure 4.28: People are leaving the company regularly.

4.8 Results in Relation to the Research Questions

This section relates the findings from the questionnaires to the different research questions. The results from the table below: Table 4.4 depicts two key aspects for this study. The first one was that the physical environment of the respondents and career development opportunities truly display critical factors that determine job satisfaction. It is noteworthy that remuneration and team morale, in contrast, were not as significant regarding their impact on job satisfaction.

From the discussion in Section 4.3 above, any p-value lower than 0.05 results in a statistically significant result, while any p-value above 0.05 does not present any statistically significant evidence (Winters, 2011). The lower the p-value indicates that the results did not occur by chance. A result that is statistically significant has more weight in the scientific community than one that is not.

The scores with $P > F$ below 0.05 or less than 0.10 are found in question 10, 11, 12 and 13. Those questions were meant to explore the effect of physical environment on Job satisfaction of employees. Again questions question 24 and 26 had a p-value below 0, 05 (5%) and or 0.10(10%). From the two research objectives (remuneration and team morale) it is implied that there is no statistically significant relationship, since the probability (p) of their correlation coefficient is greater than 0.05.

Table 4.4: Questions per Research Questions

Source	F Value	Pr > F
Physical Environment		
Q8	0.31	0.5790
Q9	0.59	0.4446
Q10	7.59	0.0072
Q11	3.32	0.0722
Q12	16.46	0.0001
Q13	3.43	0.0676
Team morale		
Q14	0.03	0.8552
Q15	1.65	0.2030
Q16	0.25	0.6156
Q17	0.12	0.7256
Q18	0.55	0.4618
Q19	1.15	0.2867
Remunerations		
Q20	0.89	0.3475
Q21	0.28	0.5988
Q22	2.65	0.1073
Q23	0.00	0.9529
Career development opportunities		
Q24	4.10	0.0461
Q25	1.20	0.2755
Q26	4.29	0.0414
Q27	0.67	0.4153

4.8.1 Job Satisfaction

The mean scores for job satisfaction, ranged from 2.7 with a SD=1.12 to 3.72 with a SD=1.23 respectively. SD or Standard Deviation refers to the average amount of variation (difference) around the mean (Bryman and Bell, 2007). This observation suggests that employees were moderately satisfied with their jobs and all its dimensions. In particular the reported the mean scores in order from the highest to the lowest. The highest imply that respondents believed the variable was of more importance. The highest was: the importance of team building, having necessary equipment to perform the job well, and having sufficient amenities at work, the impact of noise level on job performance. The lowest scores were for satisfaction with fair promotion prospects, instances where the supervisor put pressure on employees unnecessarily, types of working environment, performance appraisal feedback, and the impact of salary on the quality of work. Satisfaction with the nature of work showed the highest variation along with having sufficient amenities in the workplace and instances where the supervisor put pressure on employees unnecessarily.

4.8.2 Job Satisfaction in Relation to the Research Questions: Generalised Linear Regression Model Results

Figure 4.29 illustrates Pearson correlations between job satisfaction and each of the four research objectives, mainly physical environment, team morale, remuneration and career development. The data illustrates a positive correlation between job satisfaction and physical environment and between job satisfaction and career development. With regards to remuneration and job satisfaction negative correlation existed. The same results that depict a negative correlation were noted between job satisfaction and team morale.

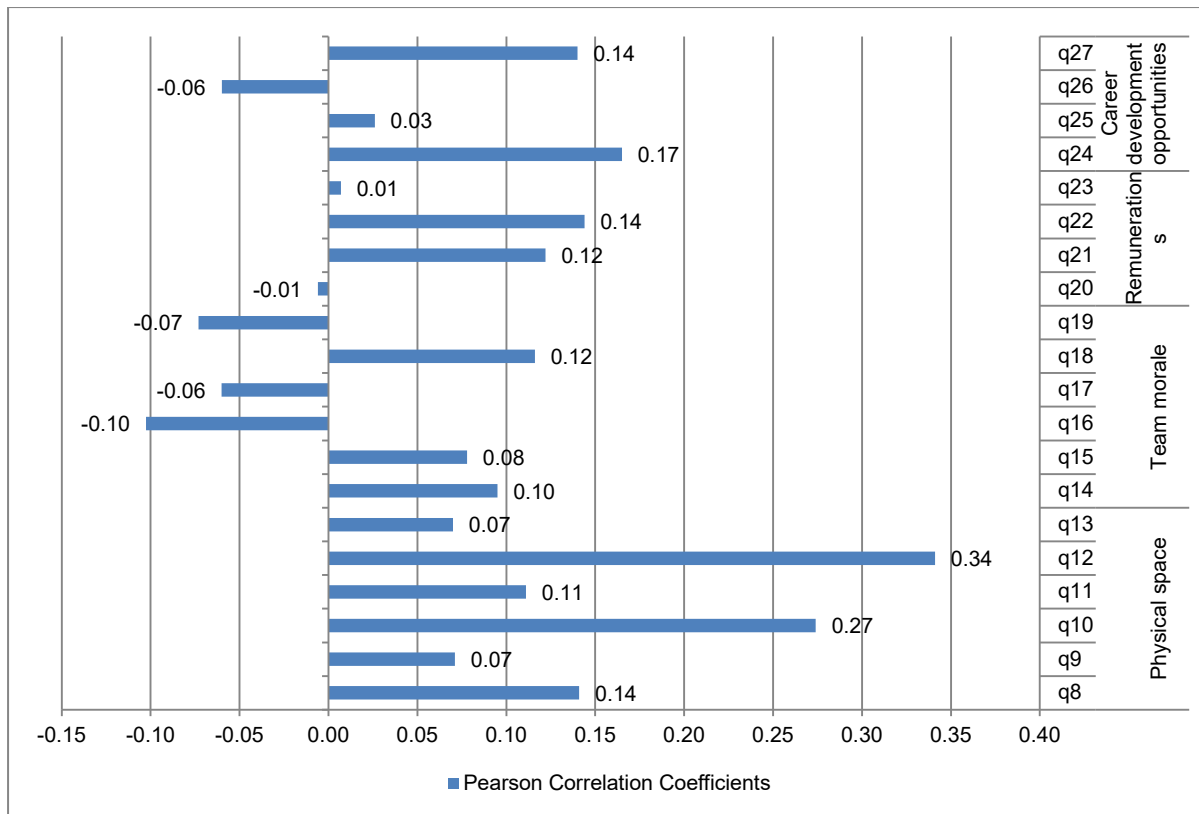


Figure 4.29: Pearson correlation coefficient for job satisfaction and research objectives items

The generalised linear regression model presented in Figure 4.29 above illustrates how the research questions were answered by the study. The figure above demonstrates which research questions were answered and how they were answered.

The question of the impact of the physical environment impact on job satisfaction, which was research question one, positively correlated with job satisfaction. The six questions that attempted to respond to the question of physical environment dimension of analysis were positively correlated with job satisfaction. That is revealed Question 10 (The high noise level in our office disturbs my performance), Q11 (sufficient amenities in the workplace, p-value=0.0722 and Question 12 (The ventilation system at my office is adequate) were statistically significant with rho=0.27, p-value=0.0045 and rho=0.34, p-value=0.004) respectively. Implying 27% and 34% of variation thus explains variation in job satisfaction levels. Again Question 13 was positively correlated to the job satisfaction of employees, with a rho = and a p-value of 0.07. However, the analysis revealed that job satisfaction

was not explained by variation in factors such as type work environment (Q8) and having necessary equipment to perform the job (Q9).

Research Question Number Two revealed a negative correlation on the effect of team morale and job satisfaction. From Question 14 through to Question 19 whether the manager compliments the employee (Q15), whether the manager puts pressure on employee (Q16) as well as other factors such as whether career path exist or not.

On Research Question Number Three a positive correlation was noted as well. The impact of career development opportunities was revealed in Question 24 (I receive constructive performance appraisal feedback, $p\text{-value}=0.0461$) and Question 26 (impact training and career development, $p\text{-value}=0.0414$).

Then on the last research question Number Four, the response rate revealed that employees are not happy with the remunerations that they are receiving, however the correlation co-efficient revealed a negative correlation on the influence of remunerations on job satisfaction of employees. The positive correlation is only established in Question 22 (I receive additional incentives and bonuses) with a p-value of 0.1.

It is of notable interest that there was more random variation between the respondents on Q10 and Q12, thus these should also be interpreted with caution.

4.9 Chapter Summary

In this study, employees' demographic characteristics of age and organisational position have been shown to explore their impact on variations in job satisfaction among employees. The study revealed that constructive performance appraisal feedback, high noise level in the office, adequacy of the ventilation system in the workplace, extent of training and career development, and lastly amenities add to variations in the job satisfaction of employees in Durban.

From the study it is evident that some of the investigated focus areas, such as the physical environment of the respondents and career development opportunities are

critical factors that determine job satisfaction. A noteworthy feature of the result was that remuneration and team morale were not as significant.

Chapter five contains a discussion of the findings that were presented in this chapter (Chapter four). The findings will be interpreted and clarified in conjunction with readings and case studies in order to make more meaningful contributions to business world and to the society at large.

Chapter Five

Discussion of the Findings

5.1 Introduction

The research study was conducted to better understand the impact of four areas expressly: the physical environment, remuneration, team morale and career development opportunities on job satisfaction of employees. This chapter discusses the implications of the findings reported in the previous chapter and it relates them to the conducted literature review. The final findings are positioned in context so that issues of quality are addressed; thereafter the effect of bias and the applicability of the findings were clarified.

5.2 Demographics

From the data collected regarding gender, 53% of respondents were female while 47% were male. These figures are inconsistent with the gender composition of the South African population, which is made up of 51.3% female and 48.7% male (SouthAfrica.info, 2011). The findings portrayed in Chapter 4 stated that no relationship was established between gender and job satisfaction. In a study of 25 countries conducted by Rossi (2011), it was reported that there are significant differences among men and women in satisfaction at work. Same results in differences between genders were reported by Zou (2007) in the study conducted in Britain. Rossi (2011) established that men tend to be less satisfied than women. Unlike the results presented from previous studies, the findings from this study exhibit no significant difference between the satisfaction levels of males and females.

The findings from this study indicated that age has a significant weight on the job satisfaction. The age bands of 46-55 showed a positive relationship when compared to the age bands of less than 25. The results show that job satisfaction differed by age ($F\text{-value}=3.33$, $p\text{-value}=0.0133$), in particular the age bands (46-55 vs. <25), the difference between the two means was statistically significant. This denotes that the older workers were more satisfied than the younger ones.

According to Rossi (2011) age is a strong determinant of job satisfaction. Older people are believed to be satisfied. Rossi (2011) implied that, older people had realistic expectations about their jobs and a stronger sense of achievement. Pushpakumar (2008) stated that employees in different age groups have different expectations in terms of their needs and wants. For younger workforce, jobs represent challenge, growth, status and monetary rewards; if these are not met they will change their jobs within a short period of time. As a result, young employees have less job experiences and are less satisfied (Morris, 2011). On a study conducted by engineering management it was reported that older employees displayed satisfaction their jobs more than younger workers did (Lord and Farrington, 2006). According to Morris (2011) the older generations are more tolerant in the workplace because of their years of involvement with the organisation. The older generation believed organisations deserve their loyalty. All these values are not noticeable to the younger generation.

Another concern raised by Green and Zhu (2010) is that younger employees expect higher compensations, which become a problem when such expectations are not met. Another source of dissatisfaction is the fact that young employees are underemployed. This imply that some organisations hire them only on temporary post rather than on the sought for permanent positions (Bell and Blanchflower, 2011).

According to Rossi (2011) educational level is positively related to job satisfaction but with a decreasing growth rate. Education supplies superior equipment and potential (Rossi, 2011). On the other hand, Rossi (2011) stated that higher educational levels may lessen job satisfaction due to unmet expectations, such as conditions of service and better salary. This was consistent with Gurbuz (2007) presumption, that a highly educated individual can easily identify and assesses an unfitting work environment. If the work would affect them negatively, they can leave the organisation.

This study reveals that personnel at senior levels such as the manager, supervisor, and senior manager were more satisfied than unskilled personnel or operational staff $p\text{-value} = 0.0090$. Bruno and Frey (2010) argued that people will always compare their positions with those of others whom they think earn better, thus live

better and be satisfied or unsatisfied. In a study conducted in Belgium in 2013 it was established that the working status was important. A large percentage of 61% of the discontented employees were blue-collar workers and from executives only 37% reported dissatisfaction (Veramende, 2013).

Surprisingly, in a study of Austrian and Swiss anaesthetists, it was discovered that people in important ranks and professionals exhibited statistically lesser job satisfaction than employees in non-leading positions (Kinzl, Knotzer, Traweger *et al.*, 2004).

5.3 Findings of the Study

The previous chapters of this study helped provide insight into job satisfaction in the workplace, and their relation to physical space, team morale, remunerations and career development opportunities. Those chapters also aimed to identify to what extent, if any, does the different aspects such as physical space, team morale, remunerations and career development affect job satisfaction. The current study also provided insight from other published sources regarding job satisfaction, and the impact they have on productivity, staff turnover and staff retention. This chapter will discuss the findings this study with regard to these factors. Boggie (2005) stated that employees became dissatisfied for many reasons. The reasons included problems with performance appraisals, low morale, a perceived lack of recognition and poor pay. The costs associated with dissatisfaction included, but were not limited to, the cost of lost productivity.

The findings from this study revealed that physical space of the respondents and career development opportunities as critical factors that determine job satisfaction. A noteworthy feature of the result was that remuneration and team morale were not as significant. The highest factors influencing job satisfaction were: the importance of team building, having the necessary equipment to perform the job well, the availability sufficient amenities at work, and the impact of noise level on job performance. The lowest scores were for satisfaction with fair promotion prospects, instances where the supervisor put pressure on employees unnecessarily, types of working environment, performance appraisal feedback, and the impact of salary on

the quality of work and finally instances where the supervisor put pressure on employees unnecessarily.

The analysis revealed that job satisfaction was not explained by variation in factors such as type work environment (Q8), having the necessary equipment to perform the job (Q9), whether the manager compliments the employee (Q15), whether the manager puts pressure on employee (Q16) as well as other factors such as whether career path exist or not. However, the data revealed that there were significant differences between job satisfaction and Q10 (The high noise level in our office disturbs my performance, p -value= 0.0072), Q11 (sufficient amenities in the workplace, p -value=0.0722), Q12 (impact or adequacy of the ventilation system in the workplace, p -value=0.0001), Q24 (I receive constructive performance appraisal feedback, p -value=0.0461) and Q26 (impact training and career development, p -value=0.0414). It is of interest to note that there is more random variation between the respondents on Q10 and Q12, thus these should also be interpreted with caution.

5.4 Physical Environment and Job Satisfaction

The findings revealed that relaxed comfortable environment and necessary equipment rated low in affecting job satisfaction, however noise, sufficient amenities and ventilation had the highest variations with job satisfaction. According to Agu and Udoh (2012), Maslow (1954) individuals living in an environment that is not conducive for their need satisfaction were inclined to experience psychological complaints later in life. When Maslow's theory is applied to working environments, employees whose workstations do not meet their needs do not function efficiently

In total 60 % respondents revealed that they are disturbed by noise (p -value = 0.0072) in their offices. This is a matter of concern for management as the effect of noise can be life threatening: according to Virkkunen, Kauppinen and Tenkanen (2005) besides the noise effect on hearing studies has revealed that, noise may cause psychological or mental strain, annoyance, sleep disturbances, and impairment of performance. Moreover it can aggravate the development of hypertension and cardiovascular diseases. Vischer (2007) argued that employees who work in an open plan workspace emphasised noise to be a chief source of

anxiety and reduced productivity. As a result efforts must be made to control office noise by decreasing office densities and find other means of encouraging collaborative work in modern workspace, rather than increasing office densities (Vischer, 2007). In a survey of office workers 71% of respondents found noise to be the most significant workplace distraction (Steelcase 2007, cited by Hua 2010). Hua (2010) indicated that noise is serious counter-productive factor in an open-plan work environment as opposed to a cellular office environment.

The data from this study demonstrated that the availability of sufficient amenities in the workplace (p-value=0.0722) has a strong relationship with job satisfaction. The response rate revealed that 40% of the respondents did not have sufficient amenities in their workplaces. Narayanan and Syed Zafar (2011) indicated that amenities attract employees to their institution and ensure that jobs are properly done. Narayanan and Syed Zafar (2011) termed amenities as institutional infrastructure.

The adequacy of the ventilation system in the offices revealed a strong positive relationship with job satisfaction with a p-value=0.0001. The issue of the 54 % respondents that reported that the ventilation system in the offices was inadequate create a serious concern for management. Higuera (2011) pointed out that offices must neither be too warm nor be too cold. Excessive warmth might promote sluggishness, while extreme cold can result in health related discomforts and constant distractions even during work. Higuera (2011) recommended for the usage of desk fans, as these can be controlled by employees.

Pertaining to office lighting data for this study found out that 44% respondents were not happy with their office lighting. Lighting was reported to have a weak relationship (p-value = 0.0676) with job satisfaction. Boyce, Veitch and Newsham (2003) cited by Vischer (2006) reported that office lighting was needed to perform well on office tasks. Vischer (2006) emphasised the importance of workers choices of lighting in order to enhance productivity and job satisfaction. Therefore Boyce *et al.*, (2010) stated that lighting is one of the determinants of indoor environment quality. Lighting from natural and artificial sources, provided to employees should ensure that working conditions encourage productivity and enhances job satisfaction (Shodhganga, 2012; Bates, 2006; Myerson, 2005).

Lighting should be appropriate to the nature of the work, the location of the work and the times at which the work is performed. According to Haim and Portnov (2013) when dealing with lighting employers need to bear in mind a number of factors such as colour, contrast, glare, to mention but a few, as they affect performance and job satisfaction.

According to Iqbal (2012) if employees are happy with the work they are doing and with the environment of their workplace, job satisfaction is attained. Obiora and Iwuoha (2013) suggested that poor working conditions posed tremendous burdens and a contradiction of purpose thus can place serious pressures and strain on the worker. Hua (2010) advised that frequent interruptions and distractions keep employees from reaching a peak state of performance (Hua 2010). Additionally, Newman and Roth (2006) proposed that improving working conditions was more important than increased pay.

5.5 Team Morale and Job Satisfaction

In this study team morale had little or no relationship with job satisfaction. All the questions that tested team morale resulted in high p-values, which showed their insignificance on job satisfaction. Nonetheless, 48% of the respondents disagreed with the congeniality of their colleagues, 46% disagreed that their managers complement them for their contributions, 42% believed that their supervisors put them under pressure unnecessarily, 43% did not believe that regular team meetings are essential to develop effective teamwork, 30% did not believe in team building exercises and 44% did not believe that their teams focus on fixing a problem rather than finding faults. Although the findings from this study revealed little relationship between these factors and job satisfaction the high percentages which all hint towards poor team morale are of concern. In particular, many other studies have surfaced these factors as reasons for people quitting their occupations (Gregory, 2007; Shodhganga, 2012).

Gregory (2007) advocated that two top explanations of why employees leave occupations were negative communication with management and management interpersonal abilities. For employees to perform at their best, the relationship with their supervisors is the most essential relationship in an organisation. Festinger

(1957) cited by Wyatt (2010) introduced a theory of cognitive dissonance. Cognitive dissonance refers to an occurrence of disconnection due to differences between what a person views their organisational worth referred to as perception, and what their supervisors stated it to be which is the reality of the workplace. Armstrong (2004) cited by Wyatt (2010) stated that when employees are suffering from dissonance they would create a mind impression that organisation is cheating they would regard every action is being unfair to them even if they did not contribute their fair share. Subsequently, the destruction of the relationship between the immediate supervisor and employees would be inevitable, since to them the supervisor represents the organisation. Thus performance would be impaired since employees could not perform successfully in a state of cognitive dissonance.

According to Ladebo, Awotunde, and Salaam-Saghir (2008) cited by Wyatt (2010) when employees perceive that another employee has been treated dishonourably, they become dissatisfied. Wyatt (2010) established that closeness to the unfairly treated employee (as occurs when the mistreated employee is a teammate or group member) could result in the spread of job dissatisfaction to other members of the team, and eventually to the entire organisation.

The findings from this study revealed the lack of relationship between employer and employees for instance, 47 percent of the participants are not complimented for their contributions. According to Varzaru and Varzaru (2013) managers need to stimulate subordinates so that they reach their goals and commit to the organisation fully. Managers should encourage and frequently appreciate employees' efforts while introducing methods of assisting employees to utilise natural talents (Shahu, 2011).

In total 45 percent of the respondents agreed that their supervisors unnecessarily pressurise them. This notion is against Bates (2006) proposal, when he declared that supervisors should show employees empathy by being considerate to their needs and frustrations. Employees value being asked about their work, as they feel appreciated (Stanley, 2014).

This study illustrated that 44 percent of the respondents rejected the importance of meetings. However, meetings are described as a contemporary important and

discrete facet of job satisfaction (Rogelberg, Allen and Shanock, 2010). They provide a powerful influence on the success of an organisation and its employees. The procedures that companies employed in conducting their meetings are the main contributor to satisfaction or not. Managers should inspire employees with convincing stories and analogies rather than PowerPoint slides crammed with statistics and facts (Shahu, 2011).

Altogether 44% revealed bad relationship with their teams as they believed their teams find faults instead of fixing a problem. Such employee experience is a matter of concern as it can lead to decreased job satisfaction. Besides, Shodhganga (2012) proposed that teamwork and collaboration are effectively synonymous concepts. So when the team shows no signs of cooperation, the organisational success is compromised. The success of any team always depends on individual learning and each member's willingness to work together (Galbraith and Webb, 2013). The relationship conflict restrains improvement because the negative emotions have a dysfunctional result on the excellence of knowledge sharing, the relationship and job satisfaction (De Clercq, Thongpapanl and Dimov, 2009).

5.6 Career Development Opportunities and Job Satisfaction

The findings from this study exhibited that career development opportunities have a strong relationship with job satisfaction. Two of the four questions that tested the impact of career development opportunities had the highest variations. Receiving constructive feedback and the impact of training demonstrated a strong relationship with job satisfaction (Deci and Ryan, 2000; Callens, 2008; Seligman 2011). According to Shahu (2012) employees need to know that their efforts are highly appreciated, that opportunities for advancement and self-growth are available within and by the company so that they experience job satisfaction.

Receiving constructive performance appraisal feedback had a p-value= 0.046. Wyatt (2010) advocated that one of the important interactions between an employee and his or her supervisor is the performance appraisal. Unfairness during this interaction could result in a negative effect toward the organisation, otherwise described as job dissatisfaction. Task feedback is one of the attributes in the Job characteristics model by Hackman and in 1975 (Chen 2008). This model is one of

the most frequently used tools for describing job. The model primarily described that the five core job dimensions will excite employees to experience critical psychological states that affect personal and work outcomes. The five job characteristics are skill variety, task identity, task significance, and autonomy and task feedback. Task feedback denotes the degree to which the worker can understand whether the job achieves a good or bad result (Chen, 2008). Besides, creating opportunities where employees will be involved in more challenging tasks and gain recognition for jobs well done through customer feedback and praise from management (Bates, 2006).

The impact training on career development presented a p -value=0.0414. Wright and Davis (2003) cited by Gurbuz (2007) stated that the provision of training will foster an increase in professionalism and further exploitation of management methods, whereas a lack of training can cause frustration and lack of job satisfaction. Priti (1999) cited by Gurbuz(2007)emphasised that well-trained folks know the scope, expectations and depth of their jobs and will be able to add building blocks to their professionalism as they progress through their careers. Besides, training is critical for human resource planning, and marketing management (Gurbuz, 2007). Insufficient training is a huge matter of concern that management must look at the earlier the better (Shodhganga, 2012; Morris and Venkatesh, 2010; Maria-Madela *et al.*, 2010; Nikandrou, Brinia and Bereri, 2009; Bates, 2006). Accordingly training encourages the building of effective teams by growing their knowledge of the firm. Through training employees learn to trust each other's skills and know how. In order to ensure that the training program was successful follow-up should be conducted, which will engage employees to activity recaps, client reviews, plan revisions and assignments completed with deadlines (Jodi, 2014; Maria-Madela *et al.*, 2010).

Promotional prospects and career pathing reported a weak relationship with job satisfaction. Findings in chapter four revealed that 67% respondents disagreed with the notion that their organisations having fair promotion prospects, while 59% did not believe that career pathing existed for them. Clark (1996, 1997) cited by Theodossiou and Zangelidis (2009) argued that a worker's position or potential position in the firm's seniority ladder has a significant effect on the utility they derive

from work. To ensure job satisfaction, Theodossiou and Zangelidis (2009), stated that employees should be provided with jobs that offer a career path and rewards commensurate with tenure. According to Bates (2006) opportunities for promotion to a more senior ranking must be created within the organisation. Once more, employees realise job satisfaction and a sense of worth when they are presented with an opportunity to get involved in other projects within the company (Bates, 2006; Deci and Ryan, 2000; Callens, 2008; Seligman, 2011).

5.7 Remunerations and Job Satisfaction

Surprisingly, this study showed little or no relationship between job satisfaction and remunerations. This contradicts with other studies which revealed that extrinsic motivational factors such as pay expectancy can be a significant determinant of employee's commitment to their jobs and organisations (Rossi *et al.*, 2011). Therefore, it is concerning that 47% of the respondents were not satisfied with the pay they were receiving compared to what other organisations would offer. Studies revealed that 'wrong' monetary incentives may incite dysfunctional behavioural responses from employees (Pouliakas, 2011: 567). Payment -salary or wages- allow for the optimization of effort, encourage worker autonomy and boost self-determination thus, increase job satisfaction (Shodhganga, 2012; Pouliakas, 2011; Robbins, 2010). Accordingly, Clark and Oswald (2008); Shodhganga (2012); and Pouliakas (2011) emphasised that job satisfaction is intrinsically linked to their relative pay status.

In addition, 49% respondents felt that they do not receive appropriate additional perks (e.g. car allowances, additional leave. The introduction of financial compensation was done to encourage more extremely geared workforces to put forth added effort to the point where the marginal value additional compares the peripheral cost of the additional labour (Lazear, 1986, 2000; Pouliakas, 2011).

Some 34% of the respondents argued that their organisations do not pay them any additional incentives and bonuses. Pouliakas (2010) suggested that job value is found to increase only in response to 'huge' bonus payments. Pouliakas advocated that failure to pay bonuses in a particular year has a disadvantageous consequence on employee efficacy. Consequently, job satisfaction weakens as workforces

potentially familiarize themselves with the annual bonuses system. A number of studies have shown that in Britain bonuses result in higher job satisfaction (Green and Heywood, 2008; Pouliakas and Theodossiou, 2009; Pouliakas, 2011).

These findings are of great concern, in particular because other studies showed a significant relationship between remuneration and job satisfaction. The feeling of not being paid fairly in relation to workload has a negative impact on motivation and job satisfaction (Shodhganga, 2012). Employees unhappy with levels of pay were more inclined to change jobs (Shodhganga, 2012; Gillen, 2013). On a study of nurses conducted in UK in 2012, nearly two thirds of nurses in the Ukase considered leaving their job in the past year, due to poor pay (Gillen, 2013).

According Rossi, Elgar and Bucheli (2011) comparative wages are important in influencing employees' job or pay satisfaction. They indicated that employees who believed that their pay is high are more likely to be satisfied at work and will have no intention of leaving. Pushpakumar (2011) also stressed the importance of financial benefits. Again Narayanan and Zafar (2011) pointed out that salary was the best motivating factor to the employees. Shockingly, for this study 57% reported that their salaries did not motivate them to produce highest quality work.

Finally 57% of the respondents from this study stated that their salaries did not motivate them to produce highest quality work. According to Burk and Richardson (2000: 33) cited by Melnik and Maurer (2006), "Job satisfaction relates more closely to an employee's choice to stay with the organisation, than does financial reward". Besides, a salary survey of senior information technology leaders conducted in December 2012 by Search CIO, approved Burk and Richardson (2000)'s argument when the findings from the study, exhibited that the most important factors in job satisfaction were not related to salary, but to environment (Greenwood 2012). These findings are consistent with the results from this study as the physical environment is has a high correlation with job satisfaction (p -value = 0.0072 for noise) as compared to p -value= 0.375 for payment.

Arguments against monetary rewards and job satisfaction claimed that financial incentives weaken cooperation and solidarity, accentuate the power asymmetry between management and the workforce, and reduce worker risk-taking and

innovation (Kohn, 1993; Bolle and Otto, 2010, Pouliakas, 2011). According to Falk and Kosfeld (2006) explicit compensations are perceived as controlling devices for employees and they dilute a sense of autonomy (Robbins, 2010; Kamunjero *et al.*, 2012). Accordingly, financial incentives may backfire and diminish job satisfaction because employees might perceive it as a signal of employer distrust of their staff loyalty (Bowles and Polanía, 2009).

5.8 Changing Jobs

Data revealed that 57% agreed to the issue of people leaving the organisations regularly. This is a matter of serious concern for management as it clearly shows that talent is lost on a regular basis. According to Gurbuz (2007) job satisfaction is a necessity not only for employees but also employers, too as it intensifies productivity and decreases staff turnover.

In 2006, Melnik and Maurer (2006) reported that studies put turnover costs between 70-200% and 150-200% of that worker's annual salary. The cost of workforce loss includes advertising, search fees, interview expenses, air fare, hotel accommodations and many other costs incurred during hiring and training. A lot of time is spent by managers and team members during selections interviewing and training. Same thing goes for getting the work completed during selection and training of replacement; lost customers, lost contracts or business, lowered morale and productivity, sign-on bonus and other perks, moving allowance during the loss of other employees (Melnik and Maurer 2006).

In a study conducted in Belgium, Wages level is an important argument in terms of job motion. More than one third of the respondents (34.7%) give 'a higher wage' as a reason for their intention to change jobs (Greenwood, 2012). Although employees do want to be paid fairly for their work, money is not an effective way to motivate individuals (Gurbuz, 2007). He emphasized the importance of money every time however, advocated that if the workers aren't paid according to its marginal contribution, workers' efficiency can be negatively affected. Employees need a reasonable amount of social interaction on the job. Employees also need some degree of personal space, which diffuses tension and improves working conditions (Gurbuz, 2007). Accordingly, Pushpakumar (2008) indicated that there is evidence

that opportunity for growth affect the decision of learning in an organisation. The absence of learning and growth leads directly to turnover.

Finally, Appelbaum, Fowler and Fielder *et al.* (2010) stated that environmental factors in the work environment can be stressful to staff and influence job satisfaction and, ultimately, intention to change jobs. Mitigating or eliminating these environmental factors has the potential to improve staff satisfaction and retention. Stress influences nursing job satisfaction and, ultimately, intention to change jobs (Gillen, 2013; Leblebici, 2012; Miao, 2011).

5.9 Chapter Summary

It has come to pass that job satisfaction means different things to different people. Some people enjoy challenging jobs, when others enjoy a fat pay check at the end of the week or month. Some joined organisations with a hope to grow while others prefer a good relationship with colleagues. In some cases, it's a blend of numerous factors that bring the most satisfaction. When some are affected by the environment, others are affected by the treatment and the recognition they get from their managers.

This chapter has provided an overview of the most significant findings obtained based on empirical analysis of the data, obtained from looking at job satisfaction in relation to physical environment, team morale, career development opportunities and remunerations. Chapter six contains suggestions for further studies and also the conclusions and recommendations of this research based on the data obtained.

Chapter Six

Conclusions and Recommendations

6.1 Introduction

In the preceding chapters findings were analysed and discussed. From the findings research questions were answered whereas in some areas a negative correlation was witnessed.

This chapter concludes the research by providing a conclusive summary of this research, presenting the recommendations that were derived from the research as well the implications for future research.

Job satisfaction of employees in Durban was explored focusing on four variables that were expected to impact on it. The selected variables were the physical environment, team morale, remunerations and career development opportunities.

The objectives of the study were to:

- Explore the effect of the physical environment on job satisfaction
- Evaluate how team morale affects job satisfaction.
- Explore the impact of career development opportunities on job satisfaction.
- Investigate the effect of remuneration on job satisfaction.

6.2 Summary of the Findings

The objectives set for this study were chosen with the aim of understanding what attributes impinge on the employee job satisfaction and what leads employees being discontented and eventually to an employee changing a job. The study showed that the physical work environment and career development opportunities have a strong relationship with job satisfaction.

Employers should ensure that employees work in comfortable and adequately equipped offices where minimal disruption can be experienced. Employers should ensure that there are sufficient amenities for employees as the lack of them can

create discomfort to employees. Ventilation must be in a proper working condition for high productivity to be attained. Noise distract employees and can be life threatening. Therefore employers must ensure that noise in the workplace is kept at a minimal as high noise level is disruptive and can diminish job satisfaction levels. Lighting from natural and artificial sources needs to be provided for employees to ensure working conditions that are appropriate to the nature of the work, the location of the work and the times at which the work is performed. When dealing with lighting, factors such as colour, contrast and glare need to be considered.

People preferred to work in an organisation where their careers are cultivated and nourished, where there is opportunity for growth and development. In addition, employees should be trained on new skills for organisations to remain competitive in this globalised environment.

It has been noted that for this study remunerations and team morale displayed a weak relation with job satisfaction. However, employers must ensure that staff is retained in all ways possible. In particular because other studies have clearly shown the significance of compensation and interpersonal relationship in motivating employees to perform better and discouraging them from changing jobs. By investing everything possible to keep their staff, employers retain skills and talent and save the cost of selecting and training replacements.

Though there have been certain limitations in the study, the following conclusions can provide some insight on job satisfaction. Though there have been certain limitations in the study, the following conclusions drawn from the study could provide some insight to the managers to improve the level of job satisfaction of employees.

- Older employees were more satisfied than the younger employees in the organisations. This can mean that younger generation is not motivated to work or the type of job that they are performing does not interest them. It is the job of employers to find out what type of job interest their staff and place them where they will be satisfied to ensure improved performance and job satisfaction.
- High experienced employees were satisfied with their jobs than the less experienced.

- Higher level employees were more satisfied than the lower level employees in the organisations.
- Gender had no significant impact on job satisfaction.
- Financial benefits played no role in the job satisfaction of employees in Durban.
- Satisfied workers tend to be less absent from work than low satisfied workers.
- High satisfaction leads to fewer turnovers of employees in private sector organisations.
- Career development opportunities had a significant impact on retaining and attract employees.
- Training had a strong relationship with job satisfaction.
- Amenities plays a critical role in increasing job satisfaction, it is a vital necessity for every workplace.
- Lighting had an effect on how employees perform their assignmentseffectively, without adopting awkward postures and straining their eyes; additionally it allows employees to move about easily.
- High noise level proved to be a distraction to employees, when left unattended it can impact badly on their health.
- Feedback played an important role in fostering an employer employee relationship. Besides, it ensures that employees remain competitive and motivated.
- Employees exhibited that they do not believe in meetings and they can't even construct the value of meetings that implies that meetings decrease their job satisfaction level.

6.3 Recommendations

In order for employees to realise job satisfaction and be willing to stay in an organisation, it is recommended that:

- The employer has a duty to care for the employees, therefore it is reasonable for each workplace to be in a condition that is safe, comfortable and without risks to health.
- Employers and management should ensure social integration because it creates opportunities to interact constructively with both co-workers and managers. It ensures collaboration of efforts and fosters the development of a trusting relation in an organisation and a work environment free of harassment.
- Employees should be compensated fairly and adequately to ensure that competitors fail to lure them with their packages. By so doing organisation will save on the costs related to recruiting new talent.
- Employers should ensure that opportunities to develop human competences are enacted and utilised. This will ensure that workers grow, security, improve knowledge, skills and abilities; and a sense of advancement.
- It is imperative for employers to promote the culture of learning within an organisation through training, mentoring and coaching in order for an organisation to be sustainable in these trying economic times.
- The management should encourage conversations within the organisation through meetings and many other forms of communication, where employees will be encouraged to contribute and made to feel that their contribution is worthwhile. Meetings should not be used as a finger pointing session or even a fault finding session.

6.4 Limitations of the Study and Suggestions for Future Research

- Sampling method employed

Although the sampling method employed for this study was appropriate for the purposes of this study, non-probability judgment sampling is the least reliable in terms of generalisability. For future studies probability sampling must be employed so that a sample will be a true reflection of the population.

- Methodology

The quantitative research methods limit respondents to give reasons for their behaviours. A mixed research methodology with a qualitative component is recommended for future research in order to hear in respondent's own words how they encounter this problem.

- Missing values

Even a small percent of missing data can cause serious problems with your analysis lead to drawing of the wrong conclusions. Respondents should be encouraged not to leave spaces, as no response is considered wrong.

- Lack of responses from leaders

This finding of this study was limited to employees' views and perceptions as the senior management were not keen to participate. A study examining the same factors of job satisfaction should be conducted to get a broad management view.

- Questionnaire Bias

The Cronbach's Alpha result of 0.60 is an indication that the questionnaire construction had some form of ambiguity for respondents. In future piloting of the study should dwell on the target respondents to avoid ambiguity.

- Social desirability bias

Some respondents that felt that some questions were sensitive subject for them and therefore could not respond freely and truthfully .This is proven by some questions where neutral responses were above ten (10). The issue of anonymity must be properly addressed to participant to ensure accurate response.

- Research Coverage

This study was limited to employees based in Durban only. A study that will focus on all employees in other areas will enable us to determine if attributes which attribute of job satisfaction is important for other employees in other areas outside of Durban.

This study mostly covered an international perspective, for future studies a comparison of the international perspective with the South African case studies would be beneficial, more especially for the survival of South African organisations.

Additionally, the pivotal role that can be played by the Organisational Fit and Organisational Culture on Job Satisfaction should be considered for future studies.

Moreover, for future studies, a workforce diversity study can add value to the Job satisfaction of employees.

- Scope

Respondents for this study came from all sectors. It is recommended for future studies that they focus on one type of industry at a time to establish if the results are similar in all sectors.

This study focused across entire organisations looking at Job Satisfaction. Future studies should focus on specific levels of organisations e.g. Executive level, Middle Management and Junior Management of the organisation.

A study that will dwell on each component of job satisfaction instead of group of factors is recommended for future research.

6.5 Conclusions

Businesses are at risk of losing ground to competitors, for so several reasons, but a major one is the way the human resource of the organisation is treated. Competitors are always looking out for opportunities to expand and penetrate. The human capital of the organisation has shown that they matter more than machines and money. Without people machines cannot operate by themselves. It is for this reason that employers who want to sustain their businesses must ensure that job satisfaction is enhanced. The effect of the physical environment on job satisfaction

has been proven to be a matter of apprehension. Workers performance can be disrupted by noise, inadequate amenities, lighting, and ventilation. It is imperative that a conducive environment, with necessary equipment be created for employees for the survival of an organisation. Such an environment can impact positively on the staff turnover thus an enhanced productivity levels.

This study has revealed that organisations should always on a look out for innovative ways to motivate their workforce. Remunerations alone cannot accomplish job satisfaction endeavours. The value of money diminishes as soon as it has been used to pay for a need. The status that comes with money is not enough when employees work in an unhealthy workspace, lacking in amenities. The increasing of office density was introduced as a means of cutting business related costs, however the consequences are negative: noisy workplaces. Noise is not just a disruption but a health hazard. Same thing can be said about lighting and ventilation. They are not just a luxury but a necessity as little or not enough results in discomforts and lessen job satisfaction.

In addition, relationships within an organisation must be but be built and sustained as they are important in ensuring employee job satisfaction. Accordingly organisations have a duty to empower their workforce. Some employees believe in training and development. They believe in mentoring and coaching. Additionally other employees believe in career pathing and promotions. Essentially organisations should rather incur expenses getting proper training for their employees. Such endeavours will ensure that job satisfaction is enhanced at all levels of the organisations to prevent absenteeism and staff turnover. In addition intention to quit will be minimised and employees will experience a sense of importance and belonging. For improved productivity, competitiveness and survival of organisations, job satisfaction of employees within organisations should be prioritised.

This research has investigated the issues of job satisfaction in selected areas within Durban and having found areas of dissatisfaction, in line with what other authors have discovered, suitable recommendations have been made that if implemented will contribute to an improvement in the situation.

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Appendices

Appendix One: Questionnaire

Cover Page of Questionnaire / Interview Schedule 3B
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**UNIVERSITY OF KWAZULU-NATAL
GRADUATE SCHOOL OF BUSINESS & LEADERSHIP**

MBA Research Project

Researcher: Mirriam Buthelezi 083 366 5407

Supervisor: Hildbrand Sandra 031 260 8718

Research Office: Ms. P Ximba 031-2603587

Title of Survey: Researching Job Satisfaction of Employees in Durban.

The purpose of this survey is to solicit information from employed people regarding job satisfaction. Your responses will help us identify the reasons why people are not satisfied at work. The questionnaire should only take **10** minutes to complete. In this questionnaire, you are asked to indicate what is true for you, so there are no “right” or “wrong” answers to any question. Work as rapidly as you can. If you wish to make a comment please write it directly on the booklet itself. Do not to skip any questions. Thank you for participating.

Demographics

1. Age	<input type="checkbox"/> < 25	<input type="checkbox"/> 25 - 35	<input type="checkbox"/> 36 - 45	<input type="checkbox"/> 46 - 55	<input type="checkbox"/> 56 – 65	<input type="checkbox"/> >65
2. Gender	<input type="checkbox"/> Male			<input type="checkbox"/> Female		
3. Education level	<input type="checkbox"/> Less than STD 8	<input type="checkbox"/> Matric	<input type="checkbox"/> Certificate	<input type="checkbox"/> Diploma	<input type="checkbox"/> Degree	<input type="checkbox"/> Post Graduate
4. Position at work.	<input type="checkbox"/> Unskilled (e.g. cleaner, gardener)	<input type="checkbox"/> Operational staff (e.g. clerk, cashier)	<input type="checkbox"/> Supervisor	<input type="checkbox"/> Manager	<input type="checkbox"/> Senior Management	
5. Type of job (i.e. education, mining, engineering, etc.)	<input type="checkbox"/>					
6. Location of your job (geographic area)	<input type="checkbox"/>					

From a scale of 1 – 5 please put an X inside a box that with a response that is closest to your position.

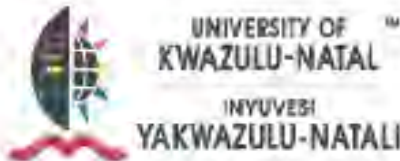
<input type="checkbox"/>	Strongly Disagree	Disagree	Neither Agree	Agree	Strongly Agree
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			Nor Disagree		
7. I am satisfied at work.	1	2	3	4	5
8. I work in a relaxed comfortable environment.	1	2	3	4	5
9. I have the necessary equipment to perform my job well	1	2	3	4	5
10. The high noise level in our office disturbs my performance.	1	2	3	4	5
11. There are sufficient amenities at my work place.	1	2	3	4	5
12. The ventilation system at my office is adequate.	1	2	3	4	5
13. I am satisfied with the lighting in my office.	1	2	3	4	5
14. My colleagues are congenial people to work with	1	2	3	4	5
15. My manager complements my contributions.	1	2	3	4	5
16. My supervisor puts me under pressure unnecessarily.	1	2	3	4	5
17. Regular team meetings are essential to develop effective teamwork.	1	2	3	4	5
18. Team building exercises are important.	1	2	3	4	5
19. My team focuses on fixing a problem rather than finding faults.	1	2	3	4	5
20. I am satisfied with the pay I receive compared to what other organisations offer.	1	2	3	4	5
21. I receive appropriate additional perks (e.g. car allowance, additional leave).	1	2	3	4	5
22. I receive additional incentives/bonuses.	1	2	3	4	5
23. My salary motivates me to produce the highest quality work.	1	2	3	4	5
24. I receive constructive performance appraisal feedback.	1	2	3	4	5
25. My organisation has fair promotion prospects.	1	2	3	4	5
26. My company sends me on a career development training frequently.	1	2	3	4	5
27. Career paths exist for someone like me in my organisation.	1	2	3	4	5
28. People are leaving the company regularly	1	2	3	4	5

End of the Questionnaire

Thank you for taking the time to complete the questionnaire

Appendix Two: Ethical Clearance Certificate



08 November 2013

Ms Miriam T Buthelezi (9405851)
Graduate School of Business & Leadership
Westville Campus

Protocol reference number: HSS/0953/013M
Project title: Researching job satisfaction of employees in Durban

Dear Ms Buthelezi,

Expedited Approval

I wish to inform you that your application has been granted Full Approval.

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

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

Yours faithfully

Dr Shrusika Singh (Acting Chair)

/ms

cc Supervisor: Sandra Hildbrand and Alec Bozas
cc Academic Leader Research: Dr E Munapo
cc School Administrator: Ms Wendy Clarke

Humanities & Social Sciences Research Ethics Committee

Dr Shrusika Singh (Acting Chair)

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Chapter One

Introduction to the Research

1.1 Introduction

Today's business environment is more challenging and more dynamic than it has been in the previous years (Smith and Lewis, 2011). The pervasiveness of information technology has undoubtedly been the obvious reason (Dale, 2010; Smith and Lewis, 2011). Smith (2007) argued that job satisfaction is a significant constituent in a person's overall well-being for three main reasons. Firstly, work plays a crucial role in many people's lives as it occupies a greater part of each worker's day. Secondly, work can be one's main source of social standing, as it is through work status that people can define who they are. Lastly, work and its environment can affect one's health both physically and mentally. Dale (2010) advocated that job satisfaction should be the subject of attention of employers because workers who are frustrated with their work have greater rates of absenteeism and are more likely to abandon their jobs, arrive late for work and have lower productivity yields than their co-workers who are satisfied in their jobs. Unhappy workers can destructively upset the positive morale and heartbeat of the whole organisation.

According to Tella, Ayeni and Popoola (2007) the human constituent in organisation and the organisation itself are synonymous. One cannot function without the other. Well-managed organisations usually perceive workers as the foundation for excellent products and output advantages. Successful organisations do not prioritise things based on their monetary investment alone, as capital but regard employees as the essential foundation of development (Vazquez and Vazquez, 2013; Agri and Udoh, 2012). An organisation is effective only if it is achieving its goals. According to Gregory (2011) businesses require good, knowledgeable employees to achieve organisational goals. It is for this reason that when such employees have been recruited, the organisation ensures that they are retained through the creation

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