

UNIVERSITY OF KWAZULU-NATAL

Job Satisfaction: A Case Study of Steelline Manufacturing Company

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DECLARATION

I, Atlanta Govender declare that

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(ii) This dissertation/thesis has not been submitted for any degree or examination at any other university.

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ABSTRACT

The quest for job satisfaction within the workplace has created much interest among the largest of corporations; however, the concept of job satisfaction eludes most. Organisations cannot expect job satisfaction to be experienced by workers naturally, but if they strategically implement interventions, the environment created could result in positive satisfaction levels. Human nature drives individuals to desire more, and it is critically important for companies to manage this desire in order to increase or sustain their profitability. Whilst it can be said at the outset that money is the primary motivator for employee satisfaction, it is not the only motivator that influences the drive of an individual.

This study aimed to establish what can be done to improve job satisfaction in a SMME manufacturing company. Steelline manufacturing company is a SMME manufacturer and is located in Phoenix Industrial Park, Durban. For the purposes of this study judgement sampling was used. The participants in the case study were chosen from Steelline manufacturing company in KwaZulu-Natal. Seventy-one subjects completed an online questionnaire which represented a response rate of 94%. The data collected was analysed using case study analysis.

This study found that, apart from monetary gain, career development and communication also influence job satisfaction within Steelline. In keeping with the literature, money was found to be the strongest extrinsic motivator whilst a sense of accomplishment was found to be a strong intrinsic motivating factor. The findings of this study have important implications for the way in which Steelline manage employees in terms of satisfaction. It may not always be financially feasible for Steelline to employ, retain or promote staff who are primarily driven by financial rewards. Accordingly, Steelline can strategically manage this challenge by basing their employment on intrinsic factors of job satisfaction. A recommendation that would come out of this study is that Steelline should implement a monthly monetary-based stretch production target. Furthermore, Steelline should recognise employees in their succession planning within the workplace which would positively influence employees intrinsically. This would be mutually beneficial to both the company and employees as it would encourage employee motivation and would ensure retention of skill and experience.

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CHAPTER ONE

OVERVIEW OF STUDY

1.1 Introduction

Intense competition and pressure to increase profits in business over the last 25 years has led to a substantial increase in employees' workloads. One consequence of poor job satisfaction has been an increase in the number of workers at all levels experiencing social issues. Understanding the factors that motivate job satisfaction gives employers an insight into what drives their employees. As a result of the above developments, the emphasis in recent years has been on achieving job satisfaction in the workplace, and companies began to realise how vital job satisfaction is to the productivity and creativity of their workforce.

This reality was realised by Steelline manufacturing company, which has been in existence for over 18 years. The concept of steel manufacturing has not changed; however, recently new technology and new machines have replaced some employees. For the future sustainability of the company, it became crucial for Steelline to strategically manage employees who were not experiencing job satisfaction.

This chapter outlines the study performed on job satisfaction. The motivation for this study is presented. The focus area of the study and a discussion pertaining to the problem statement are outlined in the following paragraphs. The chapter also provides clarity of the intent of this study, the objectives, the research questions, and a brief description of the limitations that were experienced during the study.

1.2 Motivation for the study

Job satisfaction can be accomplished by using different theories and techniques, the most common of which were reviewed in this research study. Whilst there is much literature available on job satisfaction, many companies find it difficult to apply the theory in practice.

This study was conducted using Steelline manufacturing company, and therefore the company will realise the greatest benefit from the study. The aim was for the research

to deliver substantial insight into factors that impact job satisfaction and how to use this information gathered to improve job satisfaction and profits at Steelline manufacturing company.

The employees at Steelline will also gain from their input into the study, and recommendations in the final chapter of the study will be directly linked to their concerns and expectations which have been evaluated thoroughly. Furthermore, this study can add value and assistance to other manufacturing companies who find that their employees are not satisfied at work due to similar reasons.

The unique contribution of this study to Steelline is that it can assist the directors of the company in increasing employee job satisfaction levels, which in turn has a ripple effect on the performance and productivity of workers, and overall, increasing profitability of the company.

1.3 Focus area of the study

Steelline is a manufacturing company and is based in Durban. The focus of this study was centred on the factors influencing staff satisfaction at Steelline. The study was designed to identify and analyse the degree to which the various factors affect employee satisfaction at work.

1.4 Problem statement

Steelline was established in 1997 by the late founder and CEO, Ivan Pillay. Steelline believes in doing their best to advance economic development in Kwa-Zulu Natal. This company is an active member of the Durban Chamber of Commerce, and is also one of the first in the steel sector to be 100% Black Economic Empowerment (BEE) compliant. Over the past few years, there have been many changes in the technology of equipment and software used to manufacture the comprehensive components they supply. The latest machines that were purchased were able to replace employees within the organisation, impacting Steelline and their employees in many ways. This study attempted to answer the question: What can be done to improve job satisfaction in a SMME manufacturing company.

1.5 Research questions

The research questions below were established to ensure that the research conducted achieved its objectives:

- 1.5.1 What influences job satisfaction?
- 1.5.2 Does motivation impact job satisfaction?
- 1.5.3 Can career development positively affect job satisfaction?
- 1.5.4 Does the work environment affect job satisfaction?
- 1.5.5 Do management relationships affect job satisfaction?
- 1.5.6 Are rewards linked to job satisfaction?

1.6 Aim and objectives

The study aimed at establishing what can be done to improve job satisfaction in a SMME manufacturing company.

The objectives below were created to ensure that the research question could be answered:

- To determine the factors that influence job satisfaction.
- To determine the impact of motivation on job satisfaction.
- To determine the effectiveness of career development on job satisfaction
- To establish whether the work environment affects job satisfaction
- To identify the role of management relationships with employees in job satisfaction
- To investigate the impact of reward management on job satisfaction.

1.7 Limitations of the study

The greatest limitation experienced during this study was the small sample size which limited the ability to generalise the results to the population. The research focused on all levels of employees and was not specific to a particular band or level within the organisation chosen. Another constraint experienced was that it was a company-specific research study, and therefore currently any comparisons between companies cannot be made. These limitations are discussed in more detail in Chapter Five.

1.8 Outline of the study

The research was conducted in a systematic manner and followed a logical flow. This research is documented and presented in five chapters which, as illustrated in Table 1.1 below.

Table 1.1: Structure of the study

Chapter	Content
Chapter One	This chapter provides an overview of the study and an introduction to the research process, where the motivation for the study is contextualised and the focus of the study is detailed. The problem statement and the research question are presented together with the specific research objectives that were studied so as to answer the research question. The limitations of the study are also documented.
Chapter Two	Chapter Two presents a literature review, which introduces the concept of job satisfaction and how it impacts the organisation. The relevance of using various theories on the five factors that influence job satisfaction is discussed.
Chapter Three	This chapter presents a detailed and holistic analysis of the entire research process and the steps involved in the research methodology are presented. By defining what research and research methodology are, the aims and objectives of the study are developed. After documenting the various research options available to the researcher, in the context of the aims and objectives of this study, justification is provided for the specific research methods employed for this study. Sampling decisions and a data collection strategy are also documented.

<p>Chapter Four</p>	<p>Chapter Four presents an analysis of the data that was collected for the research study. The interpretation of the results is presented in two sections, the first of which is an analysis of the demographic profile of the employees who participated in the research process, and the second of which highlights the findings in relation to the objectives of the study. The discussion of the findings is placed in the context of relevant prior research.</p>
<p>Chapter Five</p>	<p>This chapter is the concluding chapter of this study and highlights specific conclusions that may be drawn, and focuses on recommendations based on the findings. The limitations of the study are also highlighted. The chapter concludes with recommendations for further research.</p>

1.9 Summary

This study aimed at assisting Steelline to use job satisfaction theories to re-align itself in order to increase profits and productivity once again. It was also aimed at adding value not only to Steelline but other manufacturing companies experiencing low job satisfaction levels. By adding value to Steelline with the aid of job satisfaction theories and tools, the study is also aimed at increasing the organisation's contribution to local economic development. This chapter has provided an overview and motivation of the study together with research questions and objectives. The next chapter will review diverse literature to obtain more knowledge and understanding about the factors that influence and impact job satisfaction.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Job satisfaction is described as a “delightful or optimistic emotional state from the review of an individual’s job or skills” (Locke, 1976). The review includes different components associated to the job, such as remuneration, working environment, management relationships, career development and the core aspects of the job itself (West, Dyrbye, Rabatin, Call, Davidson, Multari & Shanafelt, 2014).

Many factors can impact job satisfaction, such as motivation, the employee’s relationship with his/her manager, the quality of working environment, career development and rewards (Sánchez-Sánchez & McGuinness, 2015). In manufacturing industries productivity, efficiency and employee relations are critical, and relevant research data has revealed that job satisfaction is a key factor in improving overall manufacturing efficiencies (Brown, Leigh & Rhi-Perez, 2015). However, job satisfaction is not the only factor that causes people to produce at different rates (Rodríguez, Buyens, Landeghem & Lasio, 2015). This chapter discusses some of the available literature that the researcher reviewed to gain a better understanding about the factors that influence job satisfaction. A history of job satisfaction is discussed below.

2.2 History of job satisfaction

Job satisfaction has been researched for over a century. The approximate year of origination was 1911 when Taylor studied employees and their job descriptions to enhance their skills (Aziri, 2011). Many years later Edward Thorndike (1918) assessed the relationship between work and satisfaction. The common factor of all these studies was the need to increase employee morale.

Research on job satisfaction continued to emerge with lasting benefits financially to the organisation and employees. When employees are satisfied, they tend to care more about the quality of their work, they are more committed to the organisation, they have a higher retention rate, and are generally more productive (Bravendam Research Incorporated, 2002). According to Hussein, Moriarty, Stevens, Sharpe & Manthorpe

(2014), there are certain factors that impact employee job satisfaction, as depicted in Figure 2.1.

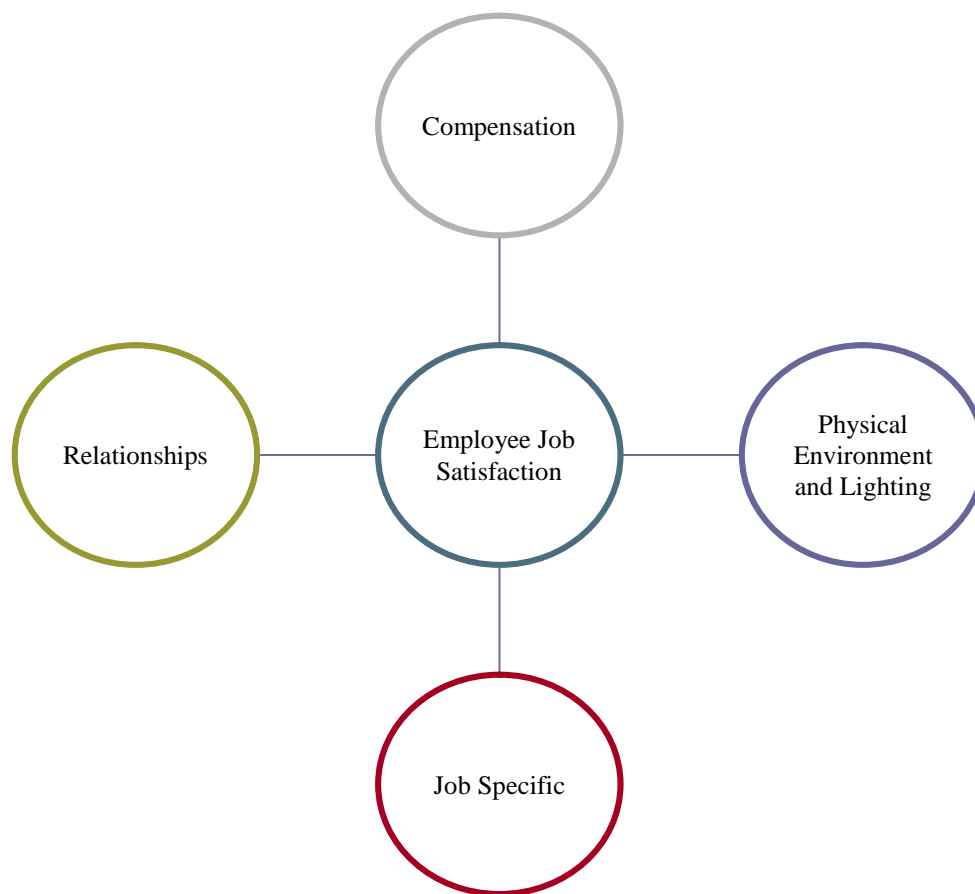


Figure 2.1: Employee job satisfaction factors

Source: Adapted from Hussein, S., Moriarty, J., Stevens, M., Sharpe, E., & Manthorpe, J. (2014). Organisational factors, job satisfaction and intention to leave among newly qualified social workers in England. *Social Work Education*, 33(3), 381-396.

Figure 2.1 illustrates the many theories on job satisfaction that have been created along the journey of work life in a manufacturing industry. Hussein *et al.* (2014) discussed the findings from Mayo (1927), who found that lighting had a positive impact on productivity. This study created a foundation for upcoming studies which involved other elements that had an effect on employee satisfaction. Mayo also made his mark in job satisfaction research when he discovered the nature of human motivation. Other factors such as compensation, work environment, employee relationships with management and career development are discussed below.

2.3 Motivation

Job satisfaction and theories on motivation are related, and therefore the aspects that link job satisfaction and motivation need to be established (Parker, 2014). Defining motivation and job satisfaction and then comparing them will accomplish this. Job satisfaction signifies different feelings that employees have towards their job (Alam & Shahi, 2015). Job satisfaction is also usually directly related to productivity and well-being. Job satisfaction further suggests passion and joy of being employed at an organisation. According to Rana and Goel (2012), the word motivation is originated from the verb ‘move’. Motivation is the internal drive to accomplish personal goals and desire for more (Mathieu *et al.*, 2014). Herzberg’s motivation-hygiene theory is discussed next.

2.2.1 Herzberg’s motivation-hygiene theory

Herzberg (1959), a psychologist, and his associates created one of the greatest job satisfaction theories called the “motivation-hygiene theory”, also called the “two-factor theory”. This theory speaks of two components that contribute to job satisfaction, namely motivation and hygiene. Figure 2.2 depicts how the two factor theory is used to motivate employees.

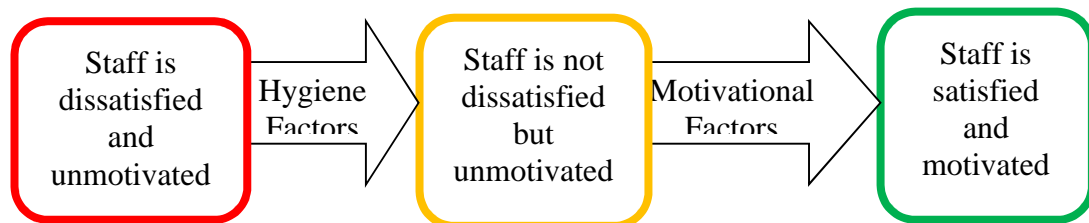


Figure 2.2: Herzberg’s two factor theory

Source: Shahri, A., Hosseini, M., Phalp, K. T., & Ali, R. (2015). Motivation as a Supplementary Requirement.

Herzberg’s two factor theory depicted in Figure 2.2 also explains the reasons why employees are not motivated even with great salaries and an excellent working environment. According to Herzberg, motivation is created from the job done. Therefore, leaders/managers should examine the type of job tasks given to employees.

Various interviews were performed with engineers and accountants and Herzberg used that information to transform dissatisfied employees to being satisfied. That information Herzberg used was called motivators. Hygiene factors were responsible for the type of environment the employee was exposed to during working hours. Controlling hygiene factors could create a certain degree of satisfaction (Keitner & Kinicki, 2002).

However, Jones and Lloyd (2005) argued that even though Herzberg's theory established that inadequate incentives can cause demotivation, financial rewards did not motivate employees. Herzberg argued that there is a clear line that needs to be realised between motivation and movement. Movement meant bonuses given to employees for good performance, accomplishing goals and meeting targets. Therefore management had to award employees to motivate them. Other theories that were developed argued that employees are motivated when they possess a need that has not been achieved yet, such as Maslow's hierarchy of needs (Alam & Shahi, 2015).

2.2.2 Maslow's hierarchy of needs

Maslow believed that a critical factor in motivation is the unsatisfied need (Van Lenthe, Jansen & Kamphuis, 2015). According to Maslow, in the hierarchy of needs, the most important is at the top of the pyramid, which is self-actualisation. Figure 2.3 depicts a summary of Maslow's hierarchy of needs.

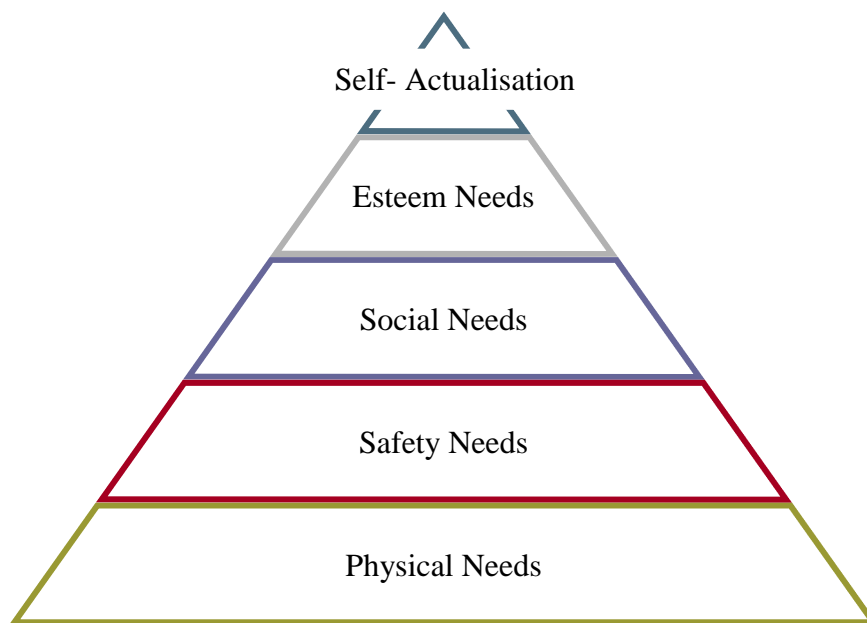


Figure 2.3: Maslow's hierarchy of needs within an organisation

Source: Van Lenthe, F. J., Jansen, T., & Kamphuis, C. (2015). Understanding socio-economic inequalities in food choice behaviour: can Maslow's pyramid help?. *British Journal of Nutrition*, 113(07), 1139-1147.

Maslow's study concluded that the basic need for any employed individual is a physical need for shelter, warmth, food, water, air and clothing. If these necessities are not met, then mankind cannot function and an individual's motivation will be increased from the mission to satisfy those needs. When a person has met the basic needs, their focus becomes the need for safety and security. The safety needs tend to control the conduct of an individual. Safety needs also include personal, financial and health security. Good working conditions such as ergonomics and a secure job increase safety at work. When an individual has met the lower levels of the hierarchy, the higher level needs develop into extreme priority to achieve. The social need involves commonality and friendships. After an individual possesses that feeling of belonging, the need for esteem develops. There are two types of esteem, internal and external esteem. The internal esteem needs include responsibility, respect and achievement. The external needs are status and rewarding. The highest level is related to self-actualisation needs. According to Maslow, reaching this point means achieving a person's complete potential as a

person, which is personal growth and fulfilment, for example development of careers within the organisation.

These needs sets the base of literature outlined in this study in determining the factors involved in job satisfaction within the manufacturing industry (Van Lenthe *et al.*, 2015). However, Maslow’s study was conducted over three decades ago and the employment environment has changed since then (Lee & Hanna, 2015). McClelland’s theory has built on from Maslow in finding evolved high/low needs of employees after the industrial decades.

2.2.3 McClelland’s theory of needs

McClelland proposed that employees are motivated when the need for power, affiliation and achievement are met (Schlett & Ziegler, 2015). Figure 2.4 below illustrates the summarised results from McClelland’s study.

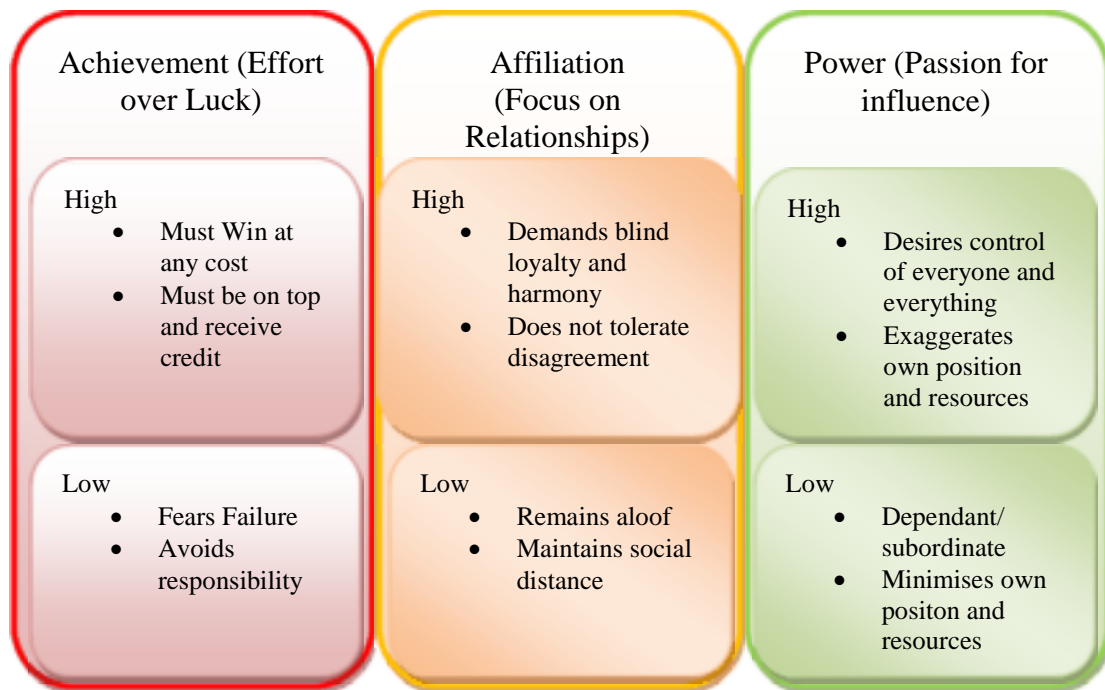


Figure 2.4: McClelland’s high-low theory of needs.

Source: Schlett, C., & Ziegler, R. (2014). Job emotions and job cognitions as determinants of job satisfaction: The moderating role of individual differences in need for affect. *Journal of Vocational Behavior*, 84(1), 74-89.

McClelland's theory found that an individual need to win is the greatest of all factors researched. Challenges in work duties, together with good performance and good end results stimulate and motivate the individual. Schlett and Ziegler (2014) found that monetary rewards do not motivate these of individuals but finishing the task at hand in prescribed time is crucial. According to Ziegler, Schlett, Casel and Diehl (2015), entrepreneurs have the highest need for achievement and their personal efforts and creativity have led many to success.

The need for achievement influences those individuals who desire this need, to excel in almost every situation that they are placed in. Achievers always prefer a probability of at least 50% success before accepting a task or challenge. Furthermore, achievers rather work in isolation or with other individuals that share the need for achievement. Globally, approximately 10% of employees have a need for achievement (Wright, 2006). However, Zou (2015) found that employees could also be mentored into an achievement-orientated individual. Wright (2006) argued that training rather than mentoring is most suitable for employees who lack a quest for success.

People have the need for either personal power or institutional power. A leader with the need for institutional power is much more effective than a leader with the need for personal power, as the need for institutional power involves coordinating employees' strengths to accomplish company targets and goals. Narcissistic leaders are those that possess egotistic appreciation for themselves, and they have created a need for power and dictatorship in the corporate world (Sosik, Chun & Zhu, 2014). In manufacturing industries, this type of need is practised with company leaders due to their quest for respect and social status.

This need for affiliation has now evolved to the need for a conflict-free environment (Sosik *et al.*, 2014). Individuals with a desire for affiliation need to feel recognised by those around them, and people with this type of need usually perform well in a sales position and in jobs that involve situations that require interactions with people. The development of individuals at work is also important for employees to be satisfied. This factor is discussed below.

2.3 Career development

Career development is at the heart of every employee's passion for achievement. A structured growth programme has to incorporate training, experience and exposure (Patton & McMahon, 2014). A career development cycle is beneficial to the company and the employee. Figure 2.5 illustrates the career development cycle.



Figure 2.5: Career development cycle

Source: Patton, W., & McMahon, M. (2014). *Career development and systems theory: Connecting theory and practice* (Vol. 2). Springer.

Patton and McMahon (2014) found that building a knowledgeable staff by training them and preparing them to handle various challenges and tasks helps the company to be efficient and effective. Workers that participate in training and other types of development can enhance and attain new talents that could assist in advancement of their own career. Self-assessment involves evaluating an individual's value, work style, type of personality, and skills in relation to different job opportunities, to create

direction to the desired goal. Career awareness includes being mindful of the skills and qualifications one needs to have in order to apply for certain career opportunities. Goal setting converts self-assessment and career awareness into a career target that mirrors what an employee wants in a career. Training is discussed in further detail below.

2.3.1 Training

Training is a methodical improvement of knowledge, abilities, and capability required by a person to efficiently perform a particular task or job (Peerbhai, 2006). Employees find the need to improve their knowledge and skills as the age of technology develops further. Abdul, Ismail, and Jaafar (2010) defined training on the job as "a set of planned activities on the part of an organisation to increase the job knowledge and skills or to modify the attitudes and social behaviour of its members in ways consistent with the goals of the organisation and the requirements of the job". According to Claus and Briscoe (2009), training and education to enrich individuals form part of the top five things that employees desire from companies. The benefits achieved are acquiring new skills, knowledge and advancing to higher positions. Claus and Briscoe (2009) found that when employees are given the opportunity to advance their skills, they become much more satisfied at work.

A sample of production employees was studied by Hansia (2009) to determine the relationship between organisational learning and job satisfaction. The relationship was then compared to the organisational outcome variables. Job satisfaction was linked positively to organisational learning and employees were motivated to share knowledge gained with other staff (Cottrell, 2015). Even without official training, the implementation of informal learning made employees satisfied and happy that they were able to enhance their skills and knowledge. Once these skills are gained these employees seek promotional opportunities (Cottrell, 2015).

2.3.2 Career opportunities

Many people choose to work in companies that provide opportunities and a career plan to move up within the organisation. According to Ganzach and Fried (2012), when employees know that they have the potential to improve their career paths, they become satisfied with that organisation. Ganzach and Fried (2012) also argued that when

organisations provide progress for individuals, work-related outcomes, such as turnover, are positive.

Madlock (2008) discovered that engineers have a very low turnover when provided with a sufficient variety of opportunities that satisfy their goals and ambitions within the company. Job satisfaction of engineers can be improved further when managers provide supervisor support for career development. Ganzach and Fried (2012) discovered that job satisfaction is at its peak when employees receive internal career opportunities.

2.4 Employee relationship with management

Continuous communication with management enables employees to highlight their aspirations to the leader. It is also important for managers to create solid relationships with employees because that allows the company to run productively and effectively. According to West (2014), managers should always make rules of the company clear to all employees, generating a community that possesses trust as once trust is in place then the business can run smoothly. Furthermore, if there is trust amongst workers, they find it easy to ask their peers for assistance in times of difficulty. Holland (2015) stated that when workers are slacking in their duties, it is extremely important for the manager to have a strong relationship and provide the employee with support. Holland further stated that when problems occur they should be dealt with after both parties have calmed down and then addressed directly. There should not be a situation where people are avoiding each other, and if the manager and employee had a strong bond, it should not be hard when calling the employee about the problem. Everything a leader does, impacts employee job satisfaction. Leadership and its link to job satisfaction are discussed further in the next section.

2.4.1 Leadership and job satisfaction

Leaders motivate employees to work hard to achieve corporate goals, such as high productivity and efficiency (Ganzach & Fried, 2012). They claim three things that improve job satisfaction controlled by managers. Firstly, a challenging job means that the manager gives a task to an employee and gives the individual the freedom to explore their skills and capabilities. The employee interprets this challenge, as being

trusted by the manager with the responsibility of completing the task and therefore employee tends to excel in their task with confidence, due to exposure.

Secondly, good working conditions such as a safe or comfortable atmosphere.

Employees also consider good working conditions to be,

- Equipment such as desks, chairs, computers, telephones, these are a large part of working conditions. It is important to have ergonomic equipment and safety measures. Not only will proper equipment and safety regulations protect employees from injury but also help increase productivity and efficiency.
- Lighting is an important component of working conditions. Insufficient light can result in inaccurate work, headaches and other vision problems as well as discouragement and inefficiency.
- Temperature: According to a study sponsored by the Helsinki University of Technology and the Lawrence Berkeley National Laboratory, most productive work is done at approximately 72 degrees Fahrenheit. The "comfort zone" for most people is between 72 and 75 degrees. This is also a safe zone since it prevents working in extremes of temperature.
- Office design and layout affect people psychologically. Painting walls with bright colors can add energy and define spaces, while neutral colors and accessories can help create a calm atmosphere for a high-stress business.
- Manageable Workloads: Burnout is one of the greatest threats to performance and morale. For this reason, management should keep workloads manageable

Finally, the supportive function associates itself with job satisfaction when employees can accomplish social desires at work (Ganzach & Fried, 2012). Social desires include, to be respected, to be useful to the organisation, to have good relationships with colleagues and employers. Figure 2.6 illustrates the importance of effective communication with leaders and employees.



Figure 2.6: Importance of leadership and communication.

Source: Dubrin, A. (2015). *Leadership: Research findings, practice, and skills*. Cengage Learning.

Madlock (2008) stated that leadership support is a key factor that leads to many psychological outcomes, like increased employee commitment towards the company. Additionally, as seen in Figure 2.6, when individuals know that their leader supports them with resources and team building, it reduces stress and increases job satisfaction. Ineffective communication automatically comes with conflict. When a leader creates a “team” atmosphere, trust is eventually earned between leaders and subordinates, increasing job satisfaction. Related studies by Berghe and Hyung (2011) done in diverse organisations have proven that support from leaders, serves as a predecessor to “great” psychological outcomes. Dubrin (2015) further established that employees give their best in their work duties and feel an emotional attachment to the company when their leader shows concern about them. Communication is always the key to be successful in business; therefore leadership communication is extremely vital and is discussed below.

2.4.2 Leadership communication

Leadership communication is a fundamental factor for job satisfaction at work (Boateng, Kanyandewe & Sassah, 2014). Information is exchanged between employees, one with authority to give instructions and to control the activities of employees and another who takes instructions (Aydogdu & Asikgil, 2011). According to Yousef (2001), clear communication gives direction and transparency to the role of subordinates and eliminates barriers from their path. When leaders communicate with

their subordinates, everyone works in harmony to achieve goals and they are more satisfied than those who do not communicate.

Wood, Van Veldhoven, Croon and de Menezes (2012) stated that job satisfaction was associated positively with communication between leaders and subordinates. Therefore, employees are satisfied when leaders listen to their ideas, concerns and problems, creating a relationship at personal and organisational levels, together with having one-on-one feedback sessions on performance (Wood *et al.*, 2012).

Wood *et al.*, (2012) examined the relationship between leadership communication, demographics (e.g. age), and amount of information received about the organisation with organisational outcomes (e.g. job satisfaction). The most important contributor to organisational outcomes was found to be leadership communication relationships, which amounted to 50% of the variance in job satisfaction. The information received from the leader about organisational policies and decisions amounted to 9% of the variance in job satisfaction, where employees were more satisfied with receiving information about topics related to the organisation as a whole rather than with obtaining knowledge about personal and job-related matters. Trivellas, Reklitis and Platis (2013) stated that employees generally want to receive knowledge about job-related matters, but it is the personal matters that relate proportionally to their entire job satisfaction.

There are many barriers to communication and these may occur at any stage in the communication process. Barriers may lead to a message becoming distorted and one therefore risks wasting both time and/or money by causing confusion and misunderstanding. Effective communication involves overcoming these barriers and conveying a clear and concise message. In a communication process, the information that is received as compared to the intended message could be completely different. The communication process consists of the sender, encoder, medium, decoder and receiver. If any of those components gets hindered, affecting the communication process, then that is known as a process barrier (Bustos, 2011). Physical barriers are caused by interruptions in a physical situation of communication. For example, noise, cell phone call and disability (Pandita, 2011). Personal barriers include language, religion, ethnicity, authority, ability, and emotion. Language affects communication as comprehending another language that one is not completely fluent in, will have an impact

on the communication process. Religion and ethnicity are also barriers of communication at work as people have different ways and beliefs, which create hurdles when trying to interpret information from the way they feel. Authority can sometimes be misunderstood and also leaders might not want to communicate with subordinates in a good manner. The ability to understand one another depends on personality and mood (Senge, 2014). Semantic barriers exist when people are from different cultures and have diverse concepts in communication. The same term could be construed in a different way. Language is the element in this barrier (Lunenburg, 2010).

Ramasodi (2010) examined workers at a manufacturing company. The correlation between leader-subordinate communication and job satisfaction, moderated by job level, was researched. This included four communication facets, a supportive relationship (where leaders accepted ideas from subordinates and let them to participate in critical decision making), top down and down up openness (the chance for subordinates to disagree with their leaders and question their instructions), bad relationship (leaders embarrassing employees by criticising and shouting in front of their fellow colleagues), and general work communication (leader supplying information on company goals, work rules, employee job descriptions and performance reviews). When the results were examined, a distinct correlation was found between leader-employee communication and job satisfaction. Furthermore, for the lower-level workers, the four communication dimensions were distinctly related to job satisfaction, but for higher-level employees, only bad relationship and general work communication was linked to job satisfaction. However, while leaders also felt that a more supportive relationship and more down-up openness communication are good, these two dimensions were not relevant predictors of their job satisfaction. Overall, Bustamam, Ten and Abdullah (2014) concluded that leader-subordinate communication is a great predictor of job satisfaction and suggests that leaders exploit communication as a way to increase the levels of job satisfaction of employees.

It can be concluded that communication is a critical component in employee job satisfaction and the findings have emphasised the importance of communication in the workplace. The next component of job satisfaction is compensation and benefits for the work performed.

2.5 Compensation and benefits

The greatest determinants of job satisfaction have been recognised to be rewards and compensation (Haq, 2015). Rewards have been found to be a potential source that contributes to employee job satisfaction (Deitch, Barsky, Butz, Chan, Brief & Bradley, 2003). Many workers are giving high value to compensation and pay. However, it is known that companies are not adjusting salaries according to budget as a more diverse approach to compensation is used (Teas & Horrell, 2015). Teas and Horrell (2015) further stated that professionals are now recommending a 'total rewards strategy', which involves highlighting the benefits of the company as well as monthly basic salary. Categories of rewards such as monetary, fiscal, tangible and psychological, are discussed next.

2.5.1. Categories of job rewards

A reward at work is basically a key element that is exchanged from the employer to the employee for a job well done. (Deitch *et al.*, 2003). Hence, compensation such as rewards have been exploited to direct employee behaviour and performance. This has been practised to magnetise and keep the best employees and also maintain their satisfaction and motivation (Maniram, 2009). There are many studies on rewards which are governed by the effects of financial rewards which are generally referred to as 'pay'. Various job satisfaction theories emphasise the importance of other types of rewards (Judge, Piccolo, Podsakoff, Shaw & Rich, 2010). Total reward management acknowledges the importance of good 'pay' but insists on being diverse when rewarding employees (Mardanov, Heischmidt & Henson, 2008). There are many reward categories accessible (Räsänen, Laitinen, Rasa & Lankinen, 2000), but the primary categorisation norms appear to be related.

There are three kinds of rewards that give importance to, firstly monetary and psychological rewards. Wood *et al.*, (2012) found that it was not only about the working conditions but also the experience and value of the satisfaction with these rewards, rather than the actual rewards.

Secondly, recent studies also support the claim of the modern total rewards viewpoint evolving in human resource practice and in research, that rewards include fiscal and psychological payments (Wood *et al.*, 2012). This contradicts prior research in which

compensation and benefits were associated with satisfaction with financial rewards. Through many studies, it was found that many people prefer psychological rewards rather than monetary rewards (Schmidt, 2008). Additionally, very few employees link their satisfaction with work with financial rewards.

Therefore, it can be concluded that the importance of financial rewards with satisfaction differs at different companies and differs for individuals (Schmidt & Lee, 2008). It is evident that pay alone as a reward could be too constrained, and therefore different types of rewards should be considered. Reward is an exchange of something which a worker may value and which the employer is willing to offer (Shipton, West, Parkes, Dawson & Patterson, 2006). An absence of compensation and benefits causes an unpleasant environment at work. Employees also reduce the efforts they put in to their job and the circumstances cause them to leave their jobs. Rewards are always important, especially for the reasons mentioned above. Rewards are given to employees to attract and retain the strong workforce, to motivate employees to accomplish company goals, and to stimulate and direct the behaviour of workers.

Companies exploit the use of financial rewards to avoid dissatisfaction of workers and also to motivate the workers (Judge *et al.*, 2010). Deitch *et al.* (2003) stated that “while the presence of money may not be a very good motivator, the absence of it is a strong de-motivator”. Also in relation to Herzberg, for many individuals financial rewards are not only about the exchange but also about identifying the value of oneself, refining individual pride and signifying status and accomplishment (Wood *et al.*, 2012). Companies can use financial rewards in the strategy of human resources.

Tangible rewards, also known as non-financial rewards, are used by companies and do not always benefit workers in a financial sense (Bustamam *et al.* 2014). Employees in current times require beyond monetary rewards for their effort (Yousef, 2001). This means that employees seek for other rewards in exchange for their contribution which are of value to them, rather than being given just monetary rewards (Ramasodi, 2010).

Employees who are completely satisfied with their pay will show their satisfaction, and those who are given recognition for their great work, are more confident and are willing to accept new challenges (Aydogdu & Asikgil, 2011). This cannot alone be a contributing factor to job satisfaction as the environment in which the employee

conducts his daily task is critical.

2.6 Work environment

Many companies know that employees spend most of their lives at work and therefore the companies follow procedures to guarantee that the work environment is favourable for workers to be productive and satisfied (Pineau, 2015). Employee satisfaction and the work environment are directly linked. It is essential for companies to know how to use the work environment to increase employee satisfaction.

There are five aspects under work environment, namely job security, working conditions, the work itself, relationships with co-workers and organisational culture. These aspects are discussed in the following sections.

2.6.1 Job security

Job security is one of the major factors in job satisfaction. Job security is the assurance that an employee has about the continuity of gainful employment for his or her work life. Job security usually arises from the terms of the contract of employment, collective bargaining agreement, or labor legislation that prevents arbitrary termination, layoffs, and lockouts. It may also be affected by general economic conditions.

Many employees rated job security as one of the highest contributors to job satisfaction (Pineau, 2015). The sense of job security may lead employees to search for vacancies in their company to show off their skills and capabilities and prepare for developments in their career in any company.

Employer relationship with employee is affected by job satisfaction developing from job security which is an important factor. Job security gives an oblique problem to organisations. The added worry of their work causes stress and concern which leads to a decrease in job satisfaction, that in turn decreases performance and productivity (Greenhalgh & Rosenblatt, 1984)

2.6.2 Working conditions

Rozkwitalska and Basinska (2015) found that employees generally desire working conditions that give substantial comfort and convenience. When working environments

lacks comfort, it has a direct influence on the employees' mental and physical well-being (Baron & Greenberg, 2003).

According to Moen, Kaduk, Kossek, Hammer, Buxton, O'Donnell, and Casper (2015), working conditions influence job satisfaction, as workers desire a comfortable physical work environment which in turn provides a positive level of job satisfaction.

As stated by Hebson, Rubery and Grimshaw (2015), elements such as hygiene, working hours, ventilation, noise and lighting, are all a part of working conditions. However, Hebson *et al.* (2015) forewarned that if working conditions are too comfortable and convenient, workers could take this for granted. Additionally, employees may exploit bad working conditions as a reason to deliver poor results as they may feel unappreciated for their efforts (Hebson *et al.*, 2015).

2.6.3 The work itself and relationships with co-workers

Many employees, especially the new generation of workers, prefer a job that is stimulating and not monotonous (Ziegler, Schlett, Casel, & Diehl, 2015). Workers prefer the challenges, as it keeps them engaged with their jobs (Ziegler *et al.*, 2015). It is also important for companies to communicate the different ways in which employees' work contributes to their mission and vision, which makes their job meaningful and gives workers a clear sense of their role and relevance in the business (Alam & Shahi, 2015). Allowing employees to work on new projects that can develop new skills and abilities gives them confidence.

In order to have success in the work place, it is important for employees to have relationships with their co-workers. When employees make friends in the company, it assists them in achieving company goals. The workplace becomes more enjoyable, with an increase in job satisfaction, when positive relationships are formed (Yousef, 2001).

2.6.4 Organisational culture

Organisational culture refers to the different types of beliefs, values and traditions of people and controls the way they think and do everything in a company. Culture also determines the way people work, as in certain cultures there are many things that

workers are prohibited from doing. Culture captures the aim for a company being in existence (Vermeeren, Kuipers, & Steijn, 2014).

Organisational culture plays a vital role in the existence of a company because culture controls everything that happens outside and inside the company, mainly to its external shareholders. Members of the company must develop a combined individuality that assists employees to work united and help each other adapt to the outside environment. The difference can be seen between the governing cultures and subcultures, strong culture and weak culture (Wood *et al.*, 2012). The governing culture is the culture that creates the core value of the company. Governing culture is the company's characteristic nature, and the subcultures are found in sections and geographical areas, and signify the shared experience of workers that reside in those areas (Schmidt & Lee, 2008). Generally in big corporate companies, the governing culture is based at the head office. The subcultures of other divisions must align with the governing culture at the corporate office (Judge *et al.*, 2010).

There are different magnitudes of organisational culture in literature but there is no even categorisation defined (Hofstede, De Gieter, & Pepermans, 2013). The analysis of organisational culture, leadership style and job satisfaction within an organisation arrangement, by Bakir, Blodgett, Vitell, and Rose (2015), directed theory to the six dimensions of organisational culture, namely individualistic/collectivistic, masculine/feminine, uncertainty avoidance, power distance, time perspective and indulgence/restraint.

Table 2.1: Hofstede’s six dimensions of organisational culture

Source: Bakir, A., Blodgett, J. G., Vitell, S. J., & Rose, G. M. (2015, January). A preliminary investigation of the reliability and validity of Hofstede’s cross cultural dimensions. In *Proceedings of the 2000 Academy of Marketing Science (AMS) Annual Conference* (pp. 226-232). Springer International Publishing.

Individualistic/Collectivistic	How personal needs and goals are prioritised vs. needs and goals of the group/clan/organisation.
Masculine/Feminine	Masculine societies have different rules for men and women, but this is less so in feminine cultures.
Uncertainty avoidance	How comfortable are people with changing the way they work or live or prefer the known systems.
Power distance	The degree to which people are comfortable with influencing upwards.
Time perspective	Long-term perspective, planning for future, perseverance values vs. short time past and present orientated.
Indulgence/Restraint	Allowing gratification of basic drives related to enjoying life and having fun vs. regulating it through strict social norms.

All the dimensions of organisational culture mentioned above have major consequences on the way in which workers view their work duties, job satisfaction and commitment to the organisation (Bakir *et al.*, 2015). Furthermore, the culture of the company directly influences the workers’ morale, productivity, health and emotional state. Organisational culture also has great power in determining the actions of employees (Bakir *et al.*, 2015). When employees enjoy the culture they work in, they are willing to take risks and obey the rules of the company together with listening to higher authorities. Additionally, they are able to give instructions with good intentions for the company, and they accept responsibility for their own actions and performance. When

employees recognise the beliefs, norms and values of the company, they blend well with company and are automatically more satisfied than workers who do not agree and do not adapt well to the organisational culture (Deitch *et al.*, 2003).

Leadership can be associated with relationship. Leaders are meant to collectively drive a process that pursues a voluntary involvement of employees that put in hard work to achieve goals of the organisation (Madlock, 2008). The leadership style is the repetition of actions engaged by the leader when handling employees (Goris, 2000). Different leadership behaviour patterns have diverse effects on workers' satisfaction and performance. Many leaders find it difficult to create a future vision and path for the company, and develop methods and make decisions that take the organisation into new higher levels of the change, efficiency and effectiveness required (Ali *et al.*, 2014). Leadership and organisational culture are directly linked to one another because, when a person is the CEO of a company or owns a company, all that they believe in, all their values, morals, ethics and culture are followed through to the leadership of the organisation, which defines the culture of the company and is spread to any new employee through socialisation. Furthermore, leadership and organisational culture intermingle to impact many decisions made within the organisation and the processes, together with employee job satisfaction and performance (Judge *et al.*, 2010).

2.6.5 Organisational climate

A pleasant organisational climate automatically generates a pleasant working environment and that impacts the job satisfaction of workers in companies (Judge *et al.*, 2010). Organisational climates have become a topic of attention for social scientists, behavioural scientists and human resource practitioners (Mardanov *et al.*, 2008). Studies conducted found that individuals in a particular work group, level, or organisation will have fairly similar perceptions of their shared environment (Deitch *et al.*, 2003). Climate has been described as a component of organisational culture which is the pattern of shared assumptions, norms, values, and traditions of an organisation that distinguish it from other organisations (Ganzach & Fried, 2012).

2.6.6 Components of organisational climate

Organisational climate has a profound impact on the work behaviour of employees in organisations (Azadeh et al. 2011). Many factors affect the satisfaction of employees at their work places. As cited by Ganzach and Fried (2012), a study conducted by Momeni (2009) concluded that a leader's behaviour has a great influence on employees' attitudes, behaviours, emotions, morale, and perceptions. Job satisfaction as an organisational phenomenon is multi-faceted (Boateng *et al.*, 2014) and as such is influenced by many factors like salary, working environment, autonomy, relationships, and organisational commitment (Alniaçık *et al.*, 2012). Table 2.2 explains the differences between organisational culture and climate.

Table 2.2: Differences between organisational climate and culture.

Source: Davidson, J., & De Jong, R. M. (2000). The functional central limit theorem and weak convergence to stochastic integrals II. *Econometric Theory*, 16(05), 643-666.

Organisational climate	Organisational culture
Has its roots in social psychology discipline	Originates within the anthropology domain
Focuses on the individual's perceptions and cognitions	Focuses on analysing the underlying structure of symbols , myths and rituals
Is a relatively enduring characteristic of the organisation	Is a highly enduring characteristic of the organisation
Is more visible and operates at the level of attitudes and values	Is relatively invisible and is preconscious in individuals

From Table 2.2, it is evident that definitions and approaches to organisational climate are diverse. In the literature, it is evident that the same applies to the dimensions and measurement of organisational climate because numerous studies use a wide variety of scope to evaluate organisational climate (Davidson, 2000).

2.7 Summary

Job satisfaction is a topic that is relevant in all industries and companies. One of the major keys to success in an organisation is to keep employees satisfied. This chapter has discussed the theories of factors that influence job satisfaction and the basic foundation created from its origins. The importance of job satisfaction has been linked to motivation in terms of needs based on Herzberg, Maslow and McClelland. Career development was analysed with an emphasis on training and career opportunities in the workplace. The role of leadership communication was introduced and it is evident that trust and communication are necessary to drive job satisfaction into higher heights. Compensation with regards to reward management was presented. Furthermore, the work environment in terms of health, values, culture and climate was introduced in order to understand the elements required for job satisfaction.

While literature presented explains the phenomenon of job satisfaction, in the current manufacturing sector people in the workplace tend to seek better incentives and job security. As a result of recent developments and technology innovations, the global downturn has led to employees seeking an evolved level of job satisfaction. A greater understanding of job satisfaction and more research are required to attempt to close the gap between job satisfaction theories and job satisfaction in practice. To determine what can be done to improve job satisfaction in a SMME manufacturing company, the next chapter describes the methodology adopted.

CHAPTER THREE

Research Methodology

3.1 Introduction

The literature review presented in the previous chapter highlighted the academic requirement for further research to be conducted on the factors that impact job satisfaction at a SMME manufacturing company.

This chapter presents a comprehensive analysis of the research method and stages included in the methodology for this research study. The relevant research options offered to the researcher, in line with the aims and objectives, are also discussed and after the reviewed options are outlined, the researcher will provide a justification for the specific method applied in this chosen study and the relevance to it. The researcher will discuss the sampling method adopted, the data collection strategy and the analysis used. The ethical concerns are also be summarised in this chapter.

3.2 Overview of Steelline

Steelline is an innovative and dynamic steel manufacturing company that is located in Durban. Steelline produces a wide range of products, including machine parts, trailer components and steel signages. Steelline was established in 1997 by the late founder and CEO, Ivan Pillay. Steelline has claimed the recognition as Durban's most efficient and competitive steel manufacturing company. Steelline also believes in doing their best to advance economic development in KZN. The South African Bureau of Standards awarded Steelline ISO9001 certification. This has proved their strict quality control of all their products. Steelline manufacturing company is an active member of the Durban Chamber of Commerce, and is also one of the first in the steel sector to be 100% BEE compliant. The research design is discussed below.

3.3. Broad understanding of research

Research is defined as a process in which solutions are given to a problem experienced. In this process the researcher aimed to gain an in-depth understanding of different elements and situations associated to the problem (Sekaran and Bougie, 2010)

The inspiration to conduct research is when researchers are trying to gain better understanding of a problem and at the same time increase their knowledge on that topic. (Saunders, 2000). Figure 3.1 illustrates the seven rules of research.



Figure 3.1: The seven characteristics of research

Source: Adapted from Ismail, A., Madrah, H., Aminudin, N., & Ismail, Y. (2013). Mediating role of career development in the relationship between career program and personal outcomes. *Makara, Seri Sosio Humaniora*, 17(1), 43-54.

Figure 3.1 has a common layout for all research but Ismail *et al.* (2013) stated that different authors use different formats and the majority of studies do not add a complete closure to the research problem.

3.4 Research methodology

Research methodology is defined as the common method that a researcher exploits, to conduct a research project and the approach chosen to obtain his conclusions (Ismail *et al.*, 2013). It does not only depend on the techniques chosen but also the logic behind those decisions.

As stated by Sekaran and Bougie (2010), there is an organised, step by step procedure of obtaining the problem. The study method is presented below in Figure 3.2

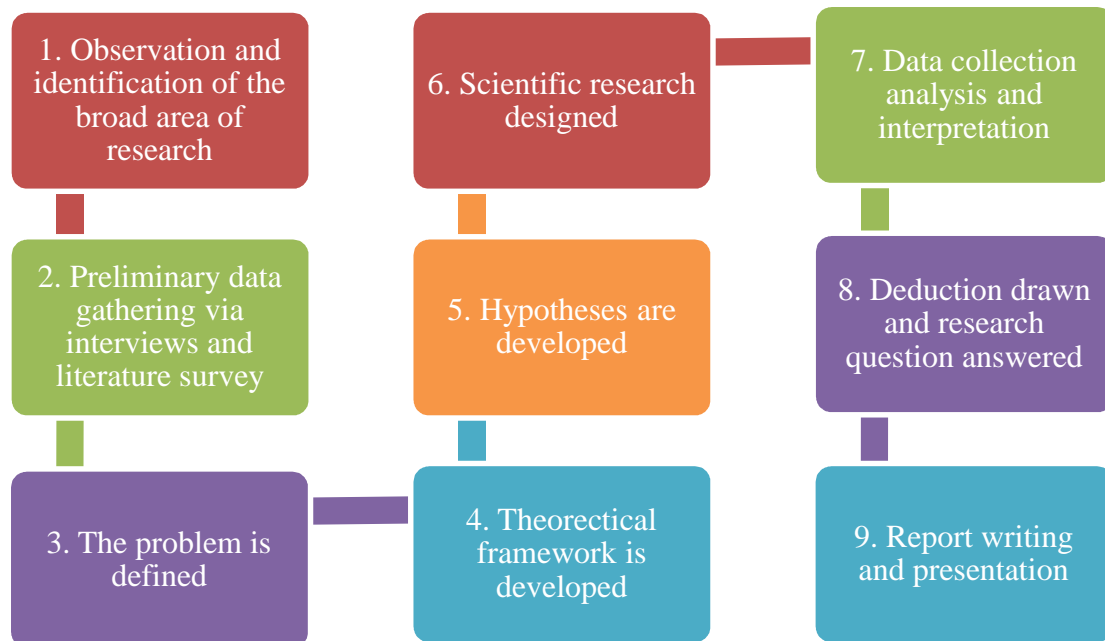


Figure 3.2: The research process

Source: Adapted from Sekaran, U. (2010). Bougie. M, *Research Methods for Business: A Skill Building Approach*. UK: John Wiley & Sons.

As seen in Figure 3.2, it is necessary for the research process to be detailed and complete. Sekaran and Bougie (2010) stated that organised analysis when solving problems is the way to make certain that the results are accurate and trusted.

3.5 Aim and objectives of the study

The problem statement discussed in Chapter One dealt with the reality at Steelline manufacturing company. Over the years, there have been many changes in technology of equipment and software used to manufacture all the comprehensive components they supply. The employer noticed a loss of confidence in employees, and the employer was further impacted by shrinking profits and a decrease in productivity. Therefore, this study sought to answer the question of what can be done to improve job satisfaction in a SMME manufacturing company.

The objectives developed below were intended to assist the researcher in achieving the aim of the study. The objectives of this study were to:

- determine the factors that influence job satisfaction
- determine the impact of motivation on job satisfaction

- determine the effectiveness of career development on job satisfaction
- establish whether the work environment affects job satisfaction
- identify the role of management relationships with employees in job satisfaction
- investigate the impact of reward management on job satisfaction

3.6 Participants and location of study

According to Ismail *et al.* (2013), a participant is an individual who responds to the questions in a questionnaire, interview and survey. The participants were chosen from the population of employees at Steelline manufacturing company. Steelline manufacturing company is based in Durban. The employees were the greatest source of information pertaining to this study, as this study sought to find ways to satisfy the employees. Considering that they are well experienced, and aspiring for job satisfaction, their drive is not fuelled by money alone but is supported by the drivers suggested in Maslow's Hierarchy of Needs. These employees could offer valuable information to the study in terms of what enhances their job satisfaction. The employees were also representative of the demographics required for the study in terms of age, gender, marital status and professional status. Seventy-four employees in total are employed at Steelline, and based on this population and using the scientific sample size table designed by Krejcie and Morgan (1970) cited in Sekaran & Bougie (2010), the sample size for the study was 71 subjects.

3.7 Purpose of the study

Sekaran and Bougie (2010) described four types of studies that can be performed, namely exploratory, descriptive, hypothesis testing or case study analysis. The study that is used was determined by the nature of the study and the relevant information that is needed to be collated. The basis on which each of the studies described above is needed to perform an accurate research. Table 3.1 illustrates the different types of research methods that can be used in this study.

Table 3.1 Type of studies undertaken

Source: Sekaran, U. (2010). Bougie. M, Research Methods for Business: A Skill Building Approach. UK: John Wiley & Sons.

<p style="text-align: center;">Exploratory</p> <p>Undertaken where the researcher is unsure of the precise nature of the problem.</p>	<p style="text-align: center;">Descriptive</p> <p>Undertaken in order to describe the characteristics of the variables. The researcher must have some knowledge of the variables.</p>
<p style="text-align: center;">Hypothesis testing</p> <p>Undertaken to explain the nature of certain relationships or to predict outcomes.</p>	<p style="text-align: center;">Case studies</p> <p>Undertaken where contextual analysis is needed to understand matters relating to similar situations in other organisations.</p>

3.7.1 Exploratory study

When the topic chosen is not known about it is necessary to conduct an exploratory study (Sekaran and Bougie, 2010). Kumar (2005) explained that this form of study is conducted either to explore an area where information is vague or to identify whether there is a need to perform research in that area. In an exploratory study, prior research material or literature is not available nor are the solutions (Sekaran & Bougie 2010).

3.7.2 Descriptive study

This type of study is performed to determine the variables within a topic. The common use for this type of study is within organisations and is used to determine the characteristics of groups of employees based on, gender, race, time of life, education and their abilities (Sekaran & Bougie, 2010). According to Kumar (2005), this form of research attempts to describe a problem, phenomenon, living conditions within a community or attitudes towards an issue. Sekaran and Bougie (2010) summarised a descriptive study as, “the goal of a descriptive study is to allow the researcher to gain an understanding of the research topic from the perspective of an individual or organization”.

3.7.3 Hypothesis testing

A hypothesis as explained by Schindler and Cooper (2006) provides the path for the study, classifies the relevant and irrelevant facts of the study, suggests a suitable method of approach to the study and provides the basis to collate results. Hypothesis testing is applied when the nature of a relationship needs to be understood (Sekaran and Bougie, 2010). The strength of the hypothesis is that it limits who shall be studied, in what context they will be studied and what should or should not be studied (Schindler & Cooper, 2006).

3.7.4 Case study analysis

Sekaran and Bougie (2010) stated that this form of study involves an in-depth look at matters of similar relation to the research topic within other organisations. This is a problem-solving technique and is used often as it is difficult to compare situations due to differences in organisational settings, along with company's reluctance to divulge information regarding their problem areas.

This research study was conducted under the premise of case study analysis. The purpose of this study is to understand what can be done to improve job satisfaction in a SMME manufacturing company. It will also assist other manufacturing companies who require solutions to a lack of job satisfaction.

3.8 Data collection strategies

There are various methods to collect data for research. These methods are dependent on the type of study that is being conducted. It is important that the research method falls in line with the study in respect of it being qualitative or quantitative in nature. A qualitative study, as explained by Thomas (2003), is completed when a researcher dedicates the study to describing kinds of characteristics of people and events without using any measurement or amounts. Quantitative studies, however, focus attention on measurements and amounts. For example, more or less, often and seldom, similar and different, to understand the characteristics displayed by people and events that they are studying (Thomas 2003). According to Sekaran and Bougie (2010), data can be quantitative and gathered through structured questions, or qualitative which is extracted from open-ended questionnaires or through observations.

There are several data collecting methods, namely interviewing, questionnaires, observation and unobtrusive methods, each with its own advantages and disadvantages. Interviewing has the advantage of flexibility, whilst questionnaires have the advantage of efficiency in terms of researcher cost and time, and unobtrusive methods such as the extraction of data from company records have the advantage of accuracy (Sekaran & Bougie 2010) As explained by Cooper and Schindler (2006), data collection can range from a simple observation in one location, to an elaborate survey of multinational corporations based around the world. Goddard and Melville (2001) indicated that there are two fundamental criteria set out for data collection instruments, namely reliability and validity. Reliability occurs when experiments are carried out under the same conditions and obtain the same results.

According to Alreck and Settle (1995, cited in Phillips & Stawarski 2008), the most common form of data collection is a questionnaire. Questionnaires can be adapted to extract both subjective and objective information from the respondent, and as a result of this versatility, it is a preferred method used to obtain data (Phillips & Stawarski 2008). Other data collection methods include interviews which can be conducted both face to face, telephonically, and electronically. Questionnaires likewise can be conducted personally or administered electronically (Sekaran & Bougie 2010). Whilst interviewing has the advantage of flexibility in terms of adjusting to the needs of the researcher, questionnaires have the advantage of obtaining data more efficiently in terms of time, costs and energy spent by the researcher (Sekaran & Bougie 2010). The role of the questionnaire as described by Brace (2008) is to accurately extract the required information to answer those objectives set out in the study. A poorly drafted questionnaire will either provide data that is not required, or data that is incorrect or both (Brace 2008).

For this research study, a quantitative research method was used as it focused on measurements and amounts in order to draw a conclusion. There was no need for open-ended questions as structured questions through quantitative means were sufficient for this research.

3.8.1 Questionnaire design

For a questionnaire to provide accurate and good quality information, careful thought and planning are required. According to Brace (2008), the sequence of the different topics as well as individual questions and prompted responses must all be considered as they affect the accuracy and reliability of the data collected.

Questionnaires are an efficient method to collect data when the researcher knows exactly what is required and how to measure the variables of interest (Sekaran & Bougie 2010).

The research objectives discussed earlier in this chapter formed an essential part of a questionnaire design. The objectives were to identify those areas of information that the questionnaire had to extract from the respondents. According to Brace (2008), the objectives provide a guideline at the very least, of what data needs to be collected. The researcher should design the questionnaire around the objectives of the study and should not be tempted to stray from these objectives.

The questionnaire design of this study was framed around the objectives identified earlier in this chapter. These objectives were identified after careful review of the literature available for this topic, as discussed in detail in Chapter Two. The table below reflects the design of the questionnaire in terms of the objectives.

Table 3.1: Design of questionnaire

Question	Purpose
1 to 6	Determine whether demographics such as age and gender influence job satisfaction
7 to 11	Determine the impact of motivation on job satisfaction
12 to 15	Determine the effectiveness of career development on job satisfaction
16 to 19	Establish whether work environment affects job satisfaction
20 to 22	Identify the role of management relationships with employees in job satisfaction
23 to 26	Investigate the impact of reward management on job satisfaction

The questionnaire was divided into sections and each of these sections, as seen in Table

3.1 above, were dedicated to answering the six objectives set out in the study.

An introduction letter, as explained by Sekaran and Bougie (2010), is pertinent to any survey as it allows the researcher to build a rapport with the subject which aids in motivating the subject to participate in the study. The introduction letter also assures the confidentiality of the respondent's identity and feedback. The letter also indicates the respondent's willingness to voluntarily participate in the study and to accept the terms and conditions laid out in the survey.

The questionnaire was designed using the funnelling technique. The funnelling technique refers to a design where broad questions are asked first and then questions become progressively more focused (Sekaran & Bougie 2010).

It is essential that the researcher ensures that the questionnaire is unbiased, and does not influence the respondents' answers (Sekaran & Bougie 2010). Careful planning needs to ensure that double-barrelled questions do not occur. This occurs when one question targets two different issues and leads to the respondent becoming confused and frustrated as to which portion of the question to answer (Azzara, 2010). Sekaran and Bougie (2010) added to this by stating that questions should be worded to match the level of understanding of their respondent, and that as a rule of thumb, short and loaded questions which elicit a strong emotional response from the subject should be avoided.

The questionnaire was distributed electronically through the online survey site Questionpro. The routing of questions discussed earlier by Brace (2008) is made feasible through the intelligent branching of questions available on Questionpro. This allows for respondents to only answer those questions that are relevant to them. For example, if a respondent answered YES to satisfaction at work in question 7, the subject would be routed through to question 8. If a respondent answered NO to satisfaction at work they would be routed to question 9 as that question is relevant to them.

3.8.2 Scaling

According to Sekaran and Bougie (2010), a scale is a tool or mechanism through which individuals are distinguished by how they differ in terms of preference of variables within the study. The variety in question styles used ensured that a respondent remained

alert whilst answering the questions. The different scaling used is also vital when extracting the information necessary to make inferences from the data. The more intricate the scaling the more sophisticated the data analysis, consequently resulting in more meaningful answers (Sekaran & Bougie 2010).

The four scales that can be applied to measure the relationship between variables, according to Sekaran and Bougie (2010), are the following (with each indicating to which questions they applied in the questionnaire for this research study):

- Multiple choice single answer : Questions 1-6
- Multiple choice multiple answer : Questions 19 and 20
- Likert Scales : Questions 22, 23, 25 and 26
- Ranking type questions : Questions 11

Careful consideration was taken when choosing the above scaling to ensure that the questionnaire was both user friendly and simple for the respondents to understand and complete. Multiple choice single answer questions were used to ascertain the demographic profile of the respondents, as well as to elicit a single response to measure the level of importance or emphasis the respondent placed on a particular variable that was being measured. The multiple choice multiple answer allowed respondents to select one or several alternatives that were identified from the literature review as influential variables to the study. This form of question, according to Schindler and Cooper (2006), provides a complete picture of the respondents' desired choices.

The use of the Likert scale in this questionnaire was deemed appropriate because of its ability to examine a number of statements in one construct. This form of scaling is simple for the respondent to understand and complete, whilst at the same time allowing them to state their level of agreement or disagreement to the statements presented. The researcher is able to collect a plethora of information from each scaled question.

A Likert scale discussed by Sekaran and Bougie (2010) is categorised as an interval scale. Scales that fall under this banner allow for arithmetical operations to be performed, such as standard deviations. The scale therefore is able to categorise individuals as well as measure the difference in preference between the individuals (Sekaran & Bougie 2010). Schindler and Cooper (2006) added that these scales are

quick and easy to construct and they provide greater reliability and volume in data than many other scales.

The ranking questions, or more specifically the forced choice ranking questions, enable respondents to rank objectives relative to one another among the choices provided. The choices are limited in number as this makes the ranking process easier for the respondent (Sekaran & Bougie 2010). An added advantage is that this form of question is seen as more motivating and easier for the respondent to answer (Schindler & Cooper 2006)

It is important that the appropriate scales are used relevant to the type of data that needs to be obtained (Sekaran & Bougie 2010). It is also important that the measurement scales used are appropriate for the research that is being conducted (Schindler & Cooper 2006). Once the data is obtained (Sekaran & Bougie, 2010), the value of the data needs to be assessed through both validity and reliability testing.

3.8.3 Questionnaire administration

The advantage of web-based surveys as highlighted by Schindler and Cooper (2006) include:

- short turnaround results, by way of results being calculated as the participants are completing their surveys
- participants feel anonymous
- shortened turnaround time between draft questionnaire and execution of survey

Sekaran and Bougie (2010) added to the above list of advantages by stating that electronic questionnaires are easy to administer, inexpensive, experience faster delivery to the respondent, and allow the respondents to answer the questionnaire at their own convenience. The QuestionPro technology requires very little technical expertise whilst at the same time producing meaningful surveys and actionable results (LeClaire 2008). The site is able to build a variety of questions which include Dichotomous questions, and Likert and Ranking scales. QuestionPro is user friendly, and it allows for branching of questions which directs a respondent to a particular question depending on their previous response.

3.9 Sampling

Sampling, as explained by Sekaran and Bougie (2010), is the process of selecting the right individuals, objects, events or representatives for the population. A population is a group of people, events or objects about whom/what the researcher wants to make inferences using statistical measures (Sekaran & Bougie 2010). The individuals or objects that make up the study are referred to as the population element (Schindler & Cooper 2006). If the data is not collected from the correct population the survey will be unsuccessful. Schindler and Cooper (2006) described sampling as the selection of some of the elements in a population and drawing conclusions from this group about the entire population. The sample is a subset of the population. The more representative the sample is to that of the population the more generalisable are the findings. Through the study of the sample the researcher is able to draw conclusions about the population (Sekaran & Bougie 2010). It is therefore important that the sample chosen is both relevant to the study and representative of the population. Sekaran and Bougie (2010) explained that it would be impractical and impossible to collect data from an entire population. Schindler and Cooper (2006) added to this by stating that performing research on a population would not be feasible in terms of monetary and time costs. Sekaran and Bougie (2010) explained that sampling reduces the numbers involved in the collection of data and this in turn decreases fatigue and errors whilst increasing reliability. Sampling allows research to continue without having to bear exorbitant costs in terms of time, money and efficiency.

3.9.1 Description of the population

According to Sekaran and Bougie (2010), a population is an entire group of interest that a researcher wants to explore and draw conclusions about. An element is one member of the population.

The population of importance for this study consisted of all permanent employees at Steelline manufacturing company. All 74 employees at Steelline have direct interest on the operations and financial situation of the company.

3.9.2 Sampling design

According to Sekaran and Bougie (2010), there are two types of sampling design,

namely probability and non-probability sampling. In probability sampling the elements of the population have some chance of being selected. Non-probability sampling is used when the elements do not have a known or predetermined chance of being selected as subjects. It is important to note that the more representative a sample is the more generalisable the findings are to the population.

Sekaran and Bougie (2010) explained that probability sampling design provides results that can be generalised throughout the population. When time or other factors other than generalisability are pertinent, non-probability sampling is used. Each of these designs has different sampling techniques. For the purpose of this study non-probability sampling was used. This sampling technique is congruent with the aim of this study which sought to identify preliminary information on employees' promotion seeking behaviour in a quick and inexpensive way. Generalisability of results was not a criterion at this stage of the study and therefore a probability sample was excluded from the sampling design. Sekaran and Bougie (2010) explained that non-probability sampling design is made up of two sampling techniques, namely:

- Convenience sampling: the collection of information from the members of the population who are conveniently available. It is often used during the exploratory phase of research as the best way to get basic information quickly and efficiently (Sekaran & Bougie, 2010).
- Purposive sampling: This technique is directed at specific target groups. It is confined to specific types of people who can provide the necessary information, due to their expertise or their conformance to a specific criterion needed. This technique is further broken down into judgment and quota sampling (Sekaran & Bougie 2010).

For the purpose of this study the purposive sampling technique using the judgment sampling method was the most suitable option due to the sample size. Schindler and Cooper (2006) described it as, when a researcher selects sample members who conform to some criteria. The technique involves the choice of subjects who are most advantageously placed in terms of their expertise or experience to provide the necessary information required (Sekaran & Bougie 2010). This study sought to understand aspects that impact job satisfaction at Steelline manufacturing company and establish if low job satisfaction is impacting on their profitability.

The sample size was chosen in accordance with the specific table designed by Krejckle and Morgan (1970, cited Sekaran & Bougie, 2010). Seventy-four employees are employed at Steelline manufacturing company, and 71 made up the sample size.

3.10 Pretesting and validation

It is important to test the design, functionality and validity of a questionnaire. The pre-test is sent out to test the questionnaire before it is officially sent out to the sample. The validation process is undertaken to ensure that the questionnaire is reliable.

3.10.1 Pretesting

A pre-test can be considered as a trial of the proposed data collection instrument. The aim of the pre-test is to test and revise the data collection instrument which in this case was the questionnaire (Mackay & Gass 2005). Sekaran and Bougie (2010) explained that pretesting ensures that the questions are understood by the respondents and identifies if there is any ambiguity in the questionnaire. It also highlights problems in terms of wording or measurement. Schindler and Cooper (2006) described pre-testing as the final step towards improving survey results. It allows for the assessment of questions and instruments before the start of the actual study.

The pre-test for this study was carried out on a group of 20 people who were employees at Steelline. The feedback from the questionnaire resulted in a redraft of some of the questions. The respondents had found three of the questions too lengthy which impacted negatively on the clarity of the questions. There were also changes made to sequencing of some of the questions. The general comments were positive and the questionnaire was well received by the pilot group.

3.10.2 Validation

It is important to ensure that the results of the study are valid. The results need to be relevant and significant to the study (Mackay & Gass, 2005). Validity measures the data instrument used in the study. It looks at whether the questionnaire is tapping into the concept necessary for the study (Sekaran & Bougie 2010). Schindler and Cooper (2006) described it as the extent to which a data instrument measures what the study set out to test. In the case of this study, validity looked at the extent to which the

questionnaire was able to measure the factors influencing job satisfaction. The following are three widely accepted forms of validity testing as listed in both Sekaran and Bougie (2010) as well as Schindler and Cooper (2006):

Content validity: measures the extent to which the questionnaire covers the investigative issues. It is often the use of judgement by the designer in terms of the definition of the topic and scaling (Schindler & Cooper 2006). Sekaran and Bougie (2010) defined it as a function of how well the dimensions and elements of a concept have been defined. A panel of judges can be used to test the instrument.

Criterion-related validity: reflects the measure of success for prediction or estimation (Schindler & Cooper 2006). Sekaran and Bougie (2010) explained that this can be achieved using concurrent validity or predictive validity. Concurrent validity measures the validity in the testing of individuals that should have known differences, whilst predictive validity looks at the validity of the measurement to differentiate individuals with reference to a known future criterion.

Construct validity: testifies how well the results obtained in this study compare against the theories that surround the study (Sekaran & Bougie, 2010). The assessment is done through either convergent validity or discriminant validity. Convergent validity is achieved when the test scores obtained using two different measuring instruments measuring the same subject are highly correlated. Discriminant validity is established when two variables that are predicted to be uncorrelated produce test results that verify their uncorrelated relationship (Sekaran & Bougie 2010).

For the purpose of this study validity was tested using content validity and construct validity. Content validity was achieved through constructive feedback that was received from both the research supervisor and those that participated in the pilot test study.

3.11 Data capture method

The questionnaire was distributed electronically via the online survey site, Questionpro. This was the fastest, most economical and convenient way to distribute the questionnaire whilst at the same time ensuring the accuracy of the data collected. According to Sekaran and Bougie (2010), once the data from the questionnaire has been obtained, this information then needs to be coded. Data coding involves assigning a

number to the participants' responses that can be entered into a database. QuestionPro facilitates the coding for the survey automatically and this enhances the accuracy of the study by eliminating the need to manually capture the data. The data extracted from QuestionPro can be exported to other statistical programmes. For the purposes of this study, the Statistical Package for Social Science (SPSS) was used. SPSS is widely used for various forms of analysis such as inferential and descriptive statistics along with regression and correlation analysis.

3.12 Analysis of the data

According to Schindler and Cooper (2006), descriptive statistics are measures that are used to depict the centre, spread and shape of distribution. Sekaran and Bougie (2010) explained that by obtaining a visual summary or checking the central tendency and dispersion, the researcher can gain a good understanding of the data. The mode, median, mean, standard deviation and variance give the researcher a good understanding of the participant's reaction to the questionnaire. A scale that does not have proper categories and is showing very little variance in the results could be reflective of a question that was worded incorrectly (Sekaran & Bougie 2010).

For the purpose of the this study, frequency statistics, means analysis and cross tabulation, were used to analyse the data providing both valuable information and representation of the data collected which made it possible to clearly and more easily identify a pattern within the data (Jackson 2011). The use of case study analysis produces results that depict the data that is important to the study together with revealing its main features or principal characteristics (Bowers 2010). The data that was analysed is presented in this dissertation in the form of cross tabulations and appropriate graphs summarising and highlighting the important areas of consideration for the study.

3.13 Summary

This chapter has described in detail the research methodology design of this study. It gave a broad outline of various research methods and then highlighted and substantiated those methods that were chosen for this particular study. The chapter describes the data instrument that was designed and how it was analysed. Chapter Four presents an analysis of the results extracted from the questionnaire.

CHAPTER FOUR

ANALYSIS AND DISCUSSION OF RESULTS

4.1 Introduction

This chapter follows on the research methodology described in Chapter Three and presents the data that was gathered from Steelline manufacturing company's employees. The presentation and interpretation of the results are approached in two sections; the first section discusses the demographic profile of the respondents and the second section focuses on the findings related to the objectives of the study. The findings of this study are discussed with reference to the relevant literature pertaining to the objectives of the study. It is recognised that the results obtained from this study may not be generalised to the entire population of manufacturing companies; however, the findings may show a trend that possibly exists within the population of the 75 subjects that started the survey, and the 71 participants who completed the questionnaire, representing a completion rate of 94%. The data from incomplete questionnaires was used only to the extent that the responses completely and adequately answered questions relating to a particular objective. The average time taken to complete the survey was two minutes which was marginally less than the predicted time of five minutes.

4.2 Treatment of data

The data collected was screened for errors, after which only complete and accurate data was used for further analysis. Most of the data is presented in a diagrammatic and tabular format to make the interpretation and understanding of the information easier. The treatment of multiple choice, multiple response scales was analysed on a frequency basis to ascertain a complete picture of respondents' choices. Dichotomous, multiple choice - single response and Likert rating scales were analysed using descriptive and inferential statistics.

4.3 Reliability of the questionnaire

The questionnaire comprised of predominantly Likert type rating scales. The reliability of the questionnaire was evaluated by means of Cronbach's coefficient alpha as this

measure has the most utility for rating scales. Cronbach's coefficient alpha for the rating scales used in the questionnaire was 0.723, which is depicted in Table 4.1.

Table 4.1: Reliability statistic using Cronbach's coefficient alpha

Cronbach's alpha	Cronbach's alpha based on standardised items	Number of items
0.723	0,721	28

A coefficient of 0.723 indicates that internal consistencies of the scale items have been satisfied and that the research instrument was reliable. The data can therefore be used confidently for further analyses and interpretation.

4.4 Demographic profile of respondents

The demographic profile of the respondents are listed in Table 4.2 and include the gender, age group, highest educational level, the number of years employed, and management level within their employment status.

Table 4.2: Demographics of the study respondents

	Demographics	Percentage
Age group	20-25 yrs	8%
	26- 30 yrs	20%
	31-35 yrs	20%
	36-40 yrs	24%
	41-45 yrs	12%
	46-50 yrs	11%
	> 51 yrs	5%
Gender	Male	78%
	Female	22%
Race group	African	32%
	White	14%
	Coloured	12%
	Indian	42%
Educational level	Attended high school	28%
	Matric	20%
	Diploma	27%
	Degree	13%
	Postgraduate diploma/ Honours degree	9%

	Master's degree	3%
	Doctorate	0%
Current rank	Executive	4%
	Senior manager	11%
	Manager	20%
	Supervisor	26%
	Junior	22%
	General worker	18%
Working experience	1-5 years	11%
	6-10 years	28%
	11-15 years	35%
	16-20 years	17%
	>21 years	9%

The majority of the respondents, as shown in Table 4.2, were male at 78% with females making up 22%. Steelline manufacturing company has a higher percentage of male employees than female and this is consistent with the percentage difference in gender within the manufacturing sector within South Africa (Stats SA, 2014). The majority of respondents (24%) were in the age bracket of 36 to 40 years, whilst the minority of respondents (5%) were in the age group greater than 50 years. The age profile of the workforce at Steelline is thus in similar proportion to that of economically active people in most countries (Euromonitor, 2015). Indians made up the majority race group at 41% followed closely by Black and White respondents at 33% and 14% respectively. Those respondents who attended high school (28%) made up the majority of the sample.

4.5 Objective One: To determine the factors that influence job satisfaction

To determine the respondents' attitudes towards job satisfaction, factors influencing job satisfaction were first established. The respondents' perceptions of satisfaction or dissatisfaction were also analysed. Table 4.3 summarises the results obtained from the questionnaire.

Table 4.3: Satisfaction and impact on productivity

Variables	Frequency	Percentage
Are you satisfied at work?		
Yes	10	14%
No	63	86%
What factor gives you the greatest satisfaction?		
Equal pay for same work	1	10%
Excellent incentive	5	50%
Collegial atmosphere	4	40%
What factors give you the greatest dissatisfaction?		
Unequal pay for equal work	14	22%
Poor incentive systems	23	27%
Unpleasant atmosphere	11	17%
Lack of gratitude shown to me for good work	15	24%
What is the impact of the above choice on you if you are dissatisfied at work?		
My productivity has dropped	14	22%
I am absent more often	24	38%
There has been a decrease in the quality of my work	13	21%
I have become less efficient	12	19%

Results showed that the majority (86%) of the respondents were not satisfied at Steelline manufacturing. Of those that were satisfied (10%), 50% were satisfied because of excellent incentives received (Table 4.3). On the other hand, more than a third (27%) was dissatisfied because of poor incentive systems followed by lack of gratitude shown to them for good work (24%). Results also showed that dissatisfied workers were absent more often (38%) and 22% indicated that their productivity had dropped (Table 4.3). Table 4.4 uses the Chi-squared test of association to cross tabulate satisfaction and its relevance to demographics at Steelline manufacturing.

Table 4.4: Statistics of demographics and job satisfaction

	Chi-square	%	p-value	%	Correlation
Age and job satisfaction	7.25	48%	0.298	15%	None
Gender and satisfaction	0.005	0%	1	50%	None
Race and job satisfaction	3.604	24%	0.308	15%	None
Working experience and job satisfaction	4.13	28%	0.389	19%	None

It was found that demographics is not significantly associated with job satisfaction or fulfilling career aspirations ($p > 0.05$). The level of education and its relation to satisfaction was then cross tabulated, as illustrated in Table 4.5 below.

Table 4.5: Association between educational level and job satisfaction

Are you satisfied at work?		Yes		No		Total	Chi-square	p-value
Educational level	Attended High School	1	5%	20	95%	21	16.259	0.006
	Matric	2	13%	13	87%	15		
	Diploma	2	10%	18	90%	20		
	Degree	1	11%	8	89%	9		
	Postgraduate	2	33%	4	67%	6		
	Doctorate	2	100%	0	0%	2		
Total		10	14%	63	86%	73		

Results showed that participants' level of education was significantly associated with job satisfaction ($p = 0.006$) and fulfilling career aspirations ($p = 0.021$). It was discovered that there is a relevance to rank within job satisfaction, as illustrated in Table 4.6.

Table 4.6: Association between rank and job satisfaction

Are you satisfied at work?		Yes		No		Total	Chi-square	p-value
Current rank	Executive	2	67%	1	33%	3	11.142	0.049
	Senior manager	2	29%	5	71%	7		
	Manager	1	7%	14	93%	15		
	Supervisor	3	17%	15	83%	18		
	Junior	2	13%	14	88%	16		
	General worker	0	0%	13	100%	13		
Total		10	14%	62	86%	72		

Participants' current rank was significantly associated with job satisfaction ($p = 0.049$). The link tabulated is proportional to earlier stats which found that educational level does impact job satisfaction in the quest for realised success. Results showed that participants' years of working experience was not significantly associated with job satisfaction, being able to fulfil career aspirations, and job security ($p > 0.05$) (Table 4.4). This can be linked to previous data which showed that employees' educational levels do affect satisfaction, and further analysis revealed that younger employees have more concerns around job satisfaction than the older. Job satisfaction however was not significantly related to participants' gender ($p > 0.05$).

4.6 Objective Two: To determine the impact of motivators on job satisfaction

The impact of employee motivation on job satisfaction was analysed. A Likert scale ranging from highest to lowest was used to analyse each item relating to motivation. The results are listed in Figure 4.1.

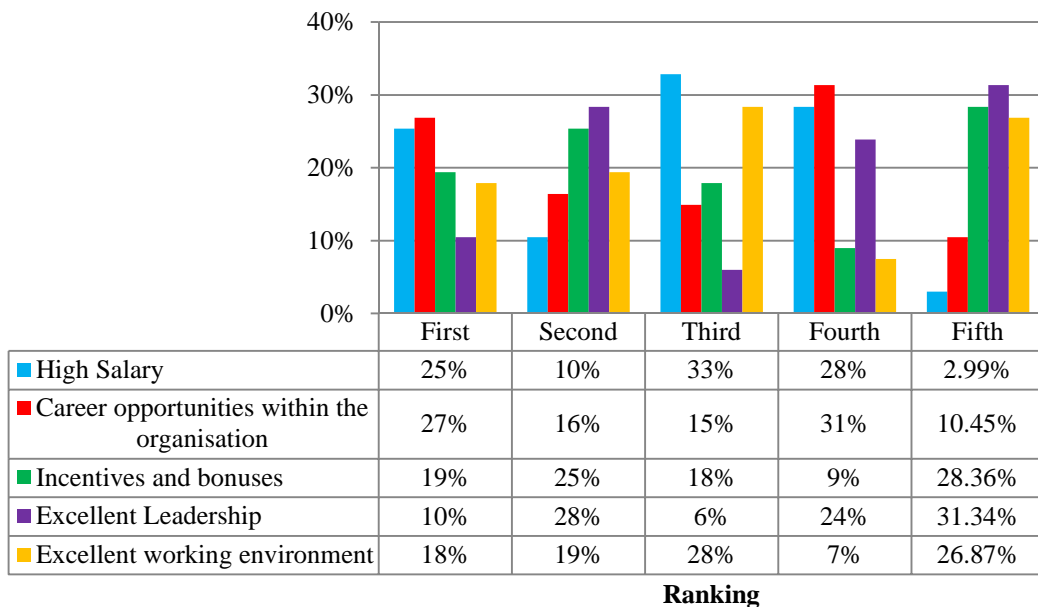


Figure 4.1: Job satisfaction factors in terms of their importance

Figure 4.1 shows the summary of job satisfaction factors in terms of their motivational importance. Results from this study clearly indicated that career opportunities and high salary were the overall drivers for employees seeking job satisfaction (Figure 4.1) with 27% of employees being satisfied with career opportunities and 25% with high salary. The influence of the other motivators, namely job title, job description, fringe benefits and adaptable work schedule was practically equal amongst respondents (Figure 4.1). This indicated that whilst these factors contributed to their promotion-seeking behaviour, an increase in salary was still the strongest motivator for satisfaction. This falls in line with Maslow's hierarchy of needs which states that only once a person's most basic needs are met will they move on to a higher level of needs. A study conducted by Hafiza, Shah, Jamsheed and Zaman (2011) measured the impact of extrinsic rewards, namely pay/salary, fringe benefits, bonuses and promotion on employee motivation. The study revealed that there is a positive/direct relationship between extrinsic rewards and motivation. It was highlighted that pay is a powerful

motivator and that employees can only focus on intrinsic motivation when they are fully satisfied with the pay they are receiving (Hafiza et al., 2011).

Findings from cross tabulation exhibit that males make up the majority of unsatisfied employees and that it is mainly those in the 36 to 40 year bracket who feel that they are not secure in their current jobs within Steelline manufacturing company. This age group also revealed in cross tabulation that they are not satisfied in their current role (Table 4.4). Statistics reveal (Table 4.4) that Indians and Blacks are equally unsatisfied at work. White and Coloured respondents shared the highest percentage of those who were not satisfied with their job (Table 4.8). Mantshantsha (2007) reported that White employees at Eskom were overlooked for promotion and 93% felt that hard work would not result in development in their career being awarded to them.

4.7 Objective 3: To determine the effectiveness of career development in job satisfaction

Participants were asked if they were able to fulfil their career aspiration. Table 4.7 on the next page summarises the responses.

Table 4.7: Fulfilling career aspiration

Variables	Frequency	Percentage
Have you been able to fulfil your career aspirations?		
Yes	13	18%
No	60	82%
If NO, how can the organisation help fulfil your aspirations?		
Introduce career advancement for my growth	9	15%
Send me on training courses to enhance and develop my skills	28	47%
Give me the opportunity to gain experience in the roles that lead to my goal	17	28%
Increase my responsibilities in my current role	6	10%

Results reported that the majority (82%) of the participants were not able to fulfil their career aspiration and amongst them, 47% highlighted that sending them on training

courses to enhance and develop their skills could fulfil their career aspiration, followed by giving them the opportunity to gain experience in the roles that lead to their goal (28%) (Table 4.7).

Vinnicombe and Singh (2011) in their studies indicated that career development of employees is dependent on the development and mentorship that they receive from those in leadership roles (Table 4.7). Developing others is essential to managers as it creates future talent for the organisation and it also creates a greater commitment towards the organisation amongst employees.

Cross tabulation in Table 4.8 on the next page reveals the correlation between race and aspiration.

Table 4.8: Association between race and ability to fulfil career aspirations

Are you been able to fulfil your career aspirations?		Yes		No		Total	Chi-Square	p-value
Race group	African	1	4%	23	96%	24	8.358	0.039
	White	1	10%	9	90%	10		
	Coloured	4	44%	5	56%	9		
	Indian	6	21%	23	79%	29		
Total		12	17%	60	83%	72		

Table 4.8 shows that race, especially for the Black and Indian participants, was significantly associated with career aspiration ($p = 0.039$).

From the results obtained, it is evident that the majority are encouraged most by the opportunity to face new challenges and increase their level of skills. Figure 4.2 below illustrates the effect of career development and promotions on job satisfaction.

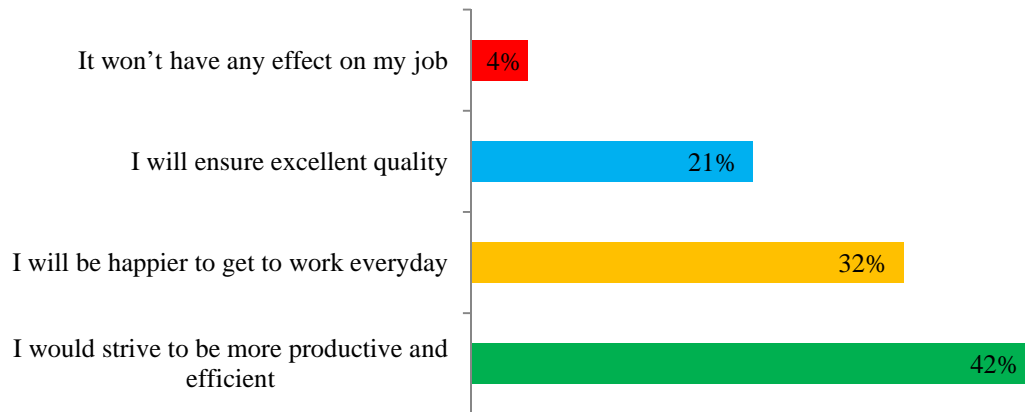


Figure 4.2: Effect of career development and promotion on job satisfaction

When employees were questioned about what effects development and promotion could have on the satisfaction levels, 42% mentioned that they would strive to be more productive and efficient, and a third of them reported that they would be happier to get to work every day (Figure 4.2). However, 46% of employees felt there is a need to enhance and develop their skills, and 28% of employees would have liked to be given the opportunity to gain experience in roles that lead to their career goals (Table 4.7). Figure 4.3 examines the effectiveness of the current training offered by Steelline manufacturing.

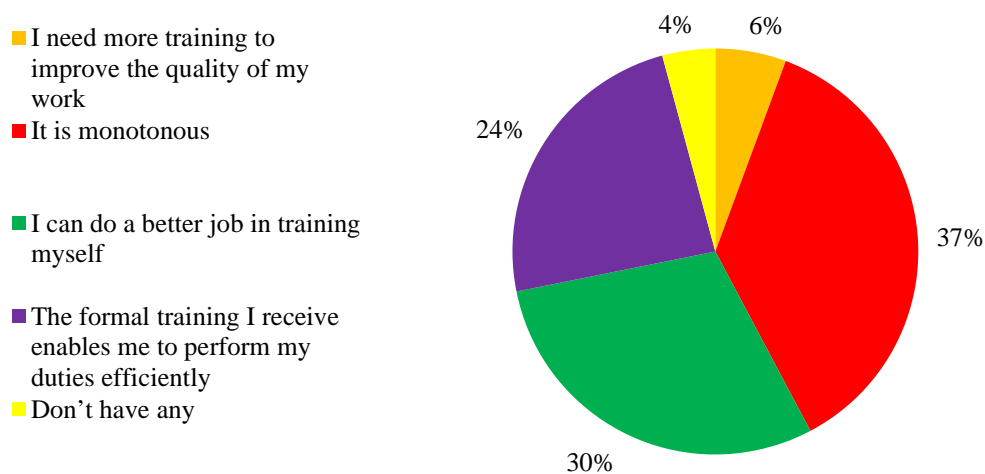


Figure 4.3: Describe the current training you received at your workplace

The results obtained from this analysis revealed that the majority of respondents (37%) between the age group of 30 to 39 found the training provided monotonous (Figure

4.3). The age group 40 to 49 made up 20% of the respondents and of this group 17% stated that they will do a better job training themselves. The majority of respondents (81%) were not secure in their job (Table 4.7). Thirty-nine percent of employees felt that they are not important to the company. In contrast, of the 33% of the respondents in the age group 20 to 29 only 15% were worried about job losses. A possible reason for this could be the lack of education as 70% of them were not matriculated (Table 4.2). These respondents would have just entered the working environment and, unlike the other age groups, ten years would have been the maximum amount of work experience that these respondents would want to be exposed to as 33% (Table 4.9) did not have the necessary skills or ability to perform their job. One of the factors that Vinnicombe and Singh (2011) concluded was that the exposure to new challenges allows employees to gain a wider understanding of the organisation and the market. Employees quickly learn how to effectively manage their stress levels and strengthen communication and relationship skills. This in turn increases levels of job satisfaction. Participants' gender was not found to be associated with fulfilment of career aspiration ($p=0.723$) (Table 4.9).

The majority of respondents (82%, as illustrated in Table 4.7) agreed that they were not certain about their career growth and aspirations within the organisation. Respondents who were uncertain about their career growth showed lower levels of job satisfaction. A probable reason for these decreased levels could be attributed to a lack of motivation owing to their career uncertainty within the company. For employees to have clarity about their career growth, companies need to be open and honest with them about their development within the company. It is important for the company to have proper policies and procedures in place to ensure that they always have highly skilled and talented individuals within their ranks. Many companies understand the value that succession planning holds for the continued success of their business. It is critical for companies to know where the organisation's talent lies, and where the replacements for this talent are to come from in the future (Hewitt, 2009). It is therefore important for companies to have structured jobs and promotion policies in place to ensure that the correct talent within the company is developed. A proper structure also gives an employee a guideline of the level of performance and skill that they need to offer a company to ensure their growth. Vinnicombe and Singh (2011) indicated that to increase an employee's profile and level of responsibility it is necessary for them to

become more visible within the company. Participants' gender was not found to be associated with fulfilment of career aspiration ($p=0.723$). Race was not found to be associated with job security ($p = 0.152$). This indicates that Steelline manufacturing company is not racially biased against employees.

4.8 Objective 4: To establish whether the work environment affects job satisfaction

The environment in which an employee works is critical to any company, and employees link the environment created to that of appreciation. Table 4.9 establishes that the work environment in Steelline manufacturing does affect satisfaction.

Table 4.9: Job security

Variables	Frequency	Percentage
Do you feel secure in your job?		
No	58	81%
What makes you feel secure?		
Recently there is no threat of retrenchment and restructuring	3	23%
I possess professional abilities and skills	4	31%
I feel that I am important to the organisation's overall success	5	38%
My organisation provides frequent updates	1	8%
What makes you feel insecure?		
There are regular threats of job losses	14	24%
I do not have professional skills and abilities	19	33%
I feel that I am not important to the organisation's success	19	33%
I am not well informed about the organisation's financial health	6	10.00%

With regards to job security, the majority (81%) of the participants felt insecure about their job and amongst them, a third mentioned that they did not have professional skills and abilities and they were not important to the organisation's success (33%

respectively) (Table 4.3). Participants were asked select the top three work environments they would prefer to work in. The results are shown in the next page in Figure 4.4.

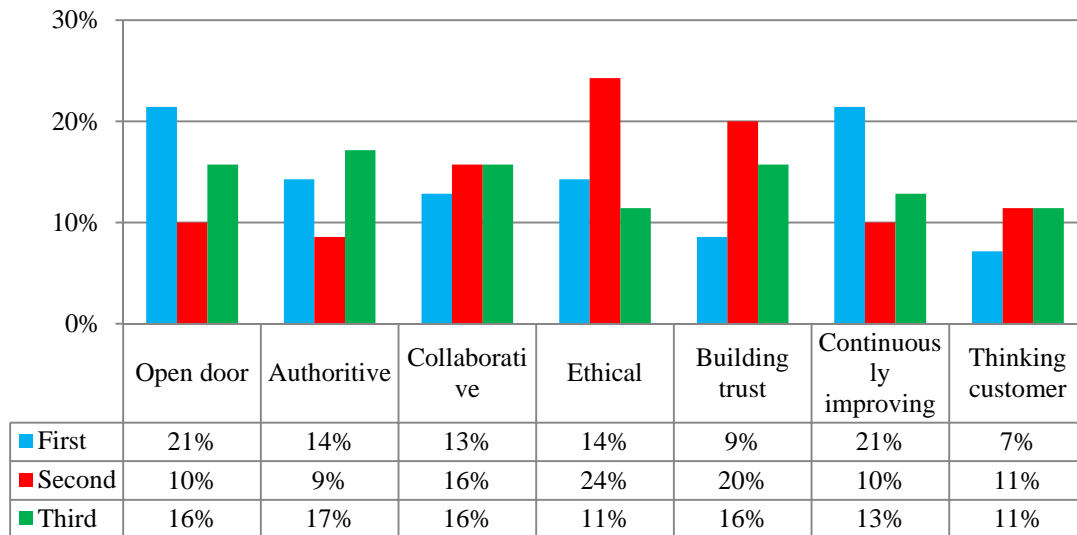


Figure 4.4: Top three preferential types of work environment

Results showed that the open door environment and continuously improving were the top priorities of working environment among the participants. In the second place, ethical and building trust were the most favoured type of work environment (24% and 20% respectively).

Rank was not linked to being able to fulfil career aspirations ($p = 0.055$) and job security ($p = 0.310$). Race was not found to be associated with job security ($p = 0.152$). This indicates that Steelline manufacturing company is not racially biased towards employees. Results showed that participants' age was significantly associated with job security ($p = 0.004$). Table 4.10 below illustrates a further cross tabulation of the correlation between education level and security.

Table 4.10: Association between educational level and job security

Do you feel secure in your job?		Yes		No		Total	Chi-square	p-value
Educational level	Attended High School	3	14%	18	86%	21	22.28	<0.001
	Matric	4	27%	11	73%	15		
	Diploma	1	5%	19	95%	20		
	Degree	0	0%	8	100%	8		
	Postgraduate	4	67%	2	33%	6		
	Doctorate	2	100%	0	0%	2		
Total		14	19%	58	81%	72		

It was found that job security is associated with the educational level of the participants ($p < 0.05$) (Table 4.10). This was mostly evident among employees with a low educational level because of the ease of replacement.

4.9 Objective 5: To identify the role of management relationships with employees in job satisfaction

Participants were asked if their leaders have taken any initiative to influence their job satisfaction. Figure 4.5 illustrates the relationship between management and employees with respect to job satisfaction.



Figure 4.5: Types of initiatives taken by the leaders to positively influence job satisfaction

One third (33%) of the respondents mentioned that the leaders create on the job training and another 27% indicated that the leaders provide them with cross-functional experience (Figure 4.5). Figure 4.6 continues to describe the relationship with management at Steelline.

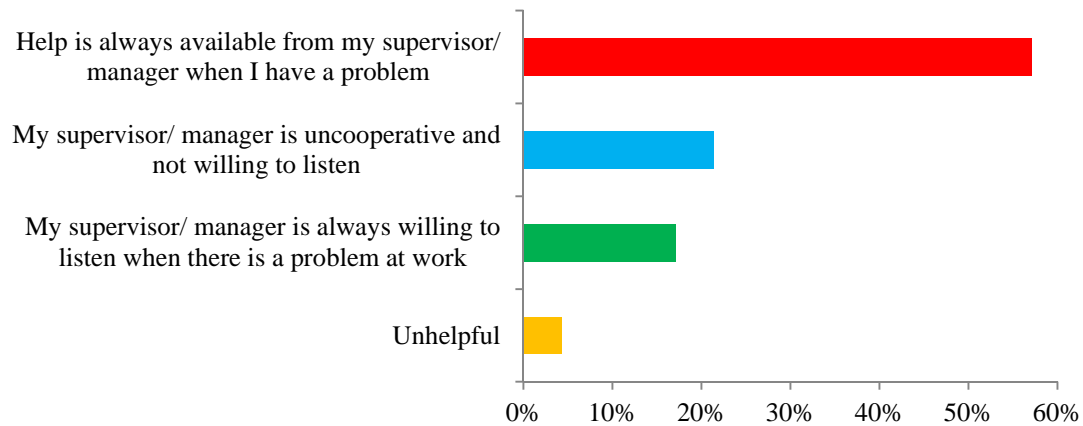


Figure 4.6: Describe your relationship with your immediate supervisor/manager

More than half of the participants (57%) highlighted that their manager/supervisor is always available to help them if there is any problem, whereas 21% mentioned that their supervisor/manager is uncooperative and not willing to listen to them (Figure 4.4).

The support that is offered by companies is an important factor that influences employees' job satisfaction. Employees are keen to stay longer if they are supported by their organisation. Figure 4.4 has indicated that most employees (24%) seek an ethical company, whilst 21% also supported an open door policy. Both of these beliefs allow employees to maintain an adequate balance between employee-supervisor relationships. It is important that as employees' work responsibilities become more demanding, the organisation supports them, allowing the employees to manage themselves. This has proven to be equally beneficial to both the company and the employee in terms of recruitment and retention of employees and for managing workload and employee diversity (Ramesh and Gelfand, 2010).

Figure 4.5 has revealed that the majority of respondents (33%) said that on-the-job training is used by their company to create growth amongst employees. This form of training is beneficial to both the employee and the company, because training occurs whilst the employee works. Kansal and Rao (2006) explained that the benefits are

mutual because the employee learns in the actual work environment and is exposed to the real working conditions, rules and regulations. In terms of costs, there are no additional costs for external training, and the cost to the company is only that of supervision.

4.10 Objective 6: To investigate the impact of reward management on job satisfaction.

Participants were asked about the impact reward management had on the job satisfaction levels. Table 4.11 illustrates the level of satisfaction experienced.

Table 4.11: Reward structure at the institution

Variable	Frequency	Percentage
My reward structure is in accordance with my targets and effort		
Strongly disagree	7	10%
Disagree	30	43%
Neutral	10	14%
Agree	18	26%
Strongly agree	5	7%
Total	70	
Since you Strongly disagree/Disagree, how can the reward system be further developed to increase job satisfaction?		
Conduct a salary evaluation against effort and targets	6	16%
Conduct an individual and team evaluation of bonuses	21	57%
Provide better compensation benefits	7	19%
Incentivise the team, when targets are met	3	8%

More than half of the participants (53%) disagreed that their reward structure is not in accordance with their targets and effort. Amongst them, 57% mentioned that it could be improved by conducting an individual and team evaluation for bonuses (Table 4.11).

The way in which an individual is treated affects their behaviour in terms of job satisfaction. An employee's ability to deal with success and failure will either prevent or motivate them in terms of their job satisfaction. Figure 4.7 below illustrates the effect of rewards.

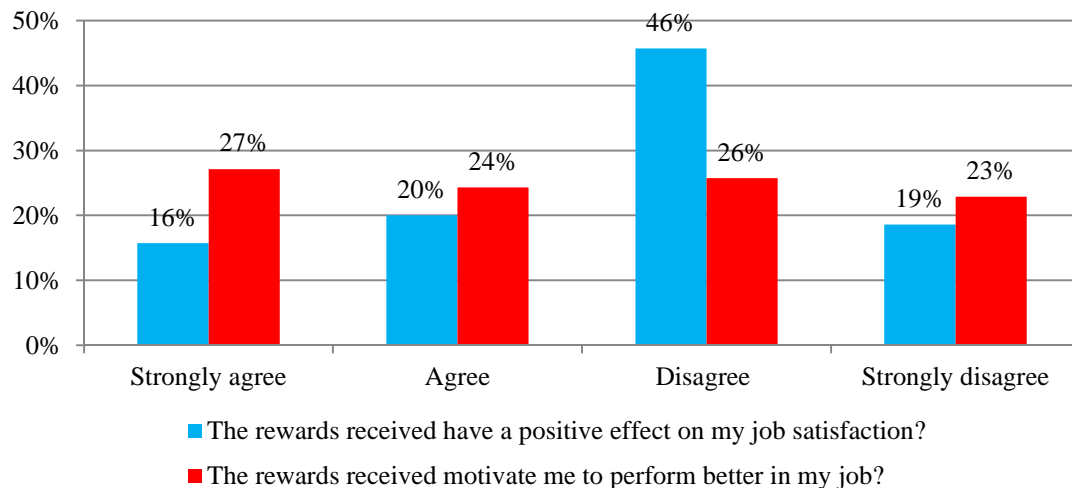


Figure 4.7: Impact of reward

It was found that the reward does not have a positive impact on a participant's job satisfaction (64%) as well as on motivation for better performance (48%) (Figure 4.7). Figure 4.7 indicates that a large number of respondents (48%) are not approached by their supervisor, and of these respondents 32% actively questioned their supervisors' instructions. Table 4.4 reflects that the anomaly to these results was the 7% that stated they are rewarded in line with their work, whilst 56% want their reward structure to be based on an individual and team analysis. Of those respondents that categorised themselves as satisfied, 43% did not find themselves in target with their efforts. The rewards received had a positive effect on satisfaction for 46% of respondents, as shown in Figure 4.7. Close to 16% of respondents indicated that they are rewarded in line with their working efforts. Success seekers are also considered to be overachievers as many of these individuals are known to seek out success rather than reward. Their fear of failure often results in them avoiding challenges. This corresponds with the results of the study, as 27% of postgraduates stated that they are not seeking rewards but rather promotion as job satisfaction. There were two anomalies that were raised for this objective. The first is in Table 4.9 where the majority of respondents (17%) who viewed themselves as satisfied also stated that they were seeking promotion in terms of aspirations. The second anomaly is in Table 4.7 where the majority (28%) of respondents seek excellent leadership rather than reward.

4.11 Summary

Some of the salient findings of this study are that employees believe that monetary gains improve job satisfaction; that a lack of training and skills development at Steelline is evident, and that promotions are key to job satisfaction. Based on the above findings, some conclusions have been drawn from which recommendations are suggested. The limitations of the study that have been identified and recommendations for further research are discussed in Chapter Five.

CHAPTER FIVE

CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS

5.1 Introduction

Job satisfaction has received much attention in recent times within South Africa. In an endeavour to understand possible reasons for the decline in growth within Steelline manufacturing, this study was undertaken to establish the factors influencing job satisfaction. There is a scarcity of research undertaken on factors that influence job satisfaction in the manufacturing industry; however, where possible, pertinent results from related studies are included in the discussion below. The objectives identified for this study sought to contribute information relating to the research problem, and to identify possible gaps that exist. This chapter focuses on the conclusions drawn from this study, limitations identified, recommendations based on the findings and recommendations for further research.

5.2 Implications of this research

The study was designed around the literature reviewed in Chapter Two with the purpose of identifying the motivators, both extrinsic and intrinsic, that influence the job satisfaction of employees in the workplace. A study of this research revealed that people are the most crucial resource to firms in terms of achieving and maintaining their competitive advantage. In order for firms to remain innovative and succeed within their industry, they have to learn to manage, motivate and reward their employees, (Gupta & Singhal, 1993). The objectives of the study were designed specifically to identify the factors that influence job satisfaction within Steelline manufacturing. Understanding the implications of the company's incentive procedures on employee motivation is important to managers as this affects the development and retention of talent within the company.

5.3 Recommendations to solve the research problem

- The most salient finding of the study confirmed that whilst money is the key motivating factor for employees' satisfaction, it is not the only form of motivation that influences employees. This is important for companies, as it

stands to reason that budgetary constraints do not make it feasible for employees to be motivated solely by remuneration. Employees are also motivated to seek promotion, stability and development so that they can enjoy a sense of accomplishment and feelings of significance. Money can be seen as an extrinsic motivator satisfying employees' most basic needs. However, once this need is satisfied employees are then able to move onto the next level of needs. Employees who are extrinsically motivated are not committed to the task but to the reward offered. It is recommended that Steelline manufacturing creates an environment that allows their employees to be intrinsically motivated, so that the company can enjoy the benefits of staff who are committed to performing their job function to the best of their ability. It is therefore necessary for Steelline to implement a monthly stretch production performance-related incentive to their staff so that they can create an environment that will allow both extrinsic and intrinsic motivation.

- Another important aspect that impacts on employees' motivation is certainty about their career growth plan. Those employees who are certain about their career growth show confidence in terms of satisfaction needs. Employers should spend time with their staff and structure their growth and development within the company. This encourages employees and gives them a sense of drive and determination that assists with merging their own career goals with that of the company goals. It is recommended that Steelline implements this strategy of succession planning annually in order to experience a greater success rate in terms of staff retention and talent management.
- The respondents of the study also indicated that they are not encouraged by challenges and the development of their skills within the company (monotonous). This is indicative of their dedication to their own growth and development. It is recommended that Steelline exposes employees to more demanding projects and training annually which can be utilised within the company and thereby increase their competitive advantage within the market.

- It is also important for employers to be able to identify those employees within the organisation who display characteristics that are needed for more senior positions. Some respondents in this study who were seeking promotion indicated that they are more strongly driven by promotion than by monetary gains. All of these characteristics and skills that have been identified within the study should be taken into account by Steelline when establishing who within the company is promotable and to start succession planning immediately.
- Respondents listed job security and lack of initiatives as the most discouraging factors and stated that these factors lead to their dissatisfaction. As pointed out in the study, inadequate incentive policies can impact negatively on employees' motivation and their commitment levels to the organisation. Steelline needs to continuously create opportunities to allow for their employees to be satisfied, as this will impact positively on motivation and staff turnover levels. Educating employees about time and stress management also helps with the reduction of stress and helps employees cope with stress levels via monthly meetings. The implementation and benefits of these programmes are therefore important for Steelline to consider.

5.4 Recommendations for future study

The recommendations for further research are based on the findings and limitations identified in this study. Despite its limitations, the present study does provide a starting point for further research in this field. Recommendations for further research include the following:

- The study identified and tested traits that respondents felt are most recognised by their superiors. A recommendation for studies in the future would be to look at this concept through the eyes of supervisors in organisations, and to test the traits that they recognise most within their subordinates.
- The sampling frame used for this study was the employees of Steelline manufacturing. It is recommended that this study be repeated on a larger scale in which more manufacturing companies are included. This would provide a comprehensive picture of the level of job satisfaction with the industry.

- Future studies into incentive policies and transparency will gain confidence within the employee-employer relationship.

5.5 Conclusion

Job satisfaction is an area of equal importance to both an employee and their employer. This study was conducted to gain an understanding into the factors that influence job satisfaction within the manufacturing industry. Whilst the sample size was a limitation experienced, it was possible to identify trends that allow for a greater insight into the job satisfaction needs of employees. From the findings of this study the researcher was able to make recommendations to employers that will allow them to more effectively and efficiently motivate staff which can lead to the retention and development of their employees.

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APPENDIX 1

I, Atlanta Govender, Student no. 213572116 am a MBA student, at the Graduate School of Business, at the University of Kwazulu Natal. You are invited to participate in a research project entitled: Job Satisfaction at Steelline manufacturing company. The purpose of this study is to gain an understanding of Job satisfaction at Steelline and the possible solutions to remedy the dissatisfaction. Through your participation in this study, I hope to identify potential shortcomings in job satisfaction, after which recommendations would be made in this study to enhance employee-employer relationships in South Africa. I guarantee that your responses will not be identified with you personally. Your participation is voluntary and there is no penalty if you do not participate in the study. Please sign on the dotted line to show that you have read and understood the contents of this letter.

The questionnaire will take approximate 5 minutes to complete.

Researcher: Atlanta Govender(0829206230);

Email : Atlanta.govender@gmail.com)

Supervisor: Prof AM Singh (031 - 2602675)

HSSREC RESEARCH OFFICE

Full Name: Prem Mohun

HSS Research Office

Govan Bheki Building

Westville Campus

Contact: 0312604557

Email: mohunp@ukzn.ac.za

DECLARARTION OF CONSENT I hereby confirm by ticking agree that I have read and understand the contents of this letter and the nature of the research project has been clearly defined prior to participating in this research project.I understand that I am at liberty to withdraw from the project at any time, should I so desire.I thank you for your support and time to complete the survey. If you wish to participate in the study, please click the “I agree” icon below. I Agree ✓

Age Group

1. 20-25 yrs
2. 26– 30 yrs
3. 31-35 yrs
4. 36-40 yrs
5. 41-45 yrs
6. 46-50 yrs
7. > 51 yrs

Gender

1. Male
2. Female

Race Group

1. African
2. White
3. Coloured
4. Indian

Educational level

1. Attended High School
2. Matric
3. Diploma
4. Degree
5. Post Graduate Diploma/ Honors degree
6. Master's degree
7. Doctorate

Current Rank

1. Executive
2. Senior Manager
3. Manager
4. Supervisor
5. Junior

6. General worker

Working experience

1. 1-5 years
2. 6-10 years
3. 11-15 years
4. 16-20 years
5. >21 years

Are you satisfied at work?

1. Yes
2. No

Since you answered YES to Question 7, what factor gives you the greatest satisfaction?

1. Equal pay for same work
2. Excellent incentive
3. Collegial atmosphere
4. Gratitude shown to me for good work

Since you answered NO to Question 7, what factors give you the greatest dissatisfaction?

1. Unequal pay for equal work
2. Poor incentive systems
3. Unpleasant atmosphere
4. Lack of gratitude shown to me for good work

You have stated in Question 7 that you are not satisfied at work. What impact is this having on you?

1. My productivity has dropped
2. I am absent more often
3. There has been a decrease in the quality of my work
4. I have become less efficient

Drag the highest to the top

Rank the following job satisfaction factors in terms of their importance to you where 1 is most important and 5 is least important?

- High Salary _____
- Career opportunities within the organisation _____
- Incentives and bonuses _____
- Excellent Leadership _____
- Excellent working environment _____

Are you been able to fulfil your career aspirations?

1. Yes
2. No

If you answered NO to question 12, how can the organisation help fulfill your aspirations?How often do you conduct surveys?

1. Introduce career advancement for my growth
2. Send me on training courses to enhance and develop my skills
3. Give me the opportunity to gain experiences in the roles that lead to my goal
4. Increase my responsibilities in my current role

What effect will career development and promotion have on your job satisfaction?

1. It won't have any effect on my job
2. I will be happier to get to work everyday
3. I would strive to be more productive and efficient
4. I will ensure excellent quality

How would you describe the current training you receive at your workplace?

1. I need more training to improve the quality of my work
2. It is monotonous
3. I can do a better job in training myself
4. The formal training I receive enables me to perform my duties efficiently
5. We don't have any

Do you feel secure in your job?

1. Yes
2. No

Since you answered Yes in Question 16, what makes you feel secure?

1. Recently there is no treat of retrenchment and restructuring
2. I possess professional abilities and skills
3. I feel that I am important to the organisations overall success
4. My organisation provides frequent updates on financial health of the organisation

Since you answered No in Question 16, What makes you feel insecure ?

1. There are regular treats of job losses
2. I do not have professional skills and abilities
3. I feel that I am not important to the organisations success
4. I am not well informed on the organisation's financial health

What type of work environments would you want to work in (Select Top 3)?

- Open door _____
- Authoritive _____
- Collaborative _____
- Ethical _____
- Building Trust _____
- Continuously improving _____
- Thinking customer _____

What initiatives are your leaders taking to positively influence your job satisfaction?

1. Training me for the next level
2. Providing me with cross functional experience
3. Creating on the job training
4. Creating a team based environment
5. Having an open door policy
6. Monetary incentives
7. Nothing

How would you describe your relation with your immediate supervisor/manager?

1. My supervisor/ manager is always willing to listen when there is a problem at work
2. Help is always available from my supervisor/ manager when I have a problem
3. My supervisor/ manager is uncooperative and not willing to listen
4. Unhelpful

How does interactions by your superior make you feel in the workplace when

I Feel Very Disengaged I Feel Disengaged I Feel Engaged I Feel Very Engaged

Supervisors obtain suggestions from subordinates and allow them to contribute to important decisions

Supervisors engage subordinates to question their instructions and disagree with them

Supervisors don't ridicule and criticise subordinates in public

Supervisors constantly provides feedback

My reward structure is in accordance with my targets and effort

Strongly Disagree Disagree Neutral Agree Strongly agree

Since you Strongly Disagree/ Disagree, how can the reward system be further developed to increase job satisfaction?

1. Conduct a salary evaluation against effort and targets
2. Conduct an individual and team evaluation for bonuses
3. Provide better compensation benefits
4. Incentivise the team, when targets are met

The rewards received have a positive effect on my job satisfaction?

1. strongly agree
2. agree
3. disagree
4. strongly disagree

The rewards received motivate me to perform better in my job?

1. strongly agree
2. agree
3. disagree
4. strongly disagree

APPENDIX 2



06 July 2015

Ms Atlanta Govender (213572116)
Graduate School of Business & Leadership
Westville Campus

Dear Ms Govender,

Protocol reference number: HSS/0561/015M
New project title: Job Satisfaction: A case study of Steelline Manufacturing Company

Approval Notification – Amendment

This letter serves to notify you that your request for an amendment received on 26 June 2015 has now been approved as follows:

- Change in Title

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

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

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

Best wishes for the successful completion of your research protocol.

Yours faithfully

Dr Shenaka Singh (Chair)

/ms

Cc Supervisor: Professor AM Singh
Cc Academic Leader Research: Dr Muhammad Hoque
Cc School Administrator: Ms Zarina Bullyraj

Humanities & Social Sciences Research Ethics Committee

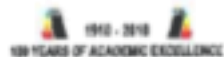
Dr Shenaka Singh (Chair)

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Website: www.ukzn.ac.za



Founding Campuses: Edgewood Howard College Medical School Pietermaritzburg Westville



01 June 2015

Ms Atlanta Govender (213572116)
Graduate School of Business & Leadership
Westville Campus

Dear Ms Govender,

Protocol reference number: HSS/0561/013M
Project title: Job satisfaction at Steelline Manufacturing Company

Full Approval – Expedited Application

With regards to your application received on 26 May 2015. The documents submitted have been accepted by the Humanities & Social Sciences Research Ethics Committee and FULL APPROVAL for the protocol has been granted.


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.

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

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

Yours faithfully



Dr Shenika Singh (Chair)
/ps

Cc Supervisor: Professor AM Singh
Cc Academic Leader Research: Dr Muhammad Hoque
Cc School Administrator: Ms Zarina Bullyraj

Humanities & Social Sciences Research Ethics Committee
Dr Shenika Singh (Chair)
Westville Campus, Govan Mbeki Building
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Website: www.ukzn.ac.za



Founding Colleges: Edgewood, Howard College, Mafong School, Pietermaritzburg, Westville

APPENDIX 3

SABS
ISO 9001

steel^{||}ine
precision steel technology

GATEKEEPERS PERMISSION

I, ABEL PILLAY, the undersigned, hereby grant permission for Atlanta Govender to conduct her data collection at STEELLINE. The company name CAN/CANNOT be used openly in the dissertation and subsequent scholarly journal articles/conference presentations.



Signature



sanas

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APPENDIX 4

Jeanne Enslin
Freelance language practitioner

17 York Close
PARKLANDS
7441

07 July 2015

Proof of language editing

I, Jeanne Enslin, acknowledge that I did the language editing of Atlanta Govender's dissertation submitted in partial fulfilment for the degree of Master of Business Administration.

The title of the dissertation is:

Job Satisfaction: A Case Study of Steelline Manufacturing Company

If any text changes are made to the electronic document which I will send to Atlanta Govender on 08 July 2015, it needs to be returned to me to check the language of the changes. Formatting and styles etc. and checking of references were not done by me.



Jeanne Enslin
082 696 1224

213572116 Atlanta Govender

ORIGINALITY REPORT

7 %	0 %	1 %	6 %
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	Submitted to University of KwaZulu-Natal Student Paper	5 %
2	Bustamam, Farah Liyana, Sze Sook Teng, and Fakhru Zaman Abdullah. "Reward Management and Job Satisfaction among Frontline Employees in Hotel Industry in Malaysia", Procedia - Social and Behavioral Sciences, 2014. Publication	<1 %
3	www.sajip.co.za Internet Source	<1 %
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