



**INVESTIGATING THE FACTORS INFLUENCING JOB SATISFACTION:
A CASE STUDY OF ETHEKWINI MUNICIPALITY PARKS
DEPARTMENT EMPLOYEES**

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A dissertation submitted in fulfilment of the requirements for the degree of

College of Law and Management Studies

Master of Commerce coursework in Management

School of Management, Information Technology and Governance

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2019

DECLARATION

I, **Bheki Khoza**, declare that

- The research reported in this dissertation, except where otherwise indicated, is my original research.
- This dissertation has not been submitted for any degree or examination at any other university.
- This dissertation does not contain any other person's data, pictures, graphs or other information, unless specifically acknowledged as being sourced from other persons.
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Signature:

Date: 16 April 2019

ACKNOWLEDGEMENTS

First and foremost, I would like to thank the Almighty Living God for good health and wisdom throughout the research project.

My sincere appreciation goes to my supervisor, Dr. Bibi Z. Chummun, for the motivation and encouragement through every step of this study and providing me with astonishing academic guidance. My success in undertaking this dissertation would not be successful without her invaluable support.

My pillar of strength, my friend Shaka, as strict as he is, through his academic mentorship he managed to pass his strength to me by stepping in to help and constantly reminding me of my goal when the going got tough; Special gratitude goes to the following special people in my life:

- My sons and a daughter for their candid support and courage as they had to endure having a father who was constantly studying and not around much for them;
- My soulmate, my wife, for giving me her unconditional love and full support throughout my years of studying;
- The wind beneath my wings is my mother KaMasikane. She is uneducated but her wisdom, advice and encouragement is greater than any degree on earth. Even though my father passed away in 1993 my mother's foresight and continued belief in me was remarkable;

My sincere thanks also go to my employer who provided both the resources and support to undertake this project.

Thanks go to the executives of the various entities within the eThekweni Municipality Parks department for granting me permission to undertake this research project with their staff.

Special appreciation also goes to the participants who, despite their hectic schedules volunteered to complete the research questionnaire.

DEDICATION

I dedicate my dissertation to my family and many friends. A special feeling of gratitude goes to my loving mother whose words of encouragement and push for tenacity ring in my ears. My sisters and brothers who have never left my side, are also very special.

I also dedicate this dissertation to my many friends and church family who have supported me throughout the process. I will always appreciate all they have done, especially Dr Trishana Ramluckan for helping me develop my technology skills and Happy Ndlovu for many hours of proof reading and helping me to master the leader dots.

I dedicate this work and give special thanks to my friend Eddie and my wonderful daughter Nonkululeko for being there for me throughout the entire master's programme. All of you have been the best cheerleaders I could have asked for.

ACRONYMS AND ABBREVIATIONS

KZN : KwaZulu-Natal

SA : South Africa

SHRM: Strategic Human Resources Management

MF : Motivational forces

EP : Employee performance

ABSTRACT

The main purpose of this study was to investigate the factors influencing job satisfaction. A case study was carried out with eThekweni Municipality Parks department employees. The researcher adopted a theoretical and conceptual framework starting from the intrinsic and extrinsic factors that influence job satisfaction, namely organizational factors, the work itself and individual factors. The study related to Abraham Maslow's Hierarchy of Needs Theory, Expectancy Theory and Fredrick Herzberg's Two Factor Motivation Theory.

Qualitative research method was dominantly used. This consisted of a case study design and a focus group discussion. The target population was employees of eThekweni Municipality Parks Department which were divided into six groups, namely employees from North, South, and Central, Inner and Outer West areas and one group for managers. The data was analyzed using Nvivo data management software program version 12.

The results revealed ten major themes as general factors influencing job satisfaction within eThekweni Municipality Parks department. These factors include: helping communities; personal growth opportunities; working with communities; working conditions; equipment; lack of consistency with human resource management; lack of resources; gaining experience; general life satisfaction; and qualifications. In particular, factors such as poor working conditions; lack of promotion opportunities; and lack of job security were the leading factors of dissatisfaction. The results also revealed that the absence of good leadership practices, good manager relationships and or communication, recognition, advancement, personal growth, feedback and support and clear direction and objectives resulted in employee dissatisfaction.

The results revealed that the organizational and negative factors of job satisfaction were influenced by inconsistency with human resource management and lack of resources, management structure, relationship with supervision, lack of resources factors, organizational and positive factors, job satisfaction was influenced by both equipment, and working conditions, although varying degrees of negative dominance.

Finally, the results revealed that the level of job satisfaction at eThekweni Municipality Parks department was perceived as being low and adverse consequences of this included high absenteeism levels; vandalism of facilities; employees on temporary contracts; lack of job security; corruption; lack of resources; alcohol and substance abuse; indebtedness to loan sharks; low salaries. These all impact on employee job satisfaction.

Hence, recommendations for improving levels of job satisfaction at eThekweni Municipality Parks department need to be considered. The study suggests major improvements within the

eThekwini Municipality Parks department must be aligned to the management system and overall human resource management.

Key words: Job satisfaction, eThekwini Municipality, Parks department

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CHAPTER ONE (1)

INTRODUCTION AND BACKGROUND OF STUDY

1.1 INTRODUCTION

Job satisfaction is influenced and affected by a number of issues among different employees. While organizations push for maximum productivity to yield great returns and margins for the shareholders, they also have to be well versed in the dynamics that are central in achieving those objectives. Employees need to have a sense of satisfaction in the respective roles that they play within the organization. Unlike the other assets in the organization, human capital is a complex asset and a very crucial one in every organization. Therefore in this study, the focus revolved around the importance of human capital and the factors that needed to be addressed to ensure job satisfaction. The study took place within the eThekweni Municipality Parks department.

1.2 BACKGROUND TO THE RESEARCH PROBLEM

This study intended and meant to detect and identify the job-related features within the eThekweni Municipality Parks department that impacts on the motivation of employees. Maslow (1943:371) asserted that motivation was one class of determinants of behavior amongst others, such as biological, cultural and situational influences. Behaviors in the workplace are key to productivity and in the eThekweni Municipality Parks department context, can influence service delivery. The works of authors like Asegid (2014:87) identified the important role that psychological, social and environmental factors played in influencing job satisfaction and ultimately productivity. There is an ever-increasing need for organizations to improve productivity, efficiency and effectiveness in order to meet their measurable objectives.

Due to the large dependence on employees to achieve these goals, the factors that influence various behaviours of employees and, specifically the motivation factors, become vital influence in an organization's ability to meet its goals and fulfill its strategic vision and mission. This warrants further exploration of the normative and cultural cognitive influences within eThekweni Municipality Parks department. The motivators of public sector employees is a key component in understanding the underlying reasons for various types of behaviors

observed within eThekweni Municipality Parks department. By understanding these motivators more clearly, one is able to gain greater insight into the changes that need to be made to improve the motivation of public sector employees. Achieving this would bring greater alignment between the employees' and organizational values and objectives, resulting in enhanced service delivery.

1.3 PROBLEM STATEMENT

The eThekweni Municipality covers a region of two thousand five hundred and fifty five square kilometers extending from uMkhomazi in the southern part of eThekweni, up to uThongathi northern side of eThekweni and to eMpumalanga the western part of eThekweni. The region is home to 3.7 million people. The eThekweni Municipality services 110 wards, 68% of which are peri-urban or rural and historically under-developed. The eThekweni Municipality Parks department is one of the departments in the Municipality which is labour intensive, with a staff component of approximately 4 500 employees.

Public Sector organizations in the Republic of South Africa often exhibit a challenge when translating their performance into perfection. Since the change to democratic governance in the country (i.e. post-1994), the prevalence of government organizations not performing up to the expected standards, is frequently revealed by poor service delivery. This has emerged as a cause of great concern to many stakeholders in this country (Nathan, 2013: 133). As indicated by Sharp (2013: 134) the underperformance in of public sector organizations in South Africa continues unabated in spite of several interventions that have been put in place to turn these organizations around. Very few of the interventions and strategies designed to improve performance in the public sector have achieved either the desired outcomes or commensurate results. Although significant progress has been made in many areas, there is a growing sense of frustration within the public sector that too little has been achieved despite a wide range of initiatives and programmes which all focused on improving organizational performance (Julyan, 2011: 131).

The low performance levels in the Parks department of eThekweni Municipality may be partly or fully related to staff-related reasons. Employees' commitment to the job has an influence on service delivery. A complaint management system report (eThekweni Municipality, 2016:75) revealed a growing number of unhappy customers. Of the customers in the urban areas, 60%

were dissatisfied with service levels compared to 30% of the customers in township and rural areas.

The study was necessary to help prevent employees becoming redundant and unproductive which will result in an even higher incidence poor service delivery and more unhappy customers. The study may help employees to feel that their concerns are attended to, and this may motivate job satisfaction and improving the productivity levels. Subsequently, it may lead to satisfactory service delivery and happy customers.

The study could benefit organizations as it could contribute to the body of knowledge and provide a better understanding of what motivates employees, particularly in terms of their levels of satisfaction, commitment and engagement, and also of what the combined effects of these might be on the retention and wellness of employees.

Lafoy, (2012:4-5) defined and categorized municipalities as follows and this is in relation to the Republic of South African laws of the land and constitution.

i) Category A: Metropolitan municipalities

These are defined as having special municipal and law-making power in their jurisdictions. EThekweni Municipality falls into Category A.

ii) Category B: Local municipalities

These municipalities fall within the area of a category C Municipality and divide municipal administrative and law-making authority with that Municipality.

iii) Category C: District municipalities

These are defined as municipalities that have municipal, administrative and law-making authority in its jurisdiction that have more than one Municipality.

The following section provides key concepts focused on in this study, which include among others community, job satisfaction, Helping Communities, lack of Resources and human resource management, which will be briefly explained.

1.4 DEFINITION OF KEY TERMS

In this dissertation, unless the context otherwise requires, the following terms have the meanings indicated below:

Community means: A community is usually interpreted as a grouping of people who live together in a city, town, village or smaller unit.

Equipment means: Any equipment which is used by an employee at work, for example dumper trucks and motor vehicles, hammers, knives, ladders, drilling machines, power presses, circular saws, and lifting equipment.

Gaining Experience means: A dynamic process where the employees gain the know-how; knowledge; expertise and practice.

General Life Satisfaction means: An employee is satisfied with one's life in general or individual's satisfaction of one's psychological and physical well-being.

Helping Communities means: Assist or service communities to access and enjoy eThekweni Municipality Parks department facilities and services.

Inconsistence with Human Resource Management means: An imbalance between the duties and responsibilities; policies and processes of Human resource management.

Job satisfaction means: The extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs or the attitude that people have towards their job and the organisation in which they work.

Job security means: Confidence in job continuation.

Lack of Resources means: Shortage of working tools, equipment, finance or even human resources.

Personal Growth Opportunities means: Advancement: career opportunities to advance including promotions and training.

Qualifications means: Credentials *or* Educations.

Working Conditions means: All facets of the work environment.

Working with Communities means: Civil servants with particularly close links to local communities, act to improve community access to government services including eThekwini Municipality Parks department facilities.

1.5. STUDY AIM

The objective and the intention of this study is to unpack and uncover the several factors that affect the levels of job satisfaction of the employees in the eThekwini Municipality, particularly within the Parks department. Internal and external issues that are contributory factors are explored to further examine dissatisfaction levels amongst employees and to ensure that they perform at their optimum level.

1.6 RESEARCH PROBLEM

Employees' job satisfaction in the Parks department of eThekwini Municipality is a major concern for many customers and other stakeholders in eThekwini municipal area. Job satisfaction is affected by several factors including organizational, economic or financial and social. In spite of the importance of service delivery by eThekwini Municipality Parks department being emphasized to employees, complaints are still being received from residents in the Municipality. This is a major problem to customers and other stakeholders in eThekwini municipal area. The study will therefore investigate the factors that affect job satisfaction in the Parks department of eThekwini Municipality. Mafini and Pooe (2013: 120) found that local and South African municipal employees are often dissatisfied with their jobs.

Job dissatisfaction among municipal or any public sector employees is a serious global concern. A study of public sector employees was conducted in United States, Canada, England, Scotland and Germany (Kamazi and Nkosi, 2011: 120-125). With the exclusion of Germany, a high proportion of public sector employees in the other countries in the study were dissatisfied with their jobs. The highest level of dissatisfaction was in the United States, followed by Scotland, England, Canada and Germany. Of these dissatisfied employees, 90% were youth.

1.7 RESEARCH QUESTIONS

1. What are the factors influencing job satisfaction?
2. What is the level of job satisfaction in the workplace?
3. What are the adverse aspects impacting on employee job satisfaction?
4. What is the impact of job satisfaction on employee performance?
5. What can be done to improve the level of job satisfaction amongst the employees?

1.8 RESEARCH OBJECTIVES

1. To identify the factors influencing job satisfaction.
2. To determine the level of job satisfaction in the workplace.
3. To establish the adverse aspects impacting on employee job satisfaction.
4. To determine the impact of job satisfaction on employee performance
5. To provide recommendations pertaining to the improvement of the level of job satisfaction amongst the employees.

1.9 SUMMARY OF RESEARCH METHODOLOGY

Research methodology in this study entails various methods, techniques or procedures used in applying the research design (Babbie and Mouton 2001:647). An appropriate research methodology was used in this study based on literature and objectives of this study. The measuring tool as a focus group discussion for this study was developed in relation to factors influencing employees' job satisfaction at eThekweni Municipality Parks department. The research methods implemented in this study will be briefly explained in the following paragraphs of this section within this chapter and more details on methodology will be explained in chapter three of this dissertation.

Research Approach. To sufficiently meet the objectives as stipulated in section 1.7 of this study used a qualitative research method approach when conducting the investigation of factors influencing job satisfaction of eThekweni Municipality Parks department's employees. This was conducted through a focus group discussion with aim to obtain information about eThekweni Municipality Parks department employees regarding their characteristics, opinions,

attitudes or past experiences on factors influencing their job satisfaction. This form of research was considered appropriate for this study as it enabled the researcher to gather current perceptions of employees at eThekweni Municipality Parks department in a structured approach for example use of a focus group discussion.

Sampling Population. Targeted population of this study is the employees of eThekweni Municipality Parks department. These included senior managers, middle managers and general staff of parks department. The sample size envisaged for this study was 36 employees within the eThekweni Municipality Parks department. Sekaran and Bougie, (2010: 296) a proper sample size falls between thirty (30) and five hundred (500) respondents. This study considers thirty six (36) participants to be an adequate number to explore the factors influencing job satisfaction within eThekweni Municipality Parks department and non-probability sampling techniques were applied through convenience sampling.

Data Collection. Questionnaires in the form of focus group interviews were adopted as a data collection instrument in this study according to Shajahan (2012: 147) who established two types of questionnaires, namely structured and unstructured.

Data Analysis. Nvivo data management software program version 12 was utilized to analyse the raw data. The analysis process of data comprised eight (8) phases including Cleaning; Uploading; Reorganizing; Exploring; Coding; Visualizing; Exporting and Communicating Sources.

1.10 CHAPTER OUTLINE

Chapter one (1)

The first chapter comprises the introduction to the study, the reasons for the study, the objectives and problems of the study, the research methodology, and limitations of the study as well as the conclusion, after which then chapter two (2) follows.

Chapter two (2)

Chapter Two is the literature review. The literature review was constructed from previous documents which dealt with topic of job satisfaction programmes. This included information gathered by previous researchers as well as other academically acclaimed publishers in this field.

Chapter three (3)

This is the research methodology chapter which addresses the techniques and strategies that were employed in this research paper. A number of available strategies are discussed and the method most suitable for this project is then selected based on a number of qualifying attributes.

Chapter four (4)

Chapter Four discusses the collection and analysis of the data and presents the findings and interpretation of data collected from the field. The data collected from participants is programmed by means of coding, which means that data is arranged in a manner that is suitable for the extraction of information which is relevant for this study.

Chapter five (5)

The findings and interpretations are made in this section where the conclusion and recommendations are presented. Possible future research in the study area is also proposed.

1.11 SUMMARY OF THE CHAPTER

This chapter has dealt with the introduction of the topic which is “Investigating the Factors influencing job satisfaction: A Case Study of eThekweni Municipality Parks department Employees.” It discussed the problem statement and the aim of this study which included the research objective and the research questions. The next chapter will discuss the literature review. Literature review examines previous available information to support or dispute a particular notion in relation to the topic.

This chapter provides an overview of the holistic perspective pertaining to the research project under study. The background of the research problem, the problem statement, the aim of the

study, the objectives of the study and the research questions are elaborated on. Above all, the significance of the study is identified and the format outlined. The chapter that follows outlines the pertinent literature by exploring the significant aspects of job satisfaction.

CHAPTER TWO (2)

LITERATURE REVIEW

2.1 INTRODUCTION

The current section focuses on a literature review based on the aim, objective and the research questions of the study. The section reviews what is already known about job satisfaction globally, nationally and locally. It is an undeniable truth that each organization or company aims to achieve high-quality performance and maximize profits. In order to obtain high-quality work, it is vital to ensure that employees are satisfied in the workplace. If the levels of satisfaction are low, employees are unable to perform effectively and efficiently. The level of effort made by employees promotes high performance and production levels in the organization. Satisfied employees tend to maintain high-quality performance, which indirectly leads to profit maximization. The absence of job satisfaction may lead to a lack of employee commitment, which then reduces the effective operation of the organization.

Employees that are not satisfied tend to resign more often than those who are satisfied. These employees move from sector to sector. For instance, dissatisfied employees may leave the public sector to join the private sector for better opportunities. Based on the above background as an introduction, this section intends to review different research studies that focus on job satisfaction in the workplace. The section opens by providing a conceptualization of job satisfaction. It then focuses on job satisfaction in the workplace by discussing a small number of influencing factors such as pay, promotion, strategic human resource management and horizontal violence. It also discusses the levels of job satisfaction in the workplace. Moreover, the section concludes by providing three different theories of job satisfaction: Maslow's Hierarchy of Needs Theory; Expectancy Theory, and Herzberg's Two-Factor Theory.

2.2 CONCEPTUALIZING JOB SATISFACTION

Since the early 20th century, there has been a lot of interest in studying what constitutes job satisfaction. Aziri (2011:77) argues that there is no universal definition of job satisfaction, as it is one of the most complex concepts that institutional managers faced when managing employees. Over the years, job satisfaction has proven to be a major field of interest among organizational behaviour specialists. Before explaining more about the concept (job satisfaction), it may be wise to break down the concept first. The concept of Job Satisfaction

comprises the two words “job” and “satisfaction”. A “job” is the labour, which an employee does in order to be paid. A “job” is any regular activity performed by people in exchange for compensation. The term “satisfaction” describes a feeling of contentment which is experienced when a particular human want or need is fulfilled. If a person is satisfied, he/she will be motivated to work effectively. Having understood the words “job” and “satisfaction”, the concept of “job satisfaction” refers to assessing how employees feel about their jobs. Job satisfaction suggests a general attitude in the three areas of individual or personal characteristics, job factors and other social groups’ relationship outside of the job (Saif, Nawaz and Jan, 2012: 34).

Job satisfaction comes with a plethora of definitions, some of which are contradictory in nature. Aziri (2011: 2) refers to job satisfaction in terms of how individuals feel about their jobs and the different aspects of their jobs. Maheswari and Krishnan (2014:2) supports this view by defining job satisfaction as the extent to which employees like their jobs. Jessen (2015: 5) defines job satisfaction as an emotional or affective response towards the factors of supervision, status, co-employee, remuneration, job content and extrinsic rewards and physical conditions of the work environment as well as organizational structure. Moreover, Gupta and Pannu (2013: 3) state that job satisfaction refers to a person’s state of mind in relation to the nature of the person’s work. Job satisfaction can be influenced by a diversity of job dimensions, including the quality of the individual’s relationship with their supervisor. Inter alia, the status of the physical environment in which the employee works and the degree of fulfilment in work are also contributing factors to the level of satisfaction.

Mhlongo (2014:11) argues that the concept of job satisfaction is complicated and complex as it means different things to different people. Job satisfaction is often linked with motivation, although satisfaction is not the same as motivation. Job satisfaction is considered more of an internal state or an attitude. It can be associated with a personal feeling of achievement, either qualitative or quantitative (Mhlongo, 2014:11). Job satisfaction is one of the main factors which impacts on the effectiveness and efficiency of organizations. The new managerial paradigm highlights that employees should be considered and treated primarily as human beings with their own needs, wants, and personal desires. This strategy is a very good way to recognize the importance of job satisfaction. The logic behind the analysis of job satisfaction is that a satisfied employee is a happy employee, and a happy employee is a successful employee. With happy

and successful employees, a business has a greater chance of succeeding and becoming a desirable place to work.

There are different reasons why people join organizations. It is therefore important for managers to understand the rationale that makes people join their organizations because there are certain drivers behind employees' choice of employer and failure to meet employees' expectations and needs may affect their job performance. These different drives and needs vary from person to person and are often very difficult to determine and satisfy (Maheswari, 2014: 91). According to Salminen (2012:11), job satisfaction can be described as the individual's opinion about the degree to which personal expectations at work correspond to outcomes or the employees' general positive attitude towards the job. Job satisfaction describes the degree to which people feel negatively or positively about their jobs. It can be explained as an emotional response and attitude to one's duties as well as to the social and physical conditions of the workplace. For example, from the lenses of Herzberg's Two- Factor Theory which argues that the contents of the job are the primary motivators, other factors such as achievement, recognition and responsibility may lead to positive relationships and high level of job satisfaction (Rehman, Rehman, Saif, Khan, Nawaz and Rehman, 2013:89).

Maheswari (2014: 91) argues that job satisfaction is dual in nature. The level of job satisfaction can, to a certain degree, be determined by an employee's personal traits like age, race, gender, and educational levels. Moreover, job satisfaction is also a positive emotional response experienced by an individual employee to a job situation. The response stems from the attainment of desired wants from a job as explained above (Jessen, 2015: 5). Job satisfaction can be explained as a positive or pleasurable emotional state when appraising one's experiences in the job or the job itself. In this definition, both feeling and thinking (or cognition) are considered important. Some scholars have defined job satisfaction in terms of beliefs, feelings, and attitudes. In the context of organizations, job satisfaction results in employees performing efficiently and improving their work performance, which then affects the results of the company (turnover and productivity). The general perception of job satisfaction among employees is that it is one of the essential drivers for improving productivity and employee retention, and increasing responsiveness, productivity, quality and customer services (Jessen, 2015: 5).

Furthermore, job satisfaction is a feeling that one experiences when one believes that the work is fulfilling one's values (Lee, 2017: 140). The concept may also mean a positive feeling that arises when a certain duty is met. In conceptualizing the concept of job satisfaction, it is important to examine intrinsic and extrinsic job satisfaction. Intrinsic job satisfaction refers to the feelings of employees towards the nature of the job (Jessen, 2015: 7). The intrinsic factor includes, but is not limited to, the sense of success in the workplace, having a good relationship with other staff members, partaking in management, allowing the employees to use his/her own skills and expertise in order to reach their full potential (Jessen, 2015: 7). Intrinsic factors usually motivate and influence volunteers in organizations or institutions positively. Employees influenced by intrinsic factors are easily manageable and they are able and willing to undertake responsibilities in the workplace (Lee, 2017:145).

With intrinsic job satisfaction, the expectation of the individual normally matches the outcome. If by chance, the expectation of the employee is not matched by the outcome, the employee may be disappointed instead of being motivated and satisfied. In the workplace, the duty of the manager is to invest in the organization's human resources, by motivating, encouraging employees and creating a healthy working environment for people. The duty of the employees in most cases requires certain skills and capabilities to perform certain tasks. If the employees do not possess adequate skills or if their capacity is not matched with their job, it can lead to job dissatisfaction. What also causes job dissatisfaction is when a manager makes empty or unrealistic promises to the employees. If this is the norm in an organization, employees have impractical or unrealistic expectations in their work (Lee, 2017:146). Having discussed the intrinsic job satisfaction, the next part of this section will discuss extrinsic job satisfaction.

Extrinsic job satisfaction refers to the elements created by the external sources. An individual's skills, capacity, willingness and success are not sufficient to create job satisfaction (Jessen, 2015: 6). The physical environment has an important role in encouraging personnel to work harder to achieve the goals of the organization (Jessen, 2015: 5).

The availability of sufficient and effective external factors in the workplace results in intrinsic job satisfaction. In a situation where the extrinsic factors are insufficient or unavailable, the intrinsic job satisfaction levels also become lower and may eventually disappear (Lee, 2017: 140). Extrinsic factors can be said to be the ability of the personnel to adapt to the work through the external factors. Extrinsic factors include reward, a safe non-abusive environment and the

development of skills in the personnel professional career. The manager is ultimately responsible for ensuring extrinsic job satisfaction. For this reason, managers ought to be able to define the needs of their workforce and satisfy these needs accordingly. Failure to practice this strategy will lead to job dissatisfaction (Jessen, 2015: 7).

Recent studies have focused on improving employee job satisfaction in the public sector. Current developments in the area of public sector motivation and job satisfaction research highlight the importance of job satisfaction among government employees in several nations. Abugre (2014: 655) conducted a study and found that in Switzerland, public sector job satisfaction and commitment to the public interest has a positive impact on organizational performance in the federal administration. Likewise, findings in the Belgian public sector suggest that job performance significantly correlates with individual public service motivation (Abugre, 2014: 655). In a study conducted by Van Der Westhuizen, Pacheco and Weber in (2012: 2670), among 39 countries in Europe, a positive relationship was found between the employee participatory role in decision making and job satisfaction. Park and Rainey (2008: 110) argue that public service motivation in the form of incentives like extrinsic and intrinsic motivations is also associated with job attitudes.

2.3 JOB SATISFACTION IN AFRICA

In sub-Saharan Africa, administrators in the public sector have experienced a myriad of the logical perception between employee demotivation and employee dissatisfaction of job standards (Abugre: 2014:655). Public sector employee motivation has always been critical to public sector performance. Many countries have therefore introduced public sector reforms that seek to improve job satisfaction among government employees, Various strategies such as paying for performance and the prospects of promotion have been used (Abugre, 2014: 656). Unfortunately, most research work on job satisfaction in Africa relies on theories which have been developed in Western countries. This leads to unexpected results in African countries, suggesting that the research models need to fit local specificities in order to be relevant (Abugre, 2014: 657). Researchers have argued that sub-Saharan African managers do not strive for challenges and excellence, they rather remain content with mediocrity and maintaining the status quo. Abugre (2014:657) argues that a study conducted on public service managers in an African organization revealed that participants were more concerned with developing strong relationships with their bosses than on striving to reach better organizational performance.

The legitimacy of any public service stems from its capacity to respond to the needs of its citizens in a way that is economically efficient (Dunleavy, & Carrera, 2013:33). The emerging consensus among public sector experts is that as much as public sector performance involves outputs and efficiency, it also involves the extent of the effectiveness of outcomes (Mboi, 2014:3). Act Number 108 of 1996 in the South African Constitution provides that government is broadly constituted as national, provincial and local government (Republic of South Africa, 1996) and that while these may be broadly unique, they are interrelated and interdependent. In 2001, local government was recognized and a performance management system was developed for municipalities, thus significantly enhancing its status. The Municipality has an important role to play in South Africa's economic and social development. Local government entities are tasked with transforming previously racially segregated areas into integrated communities, often with limited resources (human and financial) and often with insufficient capacity at their disposal. It is their role to provide basic services to citizens who were denied these in the past and who often cannot afford them and to maintain the highest standards of accountability to national and provincial government and to their own constituencies (Mhlongo, 2014:11).

Sehunoe, Viviers and Mayer (2015:124) argue that the shortage of skills in South Africa has put pressure on organizations to retain reliable and capable human capital. In an effort to retain essential skills, organizations have to ensure job satisfaction for their employees. While job satisfaction poses a challenge to most organizations, it is especially applicable for those in specialized and service industries such as government departments (Mhlongo, 2014: 1). One of the many challenges municipal supervisors are faced with is understanding the environmental determinants responsible for employee job satisfaction in the Municipality environment (Markham and Van Zyl, 2013: 80). According to Al-Hamdan, Bawadi, Bawadi and Mrayyan (2013: 271), it is essential for supervisors to provide guidance and support and to treat employees fairly as this tends to lead to job satisfaction. Empowered employees and employees who are given a platform to make decisions are usually very satisfied with their jobs. In a study conducted by Markham and Van Zyl in (2013: 82), 14.67% of their 40 participants from a South African Municipalities were not satisfied with their jobs as they believed that their supervisors did not care about them. A study conducted by Koketso and Rust (2012:2230) concluded that 90% of their participants from the Cape Town Municipality were dissatisfied because there were no training opportunities and most of them were not placed in jobs that matched their competencies.

2.4 JOB SATISFACTION IN THE WORKPLACE

Job satisfaction is crucial in government departments, private companies and non-governmental organizations. Job satisfaction is a sign of being physically and psychologically well. In a situation where an employee is very weak physically (sick), it is not possible that he/she can enjoy his/her job. For a long time, organizational behaviour scholars have been interested in establishing why some employees express much lower levels of job satisfaction, whereas others report being very satisfied with their jobs (Zheng, Wang and Song, 2014: 1219). There have been a number of reasons for the interest in understanding and explaining job satisfaction. Humanitarian interests have influenced these greatly. The humanitarian perspective is the belief that employees should be treated with utmost respect and their physical and psychological well-being maximized, to lower absenteeism. Khan et al. (2011: 97) argue that satisfied employees have a tendency to be more engaged in organizational citizenship behaviours; they tend to be more selfless and exceed formal job requirements. By contrast, dissatisfied employees are more prone to counter-productive behaviours including of burnout, withdrawal, absenteeism, and aggression in the workplace (Khan et al., 2011: 97).

Managers of different organizations or companies have realised the importance of having employees that have positive work-related attitudes as this gives the organization a competitive advantage in the market. Job satisfaction is regarded as one of the most important attitudinal factors in job performance that can assist an organization to reach its objectives and goals. For that reason, it is essential to invest in very dedicated, skilful and committed human resources (Khan et al., 2011: 89). According to Rizwan et al. (2013: 131), job satisfaction involves an employee's emotional response to a value of judgment. If an employee perceives his/her job as a fulfilment to his/her values, pleasant emotions of satisfaction are experienced. However, if these values frustrate the employee it means that he/she experiences unpleasant emotions of dissatisfaction.

Maheswari (2014: 93) argues that if the right environment is created for employees, they have the greatest potential to grow and develop. One of the most important objectives of organizations is managing its human resources (employees), as it enhances the process of binding the organization and the people together for the full attainment of organizational goals and objectives. Human resource management seeks to enhance self-actualization and job satisfaction by assisting and encouraging every employee to realize their full potential.

Prior to 1994, South African employees, more especially black employees, were not satisfied with their jobs. This was because the majority of black South Africans were forced to work for the whites. Post 1994, the public sector organizations in the Republic of South Africa changed the employment strategies of the public sector in order to accommodate all the different races in South Africa so that they may be satisfied with their jobs. This helped government organizations to perform well since the country (South Africa) was not delivering the services of the community accordingly (Wang, Hall and Rahimi, 2015: 130). As indicated by Mafini (2014: 116) underperformance in the public sector continues unabated in spite of several interventions that have been put in a place to turn these organizations around. Although significant progress has been made in many areas, there is a growing sense of frustration within the public sector that too little has been achieved, despite a wide range of initiatives and programmes, which all focused on improving organizational performance (Julyan, 2011: 67).

Recent studies have focused on improving employee job satisfaction in the public sector, current developments on public sector motivation and job satisfaction. This research highlights the importance of job satisfaction among government employees in several nations. According to Abugre (2014: 655), commitment to the public interest has a positive impact on organizational performance in the federal administration. Likewise, some findings in the Belgian public sector suggest that job performance significantly correlates with individual public service motivation (Abugre, 2014: 655). According to Van Der Westhuizen, Pacheco and Weber (2012:2670), the 39 European countries in their study exhibited a positive relationship between employees having a participatory role in decision making and levels of job satisfaction. Park and Rainey (2008: 110) argue that public service motivation in the form incentives like extrinsic and intrinsic motivations is also associated with job attitudes. When measuring job satisfaction levels, researchers generally pay attention to two competing sources of job satisfaction, namely the demographic and work environment variables as alluded to on page 24.

2.4.1 Demographic Variables

The demographic variables of job satisfaction in research, shows that gender is very important. There are a number of empirical research studies that have proposed that female employees have a lower level of job satisfaction than their male colleagues. This may be due to the fact that male officials are dominant in the public organizations (Jiang, Lambert, Zhang, Jin, Shi

and Xiang, 2016:1451). A person's level of education is another demographic variable that is commonly believed to influence job satisfaction. Researchers have suggested that the relationship between job satisfaction and education level has proven to yield consistent findings. In particular, a study by Jiang et al. (2016: 1457) found that employees with higher educational levels generally tend to be more satisfied with their jobs than employees with lower educational levels. Age has also been regarded as one of the variables which influence job satisfaction. It has been found that an employee's age often has a negative impact on job satisfaction, meaning that younger employees are more satisfied with their jobs than their senior colleagues. Job assignment of a public official is the final variable. Public officials have a number of different interests and these are sometimes satisfied by their job. The more public officials are able to fulfil their interests in the job, the more they will be satisfied with the job. Apart from the variables discussed above, another competing source of job satisfaction is the work environment variable.

2.4.2 Work Environment Variables

Herzberg (1959) developed a theory called the Two-Factor Theory of Job Satisfaction: Motivation and Hygiene. Hygiene factors include supervision, company policies, salary, interpersonal relations and working conditions (Jiang et al., 2016: 1471). The theory posits that, while hygiene issues if properly handled can minimise dissatisfaction, they cannot motivate employees. It is argued that an employee's job satisfaction is generally influenced by factors related to the work itself such as the nature of the job or by the outcomes derived directly from the work such as promotion opportunities, achievement in the work and chances for personal growth recognition and growth. The theory of Herzberg will be covered later.

In general, the low-performance levels in the Parks department of eThekweni Municipality can be partly or fully related to staff-related reasons. Employees' commitment to the job has an influence on service delivery. Customer satisfaction levels are dropping as shown in an increasing number of unhappy customers which was revealed in a Complaint Management System Report of Parks department (eThekweni Municipality, 2016). This report found that 60% of the urban area customers were unhappy and 30% in the township and rural areas. In spite of practitioners' and researchers' countless efforts in understanding job satisfaction among employees, few studies seeking reasons for job satisfaction among government employees, and in particular municipal employees have been done (Mafini, 2015: 116). The

on-going perception that government employees are not satisfied with their jobs has led to an increased interest by government public managers in promoting and examining job satisfaction among employees (Salminen, 2012:11).

This has triggered the realization that dissatisfaction amongst public employees results in increased staff turnover and lower productivity. Nonetheless, the linkage between the two factors has never been definitively established. Regardless of their level of employment, public employees are likely to face same economic, administrative and political environments, hence may be similar to each other in many respects. According to Salminen (2012:11), job satisfaction varies widely, in that labour force is a given, there have been extensive discussions around the impact of tenure, salary, age, job type and work environment on an employee's job satisfaction. A number of studies (Moolman, Haarhoff, and Coughlan, (2014), and Merald and Zangeneh, 2017: 4) have proven that job satisfaction is an outcome of a number of different variables influencing the employee. The existing literature found that job satisfaction is influenced by the internal and external rewards of the job and by the personal characteristics of the employee.

Job satisfaction is vital for both employees and employers in an organization because it influences performance (Salminen, 2012: 11). The question at hand is that what makes municipal employees satisfied or dissatisfied in their workplace to a level where they determine whether they find the working environment either fulfilling or disappointing (Spagnoli, Caetano and Santos, 2012: 616). The belief that satisfied employees are more productive and more efficient than dissatisfied employees has been a basic tenet for managers for years. However, it is only recently that research has begun to support this theory after years examining the relationship between satisfaction and performance (Mafini, 2014: 116). The next section will discuss some of the factors that may or may not lead to job satisfaction.

2.4.3 Pay and Job Satisfaction

Salary is the main concern of every employee. It contributes to job satisfaction and the production levels of every company or organization whether government, private or non-governmental organization. The concept of "pay" represents the monetary compensation that employees receive from the employer. Pay includes the employee's basic salary, bonus and allowances (Nielson and Smith, 2014: 63). There is a close relationship between the level of

pay and productivity in the workplace. Nielson and Smith (2014: 64) argue that companies have to increase the employees' pay in order to enhance productivity. However, it is very difficult to keep employees happy based on pay alone because the employee thinks their salary is never enough (Jali, 2015: 13). According to Zheng, Wang and Song (2014: 64), pay can be defined as compensation for an employee's contribution to an organization, including skills, wisdom, effort and job performance.

Payment is one of the essential topics for employers and employees and contributes greatly to job satisfaction (Nielson and Smith, 2014: 1221). Institutions and organizations can use pay as an instrument to attract, motivate and retain talented and skilled employees, hence allowing the institution to benefit greatly from such employees (Zheng et. al, 2014: 72). However, pay can be the cause of a brain drain as valuable employees leave to pursue higher pay scales elsewhere. This may result in a crisis of talent within the organization. Aside from direct payment, there are other types of remuneration that promote job satisfaction. These include pay structure, basic pay and bonus, and figure benefits. The pay structure refers to a mixture of pay elements that include, amongst others, basic pay, bonuses, and allowances (Nielson and Smith, 2014: 69). The pay structure one way or the other results in job satisfaction. At some point during policy formulation, managers fail to pay much attention to the pay structure, as it is considered as one of the strategies that lead to job satisfaction (Jali, 2015: 63).

Failure to recognize the value of pay structure discourages employees. When this occurs, discouraged employees may decide to embark on protest action, which may be the cause of the creasing protest in both developed and developing countries. The second aspect of employee payments is the basic pay, which refers to the salary paid to employees. This pay rate can be either per hour, per day, week or per month. Basic salary is not determined by the performance of the employees (Jali, 2015: 14). It is just a starting point for pay negotiations and agreements with employees. Thirdly, a bonus is defined as a payment that an employee gets to reward his/her good performance. A bonus can be paid daily, weekly, monthly even yearly (Nielson and Smith, 2014: 1221). Employees who receive bonuses tend to be satisfied with their jobs, which makes them put more effort into their daily job. The final aspect of employees' pay packages, is the fringe benefit, which is considered as the allowance that an employee gets on top of their salary. Fringe benefits include medical aid, housing, car and transport allowance (Jali, 2015: 15).

2.4.4 Promotion and Job Satisfaction

The concept of promotion refers to the act of raising an employee from one position to a position at a higher level at work because of the good work he/she has done within the organization or company. Moreover, the term may also mean one is advancing in his/her position at work. Every organization should have a clear policy and procedure concerning job promotion (De Bruyn, 2014: 27). Moreover, employers need to plan for their employees' career in such a way that will lead to the creation of development plan for all employees. In order to promote employees, employers have to recognize the commitment of the employee as well as their qualifications before giving them promotion (De Bruyn, 2014: 36). Naveed, Usman and Bushra (2011: 13) argue that in order for organizations to be considered efficient they need to derive maximum output from the least available resources. Organizations may be in the possession of many different assets but the human resource is of the most important assets in any organization (Perera and Weerakkody, 2016: 262). In the world of globalization, competent employees are perceived to be the creators of a competitive edge for any organization. Successful organizations have realized that in order to be successful, they need highly loyal, satisfied and motivated employees. This is achievable by considering a deep application and understanding of all the factors needed to enhance the satisfaction level of employees (Aziri, 2011: 78). It is important to understand what occurs if an organization does not have strategies and policies in place for job promotions. According to De Bruyn (2012: 35), if the chances for getting a promotion in a particular job are limited, employees become discouraged to work hard be efficient and to improve. At some point, they may even refuse to work overtime and this may have a negative outcome in the production of the organization or company.

In summary, one of the ingredients that scholars believe is needed for enhancing job satisfaction in the workplace is the chance for promotion. Employees are likely to be satisfied with their jobs when they feel that organizations realize their worth by giving them promotions to positions of greater authority and control. As a result, they become more productive, efficient and effective in the organization.

2.5 STRATEGIC HUMAN RESOURCES MANAGEMENT

The concept of Strategic Human Resources Management (SHRM) dates back to the late 1980s and early 1990s. It is a fairly new approach and considered a sound strategy for recruiting the most suitable candidates to every organization. SHRM has an important role to play in how well an organization performs and how satisfied employees are with their jobs (Sareen, and Subramanian, 2012: 1233). Incompetence in the working environment, whether in terms of resources, training, development, reward and appraisal methods, leads to poor performance that results in job dissatisfaction. In an evolving environment of organizations, training and development are some of the tools employed to ensure job satisfaction. Moreover, training and development are needed to maintain a lead in the continuously changing competitive business environment. The confidence of the employees can be improved through the provision of training (Sareen, 2018: 1229).

In addition to gaining confidence in the working environment, training can also assist employees in increasing their knowledge and ability when doing their work. Performance appraisal is also a tool that assists in increasing job satisfaction in an organization. It is considered an important yardstick used to evaluate an employee's performance. Performance appraisal needs both inputs and outputs like a stipend, payment, and promotion. Another factor that contributes to job dissatisfaction based on pay is compensation and award. Compensation and award are the best ways to ensure job satisfaction in the working environment. For instance, in order to ensure job satisfaction based on pay in the working environment, the following are needed bonuses, high health care, and employee's benefits among others as revealed before. By contrast, if the employees are not getting what they consider to be a fair salary, bonus, and other benefits, this may reduce the interest of the employees in continuing to work at the organization. As a result, they may want to leave the organization. Whilst compensation is important, after an employee has been employed at an organization for a length of time (usually one year) an increase in salary is necessary (Gupta and Pannu, 2013:3).

2.6 HORIZONTAL VIOLENCE AND JOB SATISFACTION

One of the other many factors or contributors to job dissatisfaction is workplace bullying and horizontal violence (Reynolds, Kelly and Singh-Carlson, 2014: 429). The concept of horizontal violence refers to a situation in the working environment where one employee bullies or

physically or emotionally abuses another employee (Volz et al., 2017: 213). Horizontal violence can also be explained as violent behaviour caused by either one person or a group with the purpose of hurting another employee. This can take place through gossiping, intimidation, body language like eye rolling or folding arms (Myers et al., 2016: 627). In most cases horizontal violence takes a form of psychological rather than physical abuse (Reynolds et al., 2014: 427) and is a sign of imbalance in the organization as well as the lack of empowerment for the employees and all those who are abused.

Furthermore, such practices in the workplace indicate that there is a lack of professionalism which is accompanied by a lack of transparency and accountability. The horizontal violence behaviour is motivated by individuals who are full of pride and disunity among the staff members (Purpora and Blegen, 2015: 2286). Horizontal violence can perpetuate or give rise to stress, frustration and lack of cooperation among employees.

2.7 LEVEL OF JOB SATISFACTION

At some point, employees tend to be dissatisfied with the work, which they are entitled to be for various reasons. This is why it is important for an organization to measure levels of job dissatisfaction. Understanding the levels of job satisfaction may help the employers to ensure job satisfaction amongst its employees (Hambuda, 2017: 41). However, most employers (government, private and NGOs) fail to measure the employees' levels of job satisfaction. One of the ways to measure the levels of job satisfaction is to conduct scientific research, which includes among others the distribution of questionnaires (Hambuda, 2017:37). It is also important to examine the feelings or attitudes of the employees about their daily work (Kula and Gueler, 2014: 207).

There are two important ways to measure job satisfaction. The first is “a single global rating” and the second, is “a summation score made up of a number of job facets”. The score on the second method includes “workload, job security, compensation, working condition, general management practices and opportunities for growth and development”. A number of other job dimensions enhance the levels of employees' satisfaction. These include work, promotion opportunities, recognition benefits, working conditions as well as supervision (some of these have been discussed above) (Hambuda, 2017: 41). The following section aims to discuss various theories of job satisfaction.

2.8 THEORIES OF JOB SATISFACTION

This section discusses different theories related to job satisfaction. Firstly, the section discusses Maslow's Hierarchy of Needs Theory. Then it progresses to discuss the Expectancy Theory and Herzberg's Two-Factor Theory.

2.8.1 Maslow's Hierarchy of Needs Theory

There are various theories that are relevant to job satisfaction. Maslow's Hierarchy of Needs Theory was first developed by Abraham Maslow in 1943. The theory states, "Humans are classified in a hierarchy, which is generally represented in the form of a pyramid with the more basic needs lying at the base and each higher level consists of a specific class of needs (psychological, safety, belongingness, esteem, and self-actualization)." Maslow proposed five levels of needs which are best seen as a hierarchy with the most basic needs emerging first and the most sophisticated needs last (refer to Figure 1). People move up the hierarchy one level at a time resulting in gratified needs to lose their strength and the next level of needs activated. When one's basic or lower needs have been satisfied, one's higher level needs become operative (Baaren, and Galloway, 2014: 125). The following is figure of Hierarchy of Needs.

Figure 1 Hierarchy of Needs

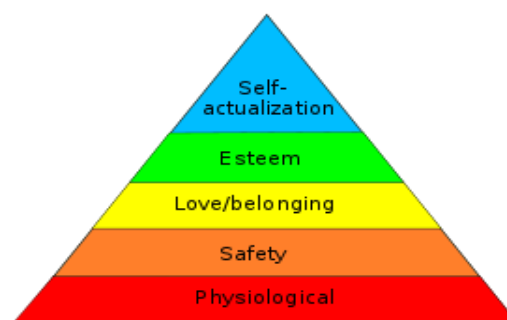


Figure: 1 Hierarchy of Needs

Source: Maslow, and Lewis, 1987

According to Mboi (2014: 10), the core argument behind the Hierarchy of Needs in job satisfaction is that before an individual can become productive, his/her basic needs must be first met. Maslow's Hierarchy has five levels the first of which are Physiological needs, also

known as survival needs. These are seen as those needs that are essential for the survival of a person such as food, water, and shelter. The second level of needs consists of Safety and Security needs. This level includes both personal and financial security as well as health and the well-being of an individual. The third level is Love or Belonging (social needs) includes the need to have confidence and to feel respected by others, The final level is self-actualization which is about having the (ambition) to achieve everything possible and also to become the best one can be (Mboi, 2014: 11).

Over the years Maslow's Hierarchy of Needs has proven to be a valuable guide to managerial personnel regarding the individual needs of employees. It seems particularly relevant to employees, since meeting the basic survival needs for food, shelter and security are major challenges for many organizations in many countries (Diem, 2016: 10). Failing to meet basic survival needs can harm the realization of higher level needs without which effective performance of employees can be attained.

This theory influences management debates in respect of job design, pay and reward structures. Although the Maslow's Hierarchy of Needs Theory is useful to managers it comes with its own shortcomings and limitations. The needs of employees cannot dominate employee's behaviour, and it possible to have more than one set of needs dominating an employee's behaviour simultaneously. Numerous studies have concluded that not all people have a five-level classification of needs, some have as few as only the first two levels. According to this theory, all five level factors have to be at their optimum for one to achieve growth and performance (Diem, 2016: 11).

In summary, it is discussed above that there are various theories that are relevant to job satisfaction. Maslow's Hierarchy of Needs Theory is one of the best theories that explain job satisfaction in the workplace. It has been stated above that Abraham Maslow invented the theory in 1943. The subsequent section discusses the Expectancy Theory.

2.8.2 Expectancy Theory

The Expectancy Theory was developed in 1964 by a Canadian professor named Victor Vroom. He studied people's motivation in the workplace. In Vroom's Expectancy Theory, it was discovered that the behaviour of the employees in the workplace is determined by the

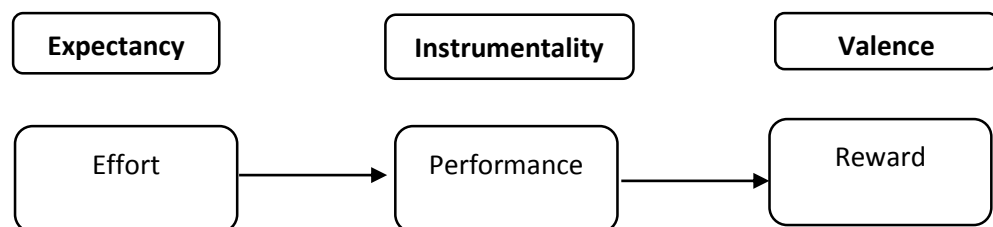
personality, skills and experience that the employees have (De Simone, 2015: 19). The theory differentiates between the effort exerted and the outcome. To further explain the theory, Vroom found that employees take a decision based on different behavioural alternatives. The theory can be explained based on certain motivational forces (MF): MF = Expectancy, Instrumentality, and Valence (Baumann and Bonner, 2017: 407).

The components of the theory can be summarized as follows:

- Expectancy: the effort of the employee –performance (E-P)
- Instrumentality: performance of employees – consequence/outcome
- Valence: outcome-rewards of the employees

The following is figure of motivational forces

Figure 2: Motivational Forces



Source: Lloyd and Mertens, 2018

2.8.2.1 Expectancy

In all sectors (whether public, private and NGO sector), when the employees perform a certain duty, they have certain expectations in mind. It is the responsibility of the boss to make sure that there is something that will motivate the employee after the duty is performed or completed (Barakat and Moussa, 2017: 32). Expectancy is the probability that the effort exerted by the employee will lead to good performance (De-Simone, 2015: 20). If the energy put in by the employees does not match with what they expect, they became discouraged. In most cases, expectancy focuses on employees' self-confidence and past experience, as well as the perceived control (Barba-Sánchez and Atienza-Sahuquillo, 2017: 1098).

Self-confidence is explained as an employee's belief in his/her distinctive ability to achieve the intended target in an organization. It can also determine whether an employee is capable to show his/her coping behaviour and how long can it be sustained when facing challenges during operation (Barakat and Moussa, 2017: 35). In an organization, employees with high self-

confidence contribute to the successful execution of projects that yield the expected outcome. Vice versa, employees with low self-confidence generally stop making an effort at an early stage, which will eventually result in failure (Barba-Sánchez and Atienza-Sahuquillo, 2017: 1100). Self-confidence affects all human endeavours. Self-confidence is also referred to self-efficacy. Just like self-confidence, self-efficacy is an overall belief in yourself. Self-efficacy/confidence can be determined by one's academic level, hence, employees with low levels of education tend not to believe in themselves and their abilities (De-Simone, 2015: 19).

It is for that reason, most organizations, whether public or private sector, provide training for their employees as a strategy to encourage them to believe in themselves (Barba-Sánchez and Atienza-Sahuquillo, 2017: 1097). Self-confidence manifests in different ways. For example, a university student may not be good/gifted in a module, but by believing in him/herself he/she may have a positive achievement in that subject. An employee without any experience in a particular job but with a high level of self-confidence, may produce a good result at the end of the year. Lastly, if an employee does not possess the skill, but believes in him/herself, he/she may also perform the job as expected (Barba-Sánchez and Atienza-Sahuquillo, 2017: 1100).

In addition to self-confidence, goal difficulty plays a role in expectancy and motivation. There is a close relationship between goal difficulty and performance. To enhance performance and productivity in the workplace, it is important to ensure the proper setting of goals. A goal can be defined as anything which is considered as an achievement of what was targeted in a project organization. A goal has a strong influence in enhancing the long-term motivation by encouraging commitment, determination, and enthusiasm. Moreover, a goal provides a direction for every project in an organization. Poor goal setting includes when an unrealistic goal is set. If the goal is unrealistic, it may be too difficult to be attained. If the employees face too many challenges in meeting the targeted goal, they may feel discouraged and fall victim to low self-esteem even when carrying out other projects within the organization. Moreover, goal difficulty may be experienced when an employee is given a lot of work to do in a short period. The time goal in this instance would be unrealistic and demotivating.

The Reflectance Motivation Theory that was introduced in 1959 was based on the employee's the ability to handle challenges and have control in every situation. Perceived control does not only focuses on the ability to have control, but it also focuses on the psychological and physiological well-being of the employees. Self-confidence is an essential factor that

influences the success of the perceived control. If an employee has self-confidence, it means that he/she has control over every situation, whether the task or problem may look impossible to solve, the employee eventually conquers the challenge. However, if they do not have self-efficacy (i.e. they have no control over anything), the employees may fail to achieve what is expected to be achieved in that organization.

2.8.2.2 Instrumentality

Having discussed expectancy above, it has been stated that expectancy involves self-confidence, perceived control and goal difficulty. Another element of the Expectancy Theory, is instrumentality (Parijat and Bagga, 2014: 2). Instrumentality is the hope that an employee has that he/she will be awarded for performing the job at a higher standard than expected by the management of the organization. This concept (instrumentality) is associated with the outcome of the work done in an organization. It can be explained as the chances of gaining the expected outcome (Hsu, Shinnar and Powell, 2014: 121). Moreover, instrumentality is where a first level of the outcome leads to other outcomes. Instrumentality can be measured from -1 to 1. If the performance is zero (0) it means that there is no relationship between performance and results, while -1 shows a negative relationship between performance and outcome (the performance was lower than expected).

Reward comes in different forms and these vary according to the organization. A reward may take the form of promotion, salary increase or other form of recognition. Rewards motivate employees to continue working hard and not be discouraged in the workplace to achieve the goal of the organization better (Parijat and Bagga, 2014: 5). Promotion is one of the types of rewards given to the employees who are dedicated to their work, who arrive early and show respect in the workplace. Another way of rewarding employees is through salary increases. The employee becomes motivated if his/her salary increases because it shows that the management appreciates and recognizes the effort that he/she puts into the organization or company. If the employer fails to provide promotion to the well-performing employees or cannot afford to increase their salaries, it is important for the employer to recognize their performance through the provision of the certificates of recognition.

However, there are certain factors that affect instrumentality, for instance, when the employee does not have a clear understanding of the reward that he/she will get after the accomplishment

of the project of the organization (Parijat and Bagga, 2014: 1). Furthermore, if the rules are not clear it (rules of the reward), this can also affect the employee's performance. In some cases, employees are affected because they do not trust the person who makes the decision about the outcome or the reward. For that reason, transparency about who gets the outcome is very important in every sector (Hsu, Shinnar and Powell, 2014: 121).

2.8.2.3 Valence

The above discussion focused on instrumentality. Instrumentality explains that an employee will be awarded for performing a higher standard job than the one expected by the management of the company or organization. This concept is associated with the outcome of the work done in an organization. It can be explained as the chances of gaining the expected outcome. Moreover, it was revealed that instrumentality includes promotion, salary increases and recognition of the employees. The present section of the chapter focuses on valence as one of the elements of Expectancy Theory. Valence is the significance that the employees' place on the expected results, based on their goals, needs values as well as the source of motivation (Miner, 2015: 97).

In summary, it has been discussed above that Victor Vroom developed the Expectancy Theory in 1964. He studied people's motivation in the workplace. In Vroom's Expectancy Theory, the behaviour of the employees in the workplace is determined by the personality, skills and experience of the employees. Moreover, the Expectancy Theory makes a distinction between the effort exerted by the employee and the outcome. The theory can be explained based on certain motivational forces (MF): $MF = \text{Expectancy, Instrumentality, and Valence}$. Expectancy is considered to be the probability that the effort exerted by the employee will lead to good performance. If the energy put in by the employees is not matched by the outcome they expect, the employees became discouraged.

In most cases, expectancy focuses more on employees' self-confidence, past experience, as well as the perceived control. Instrumentality is the hope that an employee will be awarded for performing the higher standard job as expected by the management of the organization (Miner, 2015: 103). This concept is associated with the outcome of the work done in an organization. It can be explained as the chances of gaining the expected outcome. The reward comes in a much different form and it varies according to organization, it may be promotion, increasing

salary and recognition. Lastly, valence is the significance that the employees' places in the expected results, that is based on their goals, needs values as well as the source of motivation. The succeeding section presents the discussion of the Herzberg's Two-Factor Theory.

2.9 Herzberg's Two-Factor Theory

In 1959 Herzberg and his team of Mausner and Snyderman conducted a study about the motivation to work (Chien, 2013: 1679). They explored the effect of fourteen factors on both job satisfaction and dissatisfaction based on both the frequency and duration of the effect (Malik and Naeem, 2013: 1035). Herzberg and his colleagues used interviews including Critical Incident Analysis (which was still new at that time). When the factors were analyzed it was discovered that there were two factors that influence motivation in the workplace. These factors are known as the Motivation Factor and the Hygiene Factor. The Hygiene Factor include achievement, recognition, work itself, responsibility, advancement, the possibility of growth, company policies, supervision technical, interpersonal relation with supervisors, peers and subordinates, work conditions, salary, personal life, status, and job security. The theory posits that positive achievement in the workplace is very important because there are stories of success in jobs or solutions to the challenges.

Recognition in the workplace occurs when employees are praised based on the work they have done or the idea they have proposed that can lead to the achievement of the goal of the organization (Chien, 2013: 1680). Conversely, negative recognition such as blame and criticism affects the performance of the employee in any organization. In the Herzberg Theory, work itself is related with the work, any assignment that the employees are expected to do whether too difficult, easy, interesting or boring (Malik and Naeem, 2013: 1033). Responsibility relates to the level of responsibility or freedom given to the employees to take decisions in the organization. Another factor of the theory is advancement. In any/every organization advancement is needed (whether expected or not expected) and failure to receive an expected promotion in an organization leads to negative advancement.

The possibility of growth involves the opportunities for the employee to be promoted. Moreover, it can be the ability for the employee to learn new skills in the organization. In company policies, it is known that both job satisfaction and dissatisfaction are caused by good or bad policies. Supervision-technical is based on the statement about supervisors being willing

or not willing to teach the employees (Malik and Naeem, 2013: 1032). Furthermore, interpersonal relationships with supervisors, peers, and subordinates are also factors of the theory. If the employees do not have a healthy relationship amongst themselves, this can also affect the operation of the organization. Working conditions involves the comfort and safety of the facilities within the organization. If the all the above-mentioned Hygiene Factors are not present at work, employees will not be encouraged to work to their best (Chien, 2013: 1680).

2.10 SUMMARY OF THE CHAPTER

It is apparent that no employee is exempt from the adverse factors that affect job satisfaction. The factors influencing job satisfaction are linked to poor employee functioning and high absenteeism rates which, in turn, adversely affect the whole organization. As Pandey (2013: 255) states, employees that are not satisfied with the job, suffer induced illnesses. In addition, organizations then suffer from poor performance and service delivery and increased customer complaints. Thus, through the literature review, there is consensual evidence of the impact of job satisfaction on both employees and employers. Sometimes destructive practices need immediate interventions and attention in order to regain a sustainable working environment

The study has discussed various studies in the available literature on job satisfaction, starting by providing conceptualization of job satisfaction. It further focused on job satisfaction in the workplace by outlining certain influencing factors such as pay, promotion, strategic human resource management as well as horizontal violence. The study has also discussed the levels of job satisfaction in the workplace. In conclusion, chapter concluded by providing three different theories of job satisfaction: Maslow's Hierarchy of Needs Theory; Expectancy Theory, and Herzberg's two-Factor Theory. The next chapter gives an insight of research methods and strategies employed in this study.

CHAPTER THREE (3)

RESEARCH METHODOLOGY

3.1 INTRODUCTION

The main aim of this study is to investigate the factors influencing job satisfaction. To achieve this, a case study was carried out of eThekweni Municipality Parks department employees. Previous chapters discussed the conceptual and theoretical framework and available literature on job satisfaction in a government department context. This chapter provides a description of the research methods applied in conducting the aforementioned investigation.

This chapter also discusses the research design, research approach, method of collecting data and analysis thereof. The chapter further describes the target population, the sample strategy and size. The methods employed in addressing issues of validity and reliability in this study will also be explained in this chapter. Lastly, the chapter looks at the limitations of the study and the elimination of bias and ethical considerations.

This study was descriptive in nature and answered ‘what’ questions of this research. Semi-structured questionnaires were utilized to gather data and statistical techniques through Nvivo12 program were used to analyze data. In doing so, the researcher aims at aligning with Kumar (2011: 175) who identifies research as a procedural approach of gathering, analyzing and converting data into meaningful information.

3.2 AIMS AND OBJECTIVES OF THE STUDY

The purpose of this study was to identify factors influencing employee satisfaction practices within the eThekweni Municipality Parks department. The study attempted to discover whether these employees are satisfied in their jobs. To answer this question, the study investigated the following factors influencing job satisfaction. Therefore, the sub-objectives are listed as follow:

- To identify the factors influencing job satisfaction.
- To determine the level of job satisfaction in the workplace.
- To establish the adverse aspects impacting on employee performance.
- To determine the impact of job satisfaction on employee performance.

- To provide recommendations pertaining to the improvement of the level of job satisfaction amongst the employees.

In order to achieve the above objectives, the researcher formulated specific sub-questions as listed below:

- What are the factors influencing job satisfaction?
- What is the level of job satisfaction in the workplace?
- What are the adverse aspects impacting on employee job satisfaction?
- What is the impact of job satisfaction on employee performance?
- What can be done to improve the level of job satisfaction amongst the employees?

3.3 PARTICIPATION AND LOCATION OF THE STUDY

All participants in the study including middle management employees, senior management employees and general staff in the study are current eThekwin Municipality Parks Department employees. The area chosen for this study is within the periphery of eThekwin Municipality. This study covers the employees from the North, South, Central, Inner and Outer West regions of eThekwin Municipality Parks Department. The head office is located at the Durban Botanical Gardens.

3.4 RESEARCH METHODOLOGY

This section presents the research methodology employed to investigate the factors influencing job satisfaction within eThekwin Municipality Parks department employees as a case study. It should be indicated that, according to Babbie and Mouton (2009:103) “research methods is a method, techniques, and procedures that are employed in the process of implementing the research design or research plan”. Methodology is important as it is referred to a “standardized set of techniques for building scientific knowledge such as, how to make valid observations, how to interpret results, and how to generalize those results” (Bhattacharjee, 2012: 5). An appropriate research methodology was used in this study based on literature and objectives of this study. As a concept, research has a number of definitions and can be regarded as a studious inquiry or examination, investigation or experimentation aimed at discovery or interpretation

of facts, revision of accepted theories or laws in the light of new facts or practical applications of such new or revised theories or laws (Almalki, 2016: 289). Similarly, research is a systematic process of collecting, analyzing, and interpreting information (data) in order to increase our understanding of a phenomenon about which we are interested or concerned (Leedy and Ormrod, 2010: 2). Therefore, the term research methods refers to the instruments and or tools that researchers employ whilst they administer any form of inquiry or investigation.

3.5 RESEARCH DESIGN

Research design reflects the structure used for executing a specific research plan and displays detailed information of the techniques applied to obtain information that accomplishes the research objectives. Research design is a” comprehensive plan for data collection in an empirical research project” (Bhattacharjee, 2012: 35). Equally, Bhattacharjee, (2012: 35) views research design as a “blueprint” for empirical research aimed at answering specific research questions or testing specific hypotheses, and must specify at least three processes: (1) the data collection process, (2) the instrument development process, and (3) the sampling process.

This dissertation used a descriptive and explorative research design to identify factors influencing job satisfaction within the eThekweni Municipality Parks department. Many scholars have defined descriptive research design. Among them, Schwandt (2007: 67) views descriptive research as describing, explaining and interpreting the current situation of the area of the study. Equally, Leedy and Ormrod (2010:182) refer to descriptive research as an involvement of either finding the attributes of an observable fact or investigating possible relationships among two or more phenomena, which supports objectives of this project.

Furthermore, to Robson (2002: 59) the object of descriptive research is ‘to portray an accurate profile of persons, events or situations’. This may be an extension of, or a forerunner to, a piece of exploratory research. For this reason, an exploratory study is a valuable means of finding out “what is happening; to seek new insights; to ask questions and to assess phenomena in a new light” (Robson 2002: 59). In summary, descriptive research in this dissertation facilitated an overall assessment of factors influencing job satisfaction of eThekweni Municipality Parks department employees.

3.6 CASE STUDY

This study used a case study design as the researcher focused on one research problem and one place where that research problem was investigated. As indicated by Crowe et al. (2011: 1) a case study is “a research approach that is used to generate in-depth, multi-faceted understanding of a complex issue in its real-life context”. Likewise, Robson (2002: 178) defines case study as “a strategy for doing research which involves an empirical investigation of a particular contemporary phenomenon within its real life context using multiple sources of evidence”. He emphasized that the case study strategy also has the considerable ability to generate answers to the question ‘Why?’ as well as the ‘What?’ and ‘How?’ questions, although ‘what?’ and ‘how?’ questions tend to be more the concern of the survey strategy. For this reason, the case study strategy is most often used in explanatory and exploratory research (Saunders, Lewis and Thornhill, 2009: 146). This study explores the various factors which have an impact on job satisfaction of eThekweni Parks, Recreation and Culture Unit’s employees. In this light, the researcher used a case study strategy with particular interest in gaining a rich understanding of the context of eThekweni Parks, Recreation and Culture Unit employee’s job satisfaction.

3.7 RESEARCH APPROACH

There are three types of research approaches underpinning the research methodology. These are qualitative, quantitative and mixed method. The related advantages and disadvantages of each type of research approach will be discussed below.

3.7.1 Qualitative Research

Qualitative research places the emphasis upon exploring and understanding the meaning that individuals or groups ascribe to a social or human problem faced at the time of the research. In this line of thinking, Babbie and Mouton (2009: 270) refer to qualitative research as a "generic research approach in social research in which researcher takes as their departure point the insider perspective on social action". "Qualitative methods comprise three most common methods which include participant observation, in-depth interviews, and focus groups". Similarly, qualitative research is used predominantly as a synonym for any data collection technique (such as an interview) or data analysis procedure (such as categorizing data) that generates or uses non-numerical data (Saunders, Lewis and Thornhill, 2009: 151). To ascertain key information on the factors influencing job satisfaction required for this study, the researcher employed a qualitative research design by means of focus group discussions.

Qualitative research has certain advantages and disadvantages. On the one hand, Rahman (2016: 104-105) lists a number of advantages which the research used in this study. Firstly, qualitative research produces a thick, detailed description of participants' feelings, opinions, and experiences and interprets the meaning of their action. Participants can elaborate on what they mean. Middle management, senior management and general staff elaborated intensively on the subject under investigation.

Secondly, qualitative research has the advantage of being an interdisciplinary field which encompasses a wide range of epistemological viewpoints, research methods, and interpretive techniques for understanding human experiences. The researcher seized this advantage to use conceptual, theoretical, empirical techniques to identify factors leading to job satisfaction within eThekweni Municipality Parks department in KZN.

Thirdly, qualitative research has the advantage that, during data collection the researcher has the opportunity to interact with the participants directly. In this study, this was done through focus group discussions on factors leading job satisfaction as well as related adverse impacts of other factors.

Fourthly, qualitative research has the advantage that a detailed and appropriate analysis of an issue can be produced by utilizing qualitative research methods. The research used the Nvivo 12 programme to analyze, detail and examine the content meaning of participants' responses (management middle, and senior as well as general staff).

By contrast, Rahman, (2016: 104-105) listed the disadvantages of qualitative research. These include that qualitative research is "not always generalizable due to small sample sizes and the subjective nature of the research" and "different results may be achieved on a different day with different people and conclusions need to be carefully hedged".

Therefore, qualitative methods are described as inductive, with the underlying assumptions being that reality is a social construct and that variables are difficult to measure, are complex and interwoven, and that there is a primacy of subject matter and that the data collected will consist of an insider's viewpoint. Furthermore, the adoption of a qualitative approach method does not prevent the administration of a critical, disciplined and balanced study in any selected research problem.

3.7.2 Quantitative Research

Leedy and Ormrod (2010: 94) identify quantitative research as looking at amounts, or quantities of one or more variables of interest. Creswell (2013: 200) outlines the steps in designing quantitative methods for a study. His specific focus is on survey and experimental designs which reflect post-positivist philosophical assumptions and seek relationships between and among variables as being central to answering questions and hypotheses through surveys and experiments. Likewise, Malhotra (2010: 103) asserts that quantitative approaches develop and validate relationships among variables which facilitate better accuracy in interpreting data. Put differently, quantitative is predominantly used as a synonym for any data collection technique (such as a questionnaire) or data analysis procedure (such as graphs or statistics) that generates or uses numerical data (Saunders, Lewis and Thornhill, 2009: 151).

Rahman, (2016: 104-105) lists numerous advantages and disadvantages of the quantitative research method. On the one hand, he states that larger sample sizes often make the conclusions from this method more generalizable and the use of statistical methods means that the analysis is often considered more reliable. In this regard, the use of Nvivo 12 programme for analyzing

the data gathered from key participants in this study is considered reliable. On the other hand, the disadvantages related to the quantitative method alluded to the limitation that the quantitative method is not able to shed light on the full complexity of the human experience or perceptions or to explore Why and How of an inquiry.

In the light of the above understanding of quantitative research, the researcher is enabled to investigate the factors influencing job satisfaction within eThekweni Municipality Parks Department. Implications could then be made objectively about how certain factors influence job satisfaction and impact negatively or positively on employees. Also, inference could then be made objectively on the demographic characteristics of participants as one of the elements influencing job satisfaction through use of statistics.

3.7.3 Mixed-Method Research

This is the type of research in which the researcher combines elements of qualitative and quantitative research methods. This approach is said to provide researchers with opportunities to compensate for inherent weaknesses or inherent strengths in the other two methods and offset inevitable method biases.

Therefore, the researcher in this study used qualitative method approach when conducting the investigation of factors influencing job satisfaction of eThekweni Municipality Parks Department's employees. The researcher considered four stages to gather the information.

1. A focus group discussion with senior managers, middle managers, and general staff analyzed was qualitatively in order to get an overview of the important factors influencing job satisfaction. These were essential to contextualize eThekweni Municipality Parks department's employees' information.
2. Discussion groups were held with six employees per group representing the different grades and occupations in the eThekweni Municipality Parks department. This information was then analyzed qualitatively with the Nvivo 12 program. This was done to establish the types of issues that were important to staff. This would inform the content of the main research question as well as the sub-questions.

3. The main research questions and sub-questions were open-ended and were administered to 36 senior, middle management and general staff of eThekwin Municipality Parks department. This provided quantitative data which, when analyzed statistically, allowed the researcher to identify factors leading to job satisfaction within different groups in terms of age, gender, grades, and race. This was particularly important to reveal the demographic characteristics' influence on job satisfaction
4. All the information gathered from the focus group discussions was analyzed using the Nvivo12 programme with further codification and nodes patterns to categorize the parent nodes (themes) and child nodes (sub-themes) factors. In another words, to the get the themes and sub-themes related to factors influencing job satisfaction in the context of eThekwin Municipality Parks department employees.

Through research question generation, Saunders, Lewis and Thornhill (2009:153) state that one may quantify the qualitative data by converting it into numerical codes so that it can be analyzed statistically. This was applied in this study in order to measure the frequency of key words used by participants (senior managers, middle managers, and general staff) with regard to factors influencing job satisfaction.

3.8 TARGET POPULATION

According to Zikmund and Babin (2013: 312), the term 'population' refers to a group of units a research endeavor seeks to investigate. Similarly, 'population' entails the whole group of individuals, events or topics that are of interest to the researcher to investigate (Armstrong and Kotler, 2013:110). In the same line of thinking, Creswell (2008: 47) refers the target population as the number of individuals with shared characteristics that could be of interest for the purpose of this study. In this study the researcher's targeted population is the employees of eThekwin Parks department. These included senior, middle management and general staff of parks department. Demographically the group comprised different age groups, gender, race and grades. As it is impossible to cover all people within the group, a sample was selected from which data would be collected and studied (Babbie and Mouton, 2009: 164). A total of 36 participants were selected from the total population. The next sub sections analyzes the sample size and sampling technique of the study.

3.9 SAMPLE SIZE

Sampling is the statistical process of selecting a subset (called a “sample”) of a population of interest for the purposes of making observations and statistical inferences about that population (Bhattacharjee, 2012: 65). Similarly, Kumar (2011: 206) refers to sampling to a process of choosing an expressive group of participants from a population under study and using the information gathered from the sample for the research aim.

A sample population of 36 was envisaged for this investigation, as it was considered adequate to provide information to identify factors leading to job satisfaction within eThekweni Municipality Parks department. It is practically impossible to consider every individual in the target population so a sample has to be selected. According to Sekaran and Bougie, (2010: 296) a proper sample size falls between 30 and 500 respondents. Equally, Sekaran, (2010: 296) states that as a rule of thumb, sample sizes between 30 and 500 could be effective depending on the type of sampling design used and the research question investigated. Therefore, this study considers 36 participants to be an adequate number to explore the factors influencing job satisfaction within eThekweni Municipality Parks Department. This is normally distributed and is consistent with Saunders, Lewis and Thornhill (2009: 216) who indicated that a sample size of 30 or more will usually result in a sampling distribution for the mean that is very close to a normal distribution. As a result, a sample size of 36 senior management, middle management and general staff as participants was viewed as sufficient to make inferences about the eThekweni Municipality Parks Department population. This provides a useful rule of thumb for the smallest number in each category within this study overall sample.

3.10 SAMPLING TECHNIQUES AND METHODS

Sampling techniques provide a range of methods that enable the researcher to reduce the amount of data necessary to collect by considering only data from a sub-group rather than all possible cases or elements (Saunders, Lewis and Thornhill, 2009: 210). There are two types of sampling method a researcher can use. These are probability and non-probability sampling methods. Probability samples dictate that the chance, or probability, of each case being selected from the population is known and is usually equal for all cases (Saunders, Lewis and Thornhill, 2009:210:12). It is a technique in which every unit in the population has an equal

chance (non-zero probability) of being selected for the sample, and this chance can be accurately determined (Bhattacharjee, 2012: 67).

On the other hand, with non-probability samples, the probability of each case being selected from the total population is not known (Saunders, Lewis and Thornhill, 2009:210:12). They further stress that non-probability sampling makes it impossible to answer research questions or to address objectives that require the researcher to make statistical inferences about the characteristics of the population. Likewise, Armstrong and Kotler (2013: 144) identify this sampling technique as including respondents from the population through use of non-statistical measures. In the same line of defining, non-probability sampling is a sampling technique in which some units of the population have zero chance of selection or where the probability of selection cannot be accurately determined (Bhattacharjee, 2012: 67). Thus, non-probability sampling techniques were applied in this study. The reason behind this choice is that the researcher selected the units or people based on the most convenient approach. Convenience sampling, also called accidental or opportunity sampling, is a technique in which a sample is drawn from that part of the population that is close to hand, readily available, or convenient (Bhattacharjee, 2012: 69).

Therefore, convenient sampling was applied to this study as it was easier for the researcher to collect information from respondents who were close in distance, ready and available for focus group discussions. The total number of units or people selected to participate was thirty six (36 employees). The subset of the entire population selected to participate in the study is six (6) employees per group from the North, South, and Central, Inner and Outer West regions and one (1) representative of the managers within the department.

3.11 FOCUS GROUPS

Focus groups are effective in eliciting data on the cultural norms of a group and in generating the broad overviews of issues of concern to the cultural groups or subgroups represented (Marck et al., 2005: 2). This study offered key informants the opportunity to provide the information required in relation to factors influencing job satisfaction within eThekweni Municipality Parks Department. A focus group discussion was held with relevant key informants comprising 36 participants from various areas where the eThekweni parks employees are scattered. The researcher contacted the chief officer of each location where they

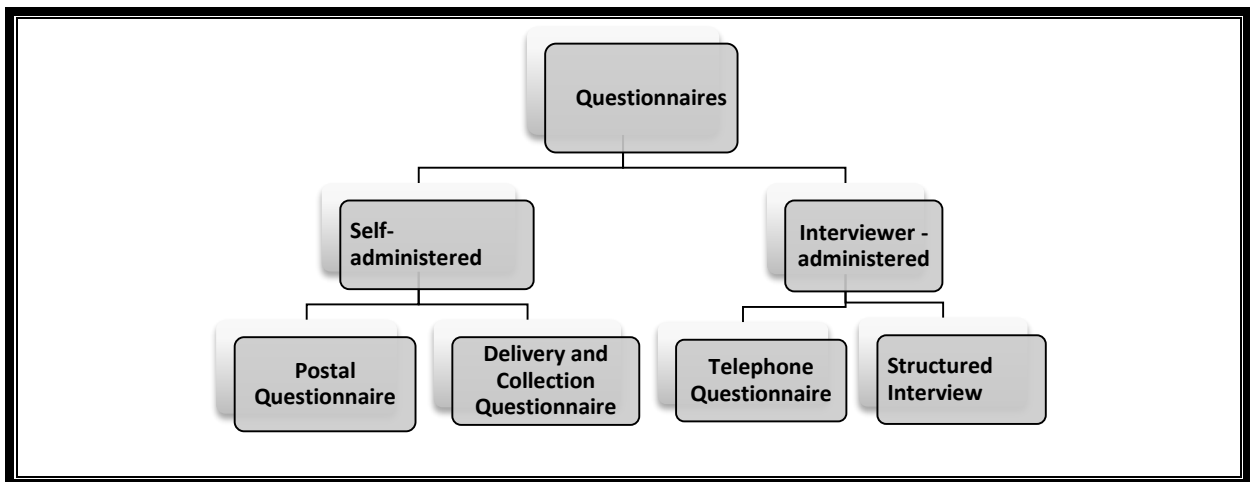
would be held in order to get his/her assistance in arranging the participants. The participants were from the following areas: senior management, middle management and general staff of eThekweni Municipality Parks department.

The focus groups took place from 15 October to 05 November 2018 at eThekweni Municipality Parks department boardrooms. The objective of the research was explained to the participants after which those who were willing to participate, signed the consent forms. The interviews started at 14h00 and finished at 15h00. The focus group assisted with information sharing and gathering regarding the factors influencing job satisfaction of eThekweni Municipality Parks department employees. The researcher did take the opportunity to ensure that all participants felt comfortable to state their points of view and to answer the question. The data from the focus groups was recorded (Saunders, Lewis and Thornhill, 2009: 344). The researcher managed the overall process and noted key points while recording the data. The group discussions created an opportunity to develop and write a report on the views and opinions of all participants. The senior management, middle management and general staff generated a number of ideas related to factors influencing job satisfaction. Thereafter, the researcher evaluated them, in order to explain or explore related concepts.

3.12 DATA COLLECTION

Questionnaires in the form of focus group interviews were adopted as a data collection instrument in this study. According to Shajahan (2012: 147) there are two types of questionnaires, namely structured and unstructured. The design of a questionnaire dictates how it administered. Responses to interviewer-administered questionnaires are recorded by the interviewer on the basis of each respondent's answers. A growing number of surveys contact respondents and administer questionnaires using the telephone. These are known as telephone questionnaires. Figure 3 below depicts classification of questionnaires.

Figure 3: Types of questionnaires



Source: Shajahan (2012: 147)

Questionnaires were administered as a form of focus groups. Monette, Sullivan and De Jong (2013: 171) state that questionnaires have various advantages, including:

- They gather data more inexpensively and quickly than interviews;
- Mailed questionnaires enable the researcher to collect data from a geographically dispersed sample;
- For questions of a sensitive or personal nature, mailed questionnaires may provide more accurate answers than interviews. People are more likely to respond honestly to such questions when they are not face to face with the person who they perceive is making judgements about them; and
- Questionnaires eliminate the problem of interviewer bias, which occurs when an interviewer influences the person's response to a question by what he or she says, body language or the tone of voice.

Although questionnaires have so many advantages, there are disadvantages as well. These are:

- Mailed questionnaires require a minimal degree of literacy and fluency in English, which some respondents may not possess;
- Self-administered questionnaires are more successful amongst people who are better educated, motivated to respond and involved in issues and organizations;
- All the questions must be sufficiently easy to comprehend on the basis of easy instructions ; and

- The researcher is unable to probe for more information and the answers in the questionnaire are final.

3.13 DATA ANALYSIS

Once data was collected, cleaned and exported into Nvivo data management software programme version 12, analysis thereof was performed to identify the factors influencing job satisfaction within eThekweni Municipality Parks Department. Descriptive statistical methods were applied in analyzing data which include graphs, charts, and descriptive statistics. Nvivo data management software program version 12 was utilized to analyze the raw data. The analysis process of data comprised 8 phases: 1. Cleaning 2. Uploading 3. Reorganizing 4. Exploring 5. Coding 6. Visualizing 7. Exporting and 8. Communicating Sources. These phases will be expanded later in the next chapter.

3.14 ETHICAL CONSIDERATION

Consideration was given to ethical issues pertinent to this study. De Vos et al. (2011:113) state that when people are the objects of a study in social sciences, ethical challenges are more pertinent than in purely scientific settings.

The consent form emphasized the research aspects of ethics, confidentiality and anonymity. Key codes of ethics contents will be followed, such as : voluntary participation by the individual, informed consent given by the participant, the right of the participant to refuse to answer any questions, the right to withdraw from the research at any time during the conduct and the right of the participants to access research findings (Jennings, 2011: 99). In another words, each potential participant in the case this study was afforded the right to choose whether or not to participate in a study to avoid damage. In an attempt to observe ethical concerns, the precautionary measures utilized in this study was discussed. Participation in this study was voluntary and prospective participants including senior management, middle management and general staff were informed of the purpose of the study. Participants were also free to not participate in the focus group discussion.

The information provided by senior management, middle management and general staff was kept anonymous and confidential. Further, it was the responsibility of the researcher to ensure

the security and self-worth as well as protection of all participants. The identity of participants including senior management, middle management and general staff was not divulged and no participant was required to fill in any form of identity information. A research report will be made available to the University of KwaZulu-Natal's Library with the study and its findings.

3.15 VALIDITY AND RELIABILITY

According to Shajahan (2010:76) the measurement properties, validity and reliability are significantly interrelated. An instrument that is valid is always reliable. A reliable instrument need not be valid but an unreliable instrument is never valid because a necessary condition of validity is reliability. Qualitative research is a particular tradition that fundamentally depends on observing people in their own environment and interacting with them in their own language and on their own terms. Qualitative research is perceived to be naturalistic, ethnographic and participatory.

3.15.1 Validity

Validity ensures that surveys or observations are precisely controlled and free of fraud or bias (Bearden, Netemeyer and Haws, 2011: 6). Likewise, Kumar (2011: 177) indicates that validity revolves around correctness, distinction and accuracy of systems embraced in discovering solutions to research questions. Bhattacharjee, (2012: 58) concurs that validity, often called construct validity, refers to the extent to which a measure adequately represents the underlying construct that it is supposed to measure. According to Gravetter and Forzano (2009: 76) the validity of a measurement procedure is the degree to which the measurement process measures the variables it claims to measure. Jennings (2010: 149) affirms that there are several methods of assessing validity, namely face, concurrent, predictive, construct, convergent, divergent, and content as well as discriminant. The anonymity of the participants was maintained throughout the measurement so participants had no reason to give incorrect answers in order to portray a positive job satisfaction image. The research sub-questions for this study were developed based on the research objectives, research literature and findings of academics in the area of job satisfaction in an organization whose results were empirically validated.

3.15.2 Reliability

Reliability is the degree to which the measure of a construct is consistent or dependable (Bhattacharjee, 2012: 56). Similarly, Shajahan (2010: 122) ascertains that reliability can be assessed by posing the following two questions:

- Will the measure yield the same results on different occasions?
- Will similar observations be made by different researchers on different occasions?

Salkind (2010: 1410) maintains that reliability reflects the precision of the scores obtained from a measurement instrument, in other words, how closely a participant's score on the instrument correspond to their real characteristics. Applying the reliability concept to this study, it was found that the researcher ensured that the same results could be produced several times using the same transcripts exported into Nvivo data management software programme version 12. The researcher ensured that consistency was maintained throughout the investigation related to factors influencing job satisfaction. The views and opinions expressed by participants including senior management, middle management will tend to present the same results after analysis.

3.16 LIMITATIONS OF THE STUDY

This study had certain limitations. The main constriction identified on the onset of this study was the sample size and the fact that it was conducted within the periphery of the eThekweni Municipality area of jurisdiction. It was also conducted on one department only and therefore caution should be exercised when generalizing these findings to other contexts and environments. The time constraint was another limitation of this study as the researcher has to complete this study during the period of October 2018. The other limitation was that the researcher used quantitative method simple descriptive statistics including frequencies, percentage and graphs.

- The sample was drawn from the eThekweni Municipality Parks department only, therefore, the results may not be generalized to the entire eThekweni Municipality;
- There were time constraints to meet the deadline, thus the research could not be conducted in a variety of departments within eThekweni Municipality;

- The study was performed outside the confines of psychometrics, thus it cannot claim that job satisfaction levels experienced by participants was occupational. The utilized assumptions of job satisfaction / dissatisfaction will be employed alternatively to means satisfy or dissatisfy with reference to the statements pertaining to job satisfaction in the workplace; and
- Participants who were not conversant in English were assisted by administrators who translated and interpreted: this could lead to the meaning getting lost between translations.

3.17 SUMMARY OF THE CHAPTER

This chapter presented the justification of the research methodology and design and outlined the strategies adopted in order to undertake the research project. As indicated, focus groups were used as the main research tool to collect data. The analysis was made by using Nvivo data management software programme version 12. The next chapter will present the findings arising from the data analysis of the focus groups methodology.

CHAPTER FOUR (4)

DATA ANALYSIS DISCUSSION AND INTERPRETATION OF FINDINGS

4.1 PRESENTING QUALITATIVE FINDINGS

This chapter focuses on the presentation and interpretation of research findings. The findings are linked and based primarily on information gathered during the literature review and research objectives. The primary and main intention for undertaking this study was to investigate the factors influencing job satisfaction. To this end, a case study was carried out of eThekweni Municipality Parks department employees. Where necessary, arguments with reference to data are raised in order to address research objectives.

The research questions to investigate the factors responsible for job satisfaction amongst eThekweni Municipality Parks Department employees include:

1. What are the factors influencing job satisfaction?
2. What is the level of job satisfaction in the workplace?
3. What are the adverse aspects impacting on employee job satisfaction?
4. What is the impact of job satisfaction on employee performance?
5. What can be done to improve the level of job satisfaction amongst the employees?

In order to respond to the above questions the researcher used a qualitative research method with a focus group interviews to collect qualitative data. Focus groups as a data collecting strategy used in this study related to small group discussions led by the researcher to facilitate participants expressing their opinions, relating their experiences, and providing constructive feedback on factors responsible for job satisfaction within the eThekweni Parks Department.

The researcher used Nvivo data management software programme version 12 to analyze the data and to explore factors that influence job satisfaction within the eThekweni Municipality Parks department. This chapter comprises the following sections: Qualitative research process, Participants' characteristics, Data analysis process, Qualitative results/main findings, and Summary presenting the qualitative findings.

4.2 QUALITATIVE RESEARCH PROCESS

4.2.1 Introduction

To investigate the factors influencing job satisfaction using focus group analysis, this study used systematic analysis which follows a prescribed and sequential process. This process was deliberately planned to ensure that the findings reflect what was expressed in the focus groups by participants. The process involved two phases including one study sample and setting, and conducting qualitative analysis using Nvivo data management software programme version 12.

4.2.2 Study Sample and Setting

The researcher met with administrators and/or Managers of the Parks, Recreation and Culture Units within eThekweni to form 6 focus groups as indicated in previous section. This was to ask for permission and discuss the staff members who would be willing to participate in the study.

The researcher then met with the selected staff at each facility to describe the study and obtain their written consent to participate. Thirty-six (36) individuals agreed to participate and gave their written consent. The selected employees were arranged into 6 groups and one group per location.

4.2.3 Conducting Qualitative Analysis Using Nvivo

The process involves step by step process of conducting qualitative analysis using Nvivo data management software program version 12. In relation to investigating factors leading to job satisfaction within the eThekweni Municipality Parks department, this process comprises 8 phases: 1. Cleaning 2. Uploading 3. Reorganizing 4. Exploring 5. Coding 6. Visualizing 7. Exporting and 8. Communicating Sources.

PHASE 1: Conduct data cleaning 1. The information was recorded and transcribed in word documents ready for exporting into Nvivo data management software programme version 12. 2. Before the exporting the information, the cleaning of the data took place. This involved deleting irrelevant information and arranging the responses collected from participants. It was also about creating an identification code for each participant in focus group. The questions and participants' responses were also reviewed.

PHASE 2: Upload the data into Nvivo data management software programme version 12 to explore the factors responsible for job satisfaction within the eThekweni Municipality Parks Department employees.

PHASE 3: Reorganize the data and start coding it into relevant themes. This process resulted in creating nodes in order to contain information provided by participants. The nodes were created in relation to the participants' regrouped responses to open-ended questions.

PHASE 4: Conduct data exploration (using 'Query' command) followed by requesting information. In another words, requesting factors influencing job satisfaction within the eThekweni Parks, Recreation and Culture Unit employees thereby conducting an initial analysis. This was also coupled with 'Word Frequency' to 'Finding matches' or 'Exact' to 'Similar' words used in focus group discussion.

PHASE 5: Start coding relevant information in the data under specific 'Nodes'. To start the coding process in this dissertation, the researcher decided to code with a consistency approach. The purpose was simply to ensure the consistency of the codes generated so as to easily categorize them and develop themes related to factors influencing job satisfaction within the eThekweni Parks Department employees after the initial coding process.

4.3 PARTICIPANTS' CHARACTERISTICS

4.3.1 Introduction

Participants were selected from the eThekweni Municipality Parks Department. This is departments is one amongst others which is labour intensive with a staff complement of approximately 4 500 employees. A group of six participants was selected per location: a group from North, South, and Central, Inner and Outer West and one group for managers. The total number of key participants / respondents or people selected to participate were thirty-six (36 employees). The groups comprised managers (6), north employees (6), South employees (6), Central employees, Inner West employees (6), and Outer West employees (6).

4.3.2 Demographic Profile of Sample

A total of 36 participants were selected and all responded positively to the focus group discussion. The participants were categorized in terms of age group, gender, race, highest academic qualification and status of employment.

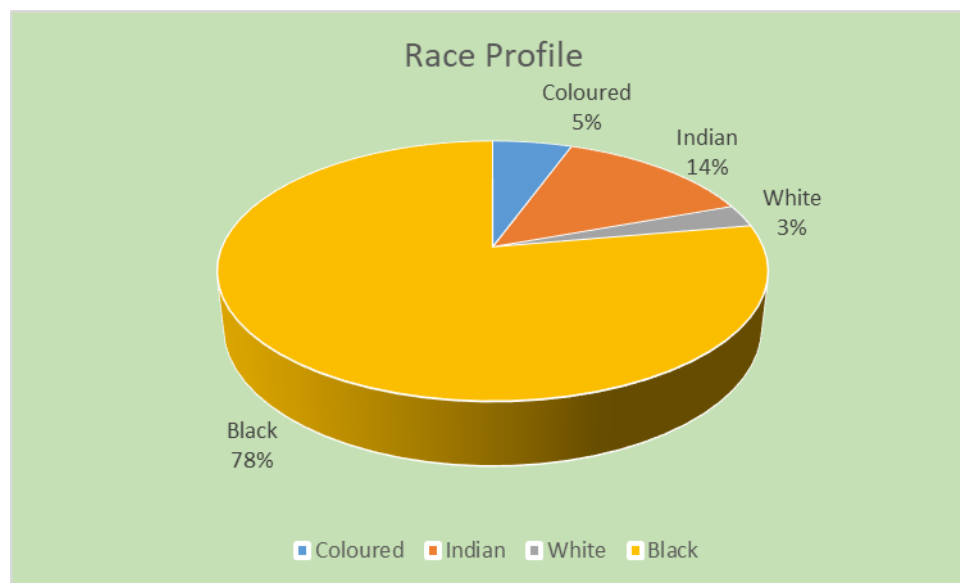
4.3.2.1 Participants Race Profile

The table and Graph below presents the race profile of the sample.

Table 1: Race Profile

| Race | | | | |
|----------|-----------|---------|----------------------|--------------------|
| Race | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
| Coloured | 2 | 5,56 | 2 | 5,56 |
| Indian | 5 | 13,89 | 7 | 19,44 |
| White | 1 | 2,78 | 8 | 22,22 |
| Black | 28 | 77,78 | 36 | 100.00 |

Figure 4: Race Profile



Of the 36 participants in the sample of managers and employees there were 22 (78%) who were of the Black race, 5 (13.89%) of Indian race, 2 (5.56%) were of the Coloured race and 1 (2.78%) was of the White race.

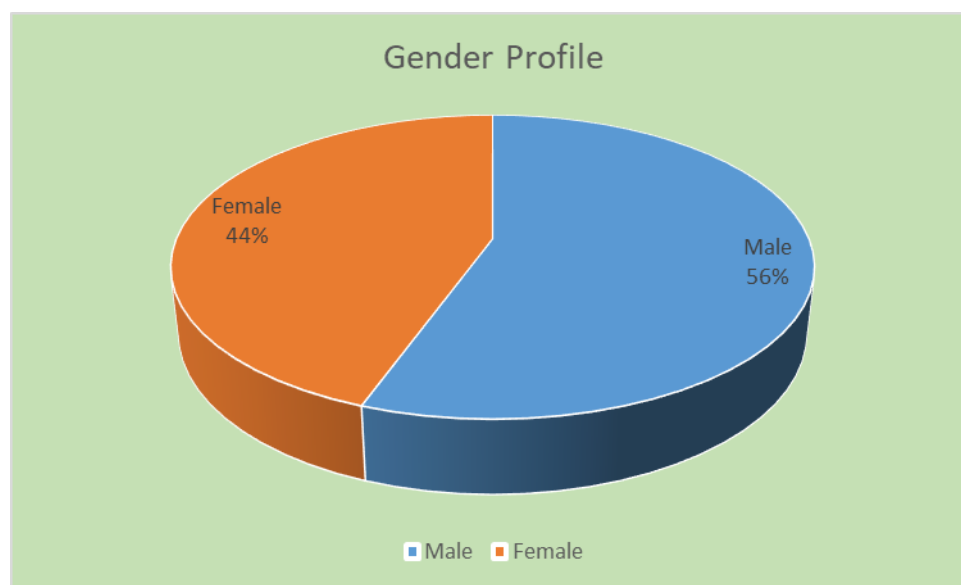
4.3.2.2 Gender Profile

Of the 36 participants of eThekwin Municipality parks recreation and culture unit employees that participated in focus group discussion were Male 20 (55.56%) and Female 16 (44.44%). However, male participants were in number more than female counterpart. The table and figure below describes the gender profile of the sample.

Table 2: Gender Profile

| Gender | | | | |
|--------|-----------|---------|----------------------|--------------------|
| Gender | Frequency | Percent | Cumulative frequency | Cumulative percent |
| Male | 20 | 55,56 | 20 | 55,56 |
| Female | 16 | 44,44 | 36 | 100,00 |

Figure 5: Gender Profile



One can predict as per various number of empirical research that put forward that female employees usually have a lower level of job satisfaction than their male colleagues. This is consistent with Jiang, Lambert, Zhang, Jin, Shi and Xiang (2016:1451) who came to this conclusion based on the fact that male officials dominance in the public organizations.

4.3.2.3 Job Group Profile

The group grade characteristics of participants this study were broken into three job groups. The three job groups were divided into three types namely, middle management and senior management and general staff.

Table 3: Job Group Profile

| Job Group | | | | |
|-------------------|-----------|---------|----------------------|--------------------|
| Job Group | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
| Middle Management | 11 | 30,56 | 11 | 30,56 |
| Senior Management | 2 | 5,56 | 13 | 36,11 |
| General Staff | 23 | 63,89 | 36 | 100.00 |

Figure 6: Job Group Profile



The table and figure above show that middle management made up 31 % of the sample; senior management made up 5% and general staff accounted for 64% of the sample. This infers that the level of satisfaction of employees will reflect the views and opinions of the general worker category more clearly. It just means that there was more of general staff in our sample.

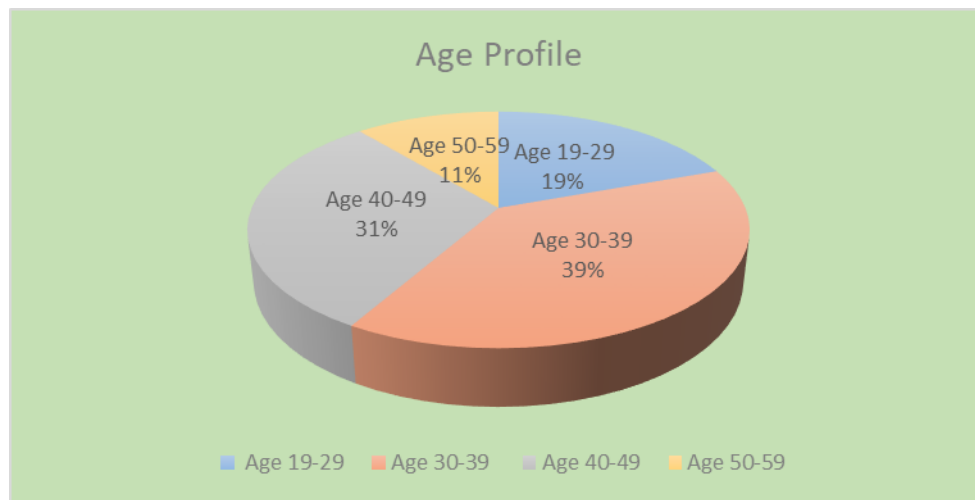
4.3.2.4 Age Profile

The age groups were categorized as follows: 19-29 years old, 30-39, 40-49, and 50-59 years old. The participants freely provided their age groups during the focus group discussion and this makes specification and categorization simple. The table and figure below display the age profile.

Table 4: Age Profile

| Age | | | | |
|-----------|-----------|---------|----------------------|--------------------|
| Age Group | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
| 19-29 | 7 | 19,44 | 7 | 19,44 |
| 30-39 | 14 | 38,89 | 21 | 58,33 |
| 40-49 | 11 | 30,56 | 32 | 88,89 |
| 50-59 | 4 | 11,11 | 36 | 100.00 |

Figure 7: Age Profile



The above table and figure show the age groups that were represented by the participants of eThekwini Municipality Parks department employees.

In the 19-29 years age group there were 7 participants (19.44%), in the 30-39 years group there were 14 (38.89%), in the 40-49 years group there were 11 (30.56%) and 50 -59 years age group there were 4 (11.11%).

4.4 DATA ANALYSIS PROCESS

4.4.1 Introduction

The purpose of this analysis was to investigate the factors influencing job satisfaction within the eThekwini Municipality Parks department. To respond to this purpose or objective, the researcher used a focus group strategy to collect the data from key participants. Analysis of focus group data can take place at three levels: the first level looks at analyzing all comments

made by particular individual on the subject. The second level analyzes the discussion of all group members on the particular topic and the third level analyzes the manner in which people interact each other. Thus, this dissertation focuses on focus group discussion analysis.

To start the conversation in focus group, participants were asked to talk about the factors influencing the job satisfaction levels of employees within the eThekweni Municipality Parks Department employees. They were asked what they liked most and least about working at the Parks Department. Subsequent questions directed the conversation to the following areas: Negative factors that prevent them from doing their job well; the working conditions; and how satisfied they were working at the eThekweni Municipality Parks department.

All focus group discussions were audiotaped and transcribed verbatim. Transcripts were then checked against the audiotapes for accuracy and completeness. The transcripts were then exported into Nvivo 12 qualitative data management software programme to facilitate the analysis on factors influencing job satisfaction within the eThekweni Municipality Parks department employees.

4.4.2 Analysis of Factors Influencing Job Satisfaction

Data analysis as undertaken by researcher in this study gave priority to analytic themes. As indicated, purpose of this study is to investigate the factors influencing job satisfaction within eThekweni Municipality Parks Department employees. The researcher began preparing the written analytic report. In doing so the researcher thought was to a cluster of concepts including; frequency of a concept, extensiveness a concept by participants, intensity presented by participants on topic under investigation, specificity as details provided by participants, internal consistency as to see if participants were consistent, and participant perception of importance on a concept. Thus, Nvivo data management software programme version 12 findings display parent (Organizational factors, work itself, and individual factors) and child nodes, and their respective frequencies. In another words, the coded transcripts were analyzed and then sorted by themes which emerged and regrouped to form broader categories. This was influenced by factors which impact on job satisfaction categories that were revealed and discussed in the literature reviewed chapter. The themes that emerged from these broader categories were influenced by the previous studies' findings related to factors leading to job satisfaction across disciplines (Francesco and Gold, 2015; Alzaidi, 2008; Herzberg, Mausner and Snydennan, 1959; Asegid, Belachew, and Yimam, 2014; Armstrong and Murlis, 2005).

For instance, Kreitner and Kinicki (2018: 170) point out that job satisfaction is influenced by characteristics of the job in allowing employees to fulfil certain needs and that unmet needs affect satisfaction as well as turnover. Likewise, Herzberg et al. (1959) spoke about maintenance factors and motivation factors as causes of satisfaction and dissatisfaction.

From the above authors, factors influencing job satisfaction were categorized around organizational factors, maintenance factors, work itself factors and individual factors. These were respectively listed in the following lines: Maintenance factors related to the working environment, such as equipment, interpersonal relationships with colleagues, superiors and subordinates, organizational policy, remuneration, status, supervision, working conditions and work security. Organizational factors related to organizational structure, policy, autonomy, authority, decision making, supervision, salary and reward. Work itself factors related to an internal nature, such as interpersonal relationships, status, recognition, appreciation, respect, promotion, achievement, responsibilities, physical environment, and workload and job security. However, it should be indicated that some of sub-elements of above factors overlap.

For the purpose of this study, the researcher considers organizational and maintenance factors (1), work itself factors (2) and individual factors (3). The findings were based on the number of times the factors/themes were mentioned by participants as well as representative quotes from the data related to factors influencing job satisfaction within eThekweni Municipality Parks Department employees.

The final theme categories emerged as researcher puts them were: 1) Helping Communities, 2) Personal growth opportunities, 3) working with communities, 4) Working Conditions, 5) Equipment, 6) Inconsistence with human resource management, 7) Lack of Resources, 8) Gaining experience, 9) General life satisfaction and 10).Qualifications. These factors were in one way or another influencing satisfaction or dissatisfaction within eThekweni Municipality Parks Department among employees. These factors were consistent with Lane (2016:4) who illustrates factors leading to dissatisfaction and satisfaction.

4.4.2.1 Helping Communities and Working with Communities

Generally, participants had an accepting attitude towards Working with communities and Helping, serving Communities. The participants viewed these factors as contributing to them being satisfied with the job.

4.4.2.2 Personal Growth Opportunities

Although participants were supportive of the Personal growth opportunities, they expressed concerns about personal growth opportunities as some of staff employed were in temporary or contract posts and others were permanent. Some participants suggested that part of the problem was related to inconsistencies in the management practices.

4.4.2.3 Working Conditions

The majority of participants presented the view that working conditions were not satisfactory as far as the working environment of employees at eThekweni Municipality Parks Department employees were concerned. This was affecting the employees' desire and ability to perform their tasks. Unsatisfactory conditions included job hours, physical aspects, legal rights and responsibilities.

4.4.2.4 Inconsistency with Human Resource Management

The majority of the participants answered the questions about "Overall, how satisfied are you with working at the Parks Department?" With the fact that they were dissatisfied because of the inconsistency of management practices. HRM has an important role in how well an organization performs and whether employees are satisfied with their jobs (Sareen, and Subramanian, 2012: 1233). In another words, management sets the organization's strategy and coordinates employees so that they are able to accomplish goals through the use of available resources. Some of participants suggested that part of the problem was related to inconsistencies with management.

4.5 MAIN FINDINGS

4.5.1 Introduction

This chapter presents and discusses the findings of the analysis data ascertained from the primary research, including the focus group discussion vis-à-vis the factors influencing job satisfaction at eThekweni Municipality Parks Department. The key informants selected for the focus group included managers and employees.

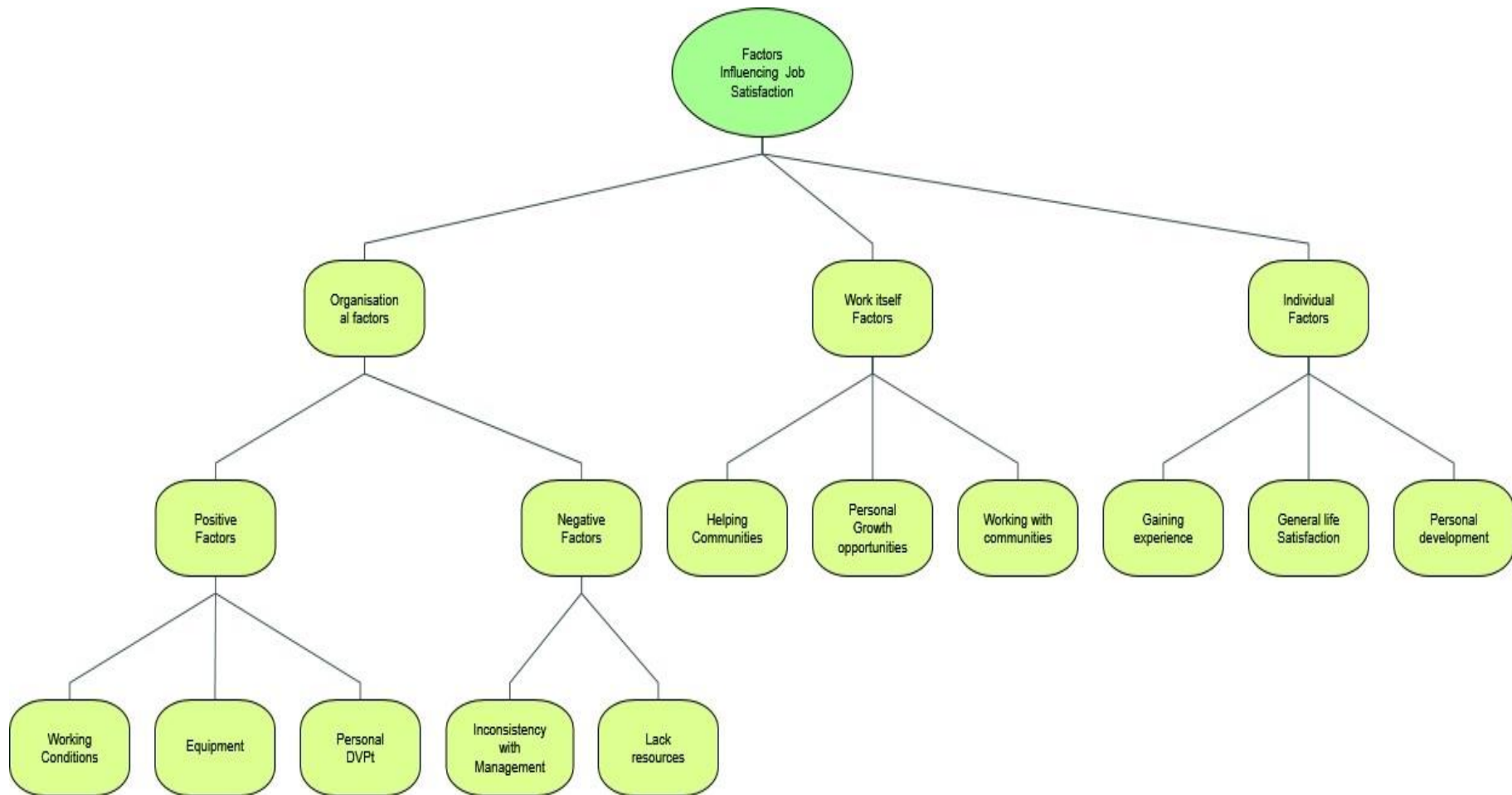
This chapter responds to the central questions raised in the first chapter namely:

1. What are the factors influencing job satisfaction?
2. What is the level of job satisfaction in the workplace?
3. What are the adverse aspects impacting on employee job satisfaction?
4. What is the impact of job satisfaction on employee performance?
5. What can be done to improve the level of job satisfaction amongst the employees?

Accordingly the following sections will present the entire analysis of the factors influencing job satisfaction at eThekweni Municipality Parks Department.

Based on the pertinent information collected from engaging with these stakeholders including managers and employees, ten significant themes emerged across all transcripts and Nvivo data management software program version 12 analysis. These include: 1) Helping Communities, 2) Personal Growth Opportunities, 3) Working with Communities, 4) Working Conditions, 5) Equipment, 6) Inconsistency of Human Resource Management, 7) Lack of Resources, 8) Gaining Experience, 9) General Life Satisfaction and 10) Qualifications. These themes address the factors influencing job satisfaction at eThekweni Municipality Parks department. The overall responses are presented in the following Nvivo 12 mind map.

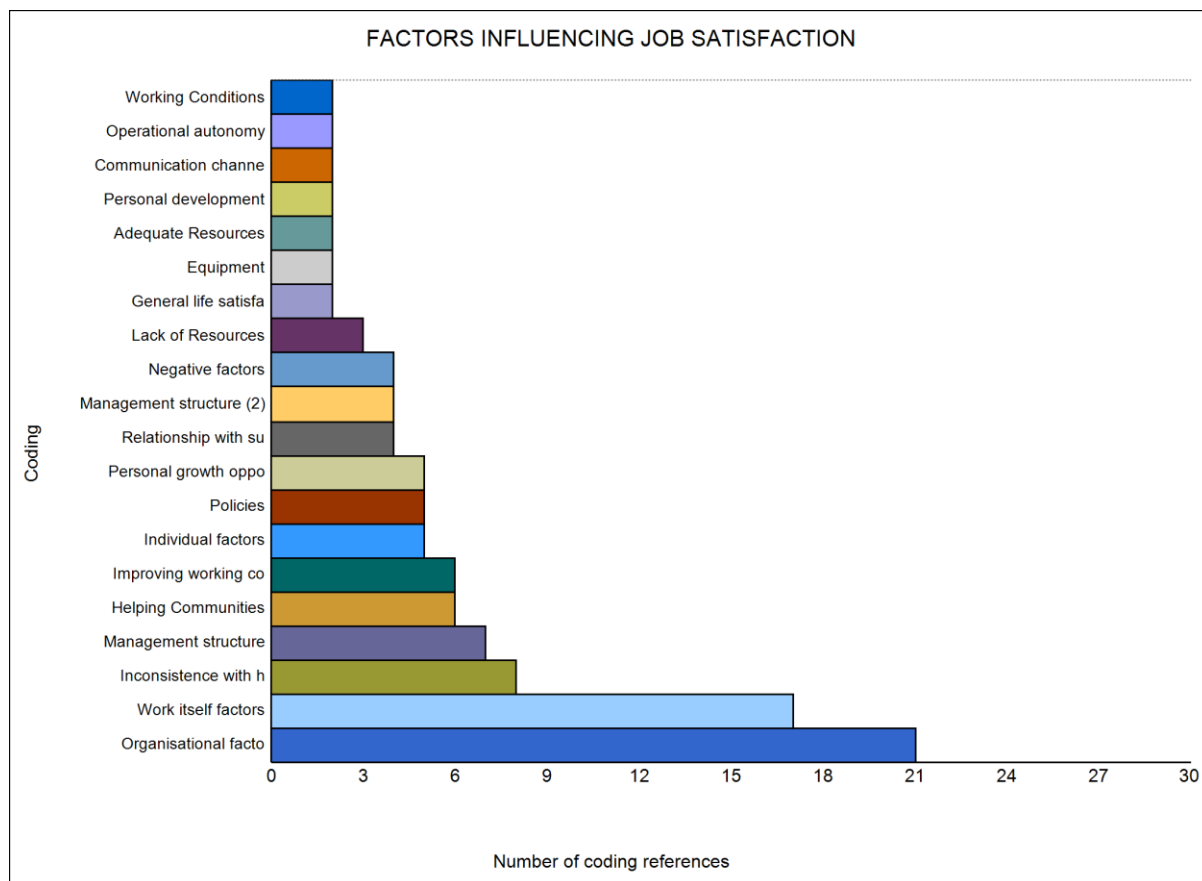
Figure 8: Factors Influencing Job Satisfaction Mind Map



4.5.2 Discussion of Factors influencing Job Satisfaction

The previous section reported the findings of the analysis. This section will discuss the findings of the analysis conducted using Nvivo data management software programme version 12. It discusses the significant factors that arose during the analysis in relation to Job Satisfaction. After that, a conclusion that includes a summary of major findings is provided. The following figure shows the factors influencing job satisfaction at eThekweni parks, recreation and culture unit in KZN SA.

Figure 9: Factors Influencing Job Satisfaction



The key factors influencing job satisfaction in rank order of frequency are organizational factors, work itself factors, and individual factors. Each one of these factors includes other sub-factors such as helping communities, personal growth opportunities and working with communities as well as inconsistency with human resource management, lack of resources, equipment, personal development and working conditions. Furthermore, sub-factors like gaining experience, general life satisfaction and qualifications are included. In general, the majority (60%) of participants

discussed the management concept as the important factors that influenced job satisfaction. Subsequently, the rest of (40%) participants discussed the challenges related to job satisfaction.

4.5.2.1 Factors Influencing Job Satisfaction

This study findings reveal three categories of factors influencing job satisfaction, which include organizational factors, work itself factors and individual factors. These factors are consistent with previous studies (Molefe and Sehularo, 2015: 479-480 and Lane, 2016: 4). These factors influence job satisfaction of employees within eThekweni Municipality Parks Department.

4.5.2.1.1 Organizational Factors

This study categorizes organizational factors as those which are likely to be externally determined. These are organizational structure, policy, autonomy, authority, decision making, supervision, salary and reward (factors are closely related to the working environment), equipment, interpersonal relationships with colleagues, status, working conditions and work security. The purpose was to identify factors among these variables and recommend possible courses of action in response to the research question. This study found that organization-related variables could, on the one hand be negative factors and on the other hand be positive factors influencing job satisfaction.

4.5.2.1.1.1 Negative Factors Influencing Job Satisfaction

A. Inconsistency with Human Resource Management and Lack of Resources

The results of the qualitative analysis from the focus group with managers and employees at the eThekweni Parks Department confirmed dominants negative factors that impact on job satisfaction. These were in ranks order of ascendant to descendant. Firstly, Inconsistency with human resource management influence job satisfaction. Secondly, lack of resources was a challenge which hindered staff from performing their jobs satisfactorily. This reveals that employees at eThekweni Municipality Parks department were not satisfied with management practices. Ascendant to descendant order

B. Management Structure

Management structure appears affecting job satisfaction as a small number of participants reported not being satisfied with the management structure. Employees reported that the management structure showed no consistency. Employees were also dissatisfied with regard to political interference and policies.

However, more than half number of participants reported on management and suggested that it has to be firm, but fair, transparent and consistent. In reporting so, they referred to the objectives of an organization management, which is to coach, mentor and motivate the organization's plans. This view aligns with the findings presented by Nathan, (2013:120) who states that management is based on functions of planning, organizing, leading and controlling, and for these functions to be effectively managed, managers need effective and pro-active communication. For the purpose of this study, the employees at eThekweni Municipality Parks department, were not satisfied with the management structure as one of the participants reported that:

“Staff at eThekweni Municipality Parks and Recreation Unit were not satisfied because there is no consistency with management.”

This shows unhappiness presented by employees in this department towards management practices. It should be noted human resource development is considered to be a solution to employees concerns. The solution includes a human resource system which is made up of human resource management policies at an organizational level and at top management level, human resource practices at unit level and at an individual level.

C. Relationship with Supervision

This theme, as perceived by the eThekweni Municipality Parks department employees, refers to different aspects that govern the relationship between the supervisor and the department's management and its authority. It includes other sub-themes reflecting this notion which are procedures, responsiveness, work systems, trust, job security, support, communication, meetings and provision of feedback to employees.

This theme refers to the responsibilities and the duties of the eThekweni Municipality Parks department employees and supervisors in terms of mentoring the employees with regard to their performance and commitment. This theme includes the other sub-themes such as the employees' relationship with management supervision unit, relationship with supervisors, supervision practices and supervision authority.

Further, the eThekweni Municipality Parks department employees were not satisfied with the current management style, as there was a noticeable lack of regular meetings, feedback and communication. This finding concurs with Wagner, Bezuidenhout, and Roos (2014: 475-479) who state that "meetings are one of the utmost nominal working and communication tools of the work ethics where there is a lack of dedication can be decreased, ideas can be enthused, strategies be implemented properly, team work be the key, leadership provided, employees trained and an organization achieve the goals, vision and objectives".

Furthermore, a small number of participants were not satisfied with their relationship with their supervisors. This was confirmed by one of the participants who reported that;

"There were no regular meetings with the supervisor for staff to be well informed"

The dissatisfaction in this regard centres on communication channels, which were perceived to be below an acceptable level. Communication is key to keeping employees informed and to listen to them. In doing so, the top management must inform organizational members of the plans it intends to adopt and implement and also to involve them in the processes so that they feel they 'own' the plans. In this study, communication is consistent with management and operational employees' engagement with each other about human resource plans during the adoption and use processes (Phahlane, 2017: 89). Phahlane also indicated that management at this level provides support as users engage with human resource plans to complete their human resource tasks. However, the eThekweni Parks Department employees' relationship with the leadership or line manager was overshadowed by the administrative issues which influenced how they operate in terms of task routines, and procedures.

In conclusion, the general view as presented by majority of participants was that the supervisors do not provide feedback regularly, they only provide it when they are assessing employees on their performance agreements and at monthly meetings.

D. Lack of Resources

In addition to the above, a lack of resources impact negatively on the level of job satisfaction. It was reported by a small number of the participants that operational resources such as a lack of or shortage of machinery, financial means or budget, and equipment was hindering the staff's ability to perform their respective tasks satisfactorily (if at all). This view aligns with Wagner, Bezuidenhout and Roos (2014: 475-479) who consider a lack of resources as a contributing factor to job dissatisfaction. Job resources are instrumental in achieving work goals and play an extrinsic role, because the work environment fosters the willingness to dedicate one's efforts and abilities to the work task".

Therefore, in conclusion less than half of respondents in this category were of the view that organization factors have a negative influence on job satisfaction levels at eThekweni Municipality Department. The employees reported a dissatisfaction related to bureaucracy and the lack of autonomy, in addition to the lack of the financial resources. The absence of meetings and lack of resources contribute to job dissatisfaction of employees within eThekweni Municipality Parks department.

4.5.2.1.1.2 Positive Factors Influencing Job Satisfaction

The positive factors influencing levels of job satisfaction included equipment, personal development and working conditions. The importance of job satisfaction has become increasingly urgent in many organizations. The definitions of the major themes as perceived and expressed by the managers and employees at eThekweni Municipality Parks department are as follows:

A. Equipment

Equipment refers to an instrument of work. For an employee to perform his task equipment related to the domain in which he finds himself is needed. Two types of equipment were mentioned by respondents, which include natural resources and operational autonomy of the department. The

findings in this study reveal that the minority of participants discussed work equipment. On the one hand, employees like to work with natural resources and on the other hand, they like to work with operational equipment. However, the majority of participants were of the view that operational equipment was lacking and this delayed them in the performance of their tasks.

B. Working Conditions

The major theme of eThekweni Municipality Parks department working conditions refer to the conditions in which employees operate. All participants emphasized the impact of working conditions on job satisfaction. They suggested that their personal security and social status should prevail above all else. All participants mentioned that:

“The work conditions and environment did not meet the expectations in terms of the Safety Act”.

This shows the extent to which employees value their personal security and status. This finding is consistent with Waltman et al. (2012: 420) who reported that administrative policies, work conditions, salary, and security factors lead to job dissatisfaction. In addition, employees were not satisfied with the working conditions as the procurement process and turnaround time delayed their service delivery and they often encountered vandalism of facilities.

Subsequently, one can think about working environment as anything that refers mainly to the physical environment including the unit's buildings and their system of preparation and setting up for working and managing. This includes the other sub-themes of financial resources, equipment, staff security, administrative staff, and maintenance. The absence of these variables leads to job dissatisfaction, while their presence influences job satisfaction in an organization. This finding is consistent with Steijn (2008: 14) who states that extrinsic factors relate to elements in the working environment which are external to the individuals but which affect their level of job satisfaction.

In this study, the primary variables concerned relationships with the supervisors, which related to management. In fact, the word frequency command in Nvivo 12 revealed seven variables which ranked in order from ascendance to descendance as concepts. These variables included the concept of management, which related to words such as *coach, achieve, dealing, supervision and management*, followed by the concept of like, working, which related to words such as *act, employed, make, process, solving, work, working and works*, staff which related to words such as *employees, communities*, meetings and service, which related to words such as *available, helping,*

and service. In sum, employees or staff like/ are satisfied when working for or serving the communities within the eThekweni Municipality. By contrast, the findings of the qualitative analysis from focus group with managers and employees of eThekweni Parks Department revealed that employees were not satisfied at work at the unit. This finding is consistent with the study of Rafiq et al. (2012:259) who found that organizational factors were more influential for job satisfaction.

4.5.2.1.2 Work Itself Factors

As reported by majority of participants, employees at eThekweni Municipality Parks department like working for their communities, providing different services, helping the communities and achieving their goals. These results revolved around the concepts of *working with the communities, helping communities and personal growth opportunities*. These results align with the determinant of service quality that an employee can provide. Service quality is the willingness or readiness of employees to provide service of a good quality in a timely manner. Service quality is represented by the willingness and readiness of employees at eThekweni Parks Department to provide prompt service.

A. Helping Communities

Helping communities aligns with the findings of Mitonga-Monga, Flotman, and Cilliers, (2018: 6) who suggest an organizational commitment model that comprised a desire (affective commitment), a need (continuance commitment), and an obligation (normative commitment) concerning employees in an establishment. The staff became committed to serving or helping communities. In another words they found themselves assuming their responsibilities.

This is further supported by the fact that the participants showed enthusiasm for their work or intention to serve their communities, which was contrary to the expectations related to working conditions. This finding relates to the significance of individuals in an organization, since individuals are the agents of outstanding administrative dedication and commitment (Mafini, and Poee, 2013: 242).

However, an absence of organizational commitment or enthusiasm for the work by employees at eThekwini Municipality Parks department results in job dissatisfaction. The conclusion is therefore that for this study, commitment to or enthusiasm for serving communities within the unit does not necessarily equate to commitment to the organization management. Affective commitment to the organization is present except when it comes to the leadership of the supervisors.

B. Personal Growth Opportunities

The findings in this study reveal that the term *personal growth opportunities* is interchangeable with *personal development*. Employees at eThekwini Municipality Parks department, view personal development as one of more influential factors in terms of job satisfaction. Employees at this unit would like to see more personal development taking place. The analysis of the responses in this study revealed that less than half of the participants wanted personal development. One of the respondents reported that:

“At the eThekwini Municipality Parks department, there is no staff development and recognition”

The above quote implies that employees at this unit were dissatisfied about personal development or personal growth opportunities. This finding aligns with the views presented by Waltman et al., (2012: 424) who found that among Non-Tenure-Track Faculty, there were no personal growth opportunities.

In relation to this view of humanitarian thinking, Zheng, Wand and Song (2014: 1219) ascertain that employees must be treated with utmost respect. In doing so, company management will maximize their physical and psychological well-being and reduce its level of absenteeism. Up skilling and developing employees will benefit both the organization and the individual. In summary, personal growth opportunities do not represent a level of satisfaction for eThekwini Municipality Parks department employees. It could be inferred that eThekwini Municipal human resource management should pay more attention to the concept of job enrichment.

C. Working with Communities

All participants in the focus group discussion said that they like working with communities. The relationship with communities was based on the commitment to providing a service to the communities. This finding supports the view presented by Phahlane (2017: 34) who points out that affective commitment is an emotional attachment to the organization where the individual identifies with the employer and is committed to the goals of the firm. He further indicates that affective commitment includes job clarity, goal clarity, job challenge, peer cohesion, equity, status and feedback. It should be noted that four sub-themes are related to the participants' satisfaction from working with communities. These include job clarity, goal clarity, job challenge, and status.

However, in this category of work itself, less than half of the participants spoke more of management as a factor influencing job dissatisfaction. In this regard, one of the participants reported that:

"The work is not challenging but routine, the management does not accept criticism ..."

This result resonates with the findings of Alnaqbi (2011: 55) who states that job satisfaction and intention to leave were largely influenced by supervision and management style. Management style may result in the satisfaction or dissatisfaction of employees in any organization. The focus group participants also expressed non-agreement with the notion that supervisor feedback was not regular.

The analysis showed that the lowest level of employee satisfaction related to the work itself. Work itself factor such as Helping Communities was generally and for the majority respondents a source of satisfaction to employees at eThekweni Municipality Parks department. This finding is consistent with Herzberg's Two-Factor Theory, which identifies the "work itself" as a primary factor contributing to job satisfaction (Waltman et al., 2012: 414). Indeed it is partially contributing to job satisfaction.

4.5.2.1.3 Individual Factors

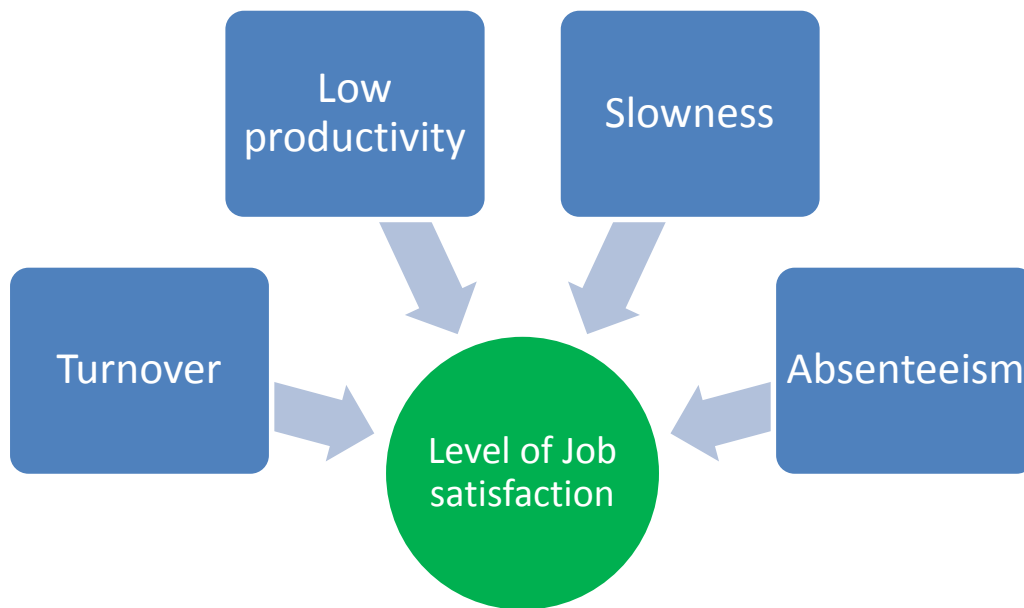
The analysis indicates that there were 3 factors that were found to contribute to the job satisfaction levels of employees of the eThekweni Municipality Parks department. These factors include gaining experience, general life satisfaction and qualifications. These factors represent the personal nature of employees.

The focal point of this study is to identify the factors which influence job satisfaction amongst employees at the eThekweni Municipality Parks department. Positively, it was reported that employees like working to gain experience. However, negatively, it was reported that general life satisfaction impacts on job satisfaction as some of employees were affected by diseases, alcohol and substance abuse, and family crisis.

4.5.2.4 Level of Job Satisfaction in the Workplace

The level of satisfaction at eThekweni Municipality Parks department can be ascertained by certain dissatisfied views and opinions from participants in the focus group discussion. The focus group discussion findings revealed low level of job satisfaction at eThekweni Municipality Parks department. This is evidence of staff dissatisfaction at the unit. In these focus groups, all participants felt dissatisfied in their workplace. Additionally, participants' views on level of satisfaction in their respective workplace were aligned with inconsistency with management, which lowered their level of satisfaction. The above findings are consistent with Mehrad and Zangeneh, (2017: 4) who state that low levels of job satisfaction have negative impact on the organization in the form of high staff turnover, low productivity, slowness and absenteeism. These views alluded to the fact that overall human resource management is a vital element in any organization. The following figure displays the elements of low level of job satisfaction.

Figure 10: Low Level of Job Satisfaction



Organizational motivators (external and internal) impact on employee behaviour and produce various reactions in them towards their job. Employees who have inconvenient situations are influenced by negative motivators and show abnormal behaviour which include: high staff turnover, low productivity, slowness, and absenteeism.

4.5.2.5 Adverse Aspects Impacting on Employee Job Satisfaction

There are various adverse aspects that influence job satisfaction in the workplace. It should be understood that an effective human resource management system in an organization influences job satisfaction. However, the absence such a system produces several adverse results which impact on employees' satisfaction levels. The findings in this study reveal adverse aspects including high absenteeism, vandalism of facilities, temporary employees/ lack of job security, corruption, and lack of resources, alcohol substance, Loan sharks, and Low salaries. These factors align to working conditions as well. As such they are consistent with Singh, Chetty and Karodia (2016: 109) who elaborate on positive working conditions, such as the number of working hours per day; sufficient paid leave settlements; medical benefits; clean rest rooms and recreational facilities; and the provision of working atmosphere in which stress, conflict and strain are reduced; The provision of

a healthy workplace without sufficient fresh air and space and being paid minimum wages with few benefits may lead to frustration and higher levels of absenteeism. In the absence of positive factors, employees feel demotivated and dissatisfied about their job.

One of these aspects is consistent with Khan et al. (2011) who reason that absenteeism is caused by four main factors including burnout, withdrawal, absenteeism, and aggression in the workplace. Part-time employees in the study referred to the lack of job security as being dissatisfactory. Job security was a concern, especially when related to contract terms. Less than half of participants, reported that some employees were on relatively short contracts. Often times, those contracts were renewed, but at eThekweni Municipality Parks department employees reported feeling anxious about part-time employees as it affected them in performing their own job. The effect of promotion and expectation of permanent position for an employee will result in job satisfaction.

In contrast, it is important to point out that these factors represent adverse aspects impacting on employee job satisfaction, and they may also impact on employee performance. In addition, the findings revealed another adverse aspect: that of the inconsistency with management at eThekweni Municipality Parks department. This finding is consistent with adverse conditions in workplace presented by (Mafini, and Pooe, 2013: 237) who finds that badly planned workplaces, unbecoming equipment, unsatisfactory aeration, bad illumination, extraordinary sound level, and insufficient protection gear can also lead to a decrease in employee job satisfaction. The above adverse aspects which impact on employee job satisfaction fall under organizational sub-themes as well as individual factors sub-themes.

4.5.2.6 Impact of Job Satisfaction on Employee Performance

This section analyses the impact of job satisfaction on employees' performance in relation to factors identified by participants. The findings from the analysis revealed that irregularity of meetings with the supervisors as well as improper consultation with employees were dominant factors affecting employees' willingness to perform their tasks. This view resonates with the employees' relationship with supervisors as not professional as per human resource management principles. One of participants reported that:

“The structure has too many levels in that there is a communication breakdown or distortion of information down the levels. “

Further, the participants revealed that the procurement process turnaround time delays and low up skilling and development of employees were both factors that impacted on employee performance. These factors were derived from the organizational factors category, which contains factors closely related to the working environment. The findings are consistent with the work of Javed, Balouch and Hassan (2014: 126) that the level of employee job satisfaction can adversely affect job performance and the achievement of organizational objectives. Similarly, incompetence in the working environment whether in resources, training and development, or reward and appraisal methods can cause poor performance that results in job dissatisfaction (Sareen, 2018: 1233). A satisfying working environment influences the performance of employees positively.

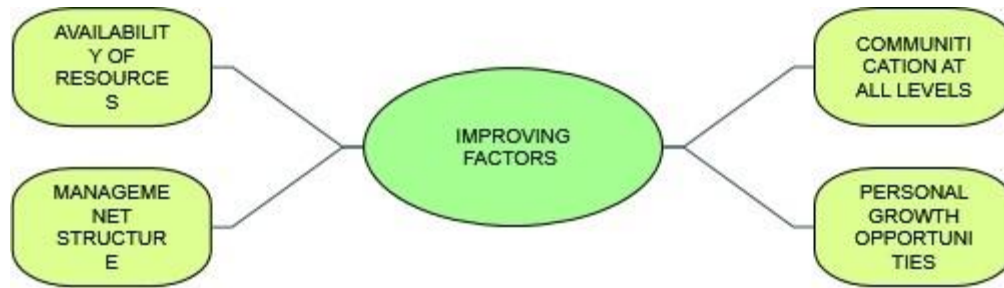
4.5.2.7 Improving the Level of Job Satisfaction at eThekweni Parks

Major improvements within the eThekweni Municipality Parks department remain elusive. The causes are closely related to the management system and overall human resource management. Staff personal development is also a challenge. In eThekweni Municipality Parks department the problems of a lack of resources and maintaining permanent staff are most pronounced. One of the participants indicated that

“All levels must be improved conditions of service by providing resources, staff, machinery, vehicles etc.”

The majority of participants indicated improvement is important at all levels must be improved conditions of service by providing Resources, staff, machinery, vehicles etc. to improve procurement process and speedy repairs. As a consequence, any improvements will impact positively on employees and also on the lives of communities they are helping. The following graph displays the improvement needed:

Figure 11: Improving Level of Job Satisfaction



The above graphic, shows a reflection on the eThekwini Municipality Parks department employees. The results of the study have suggested that major improvements related to the management system and overall human resource management are needed within the eThekwini Municipality Parks department.

4.5.2.8 Summary Presenting the Qualitative Findings

Seeking job satisfaction factors in eThekwini Municipality parks Department, this study found that organizational factors, work itself factors and individual factors were influential for job satisfaction.

Organizationally and negatively, job satisfaction was influenced by inconsistency in human resource management and lack of resources, management structure, and relationship with supervisor, factors. Relationship with supervisor was a dominant factor as it was perceived that supervisors do not provide feedback regularly. Additionally, organizationally and positively, job satisfaction was influenced by both equipment and working conditions. Working conditions were ranked by the majority of participants and equipment was ranked minority of participants influential, while working conditions were ranked by majority of participants as more influential factors of job satisfaction. Furthermore, work itself factor and individual factors also had an influence on satisfaction. Though, work itself factors were dominantly influential principally as employees were committed to serve the communities. In contrast, personal development was influential negatively. Furthermore, individual factors were less considered. The findings revealed a low level of job satisfaction at eThekwini Municipality parks Department. The findings also

indicated that absenteeism, vandalism of facilities, temporal employees/ lack of job security, corruption, and lack of resources, alcohol substance, loan sharks, and low salaries were all negatively impacting on employee job satisfaction. Finally, the findings report that the irregularity of meetings with supervisors as well as improper consultation with employees were dominant factors affecting employees' performance.

CHAPTER FIVE (5)

CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

The focus of this study was to investigate the factors influencing job satisfaction. The research took the form of a case study of the eThekweni Municipality Parks department Employees in KwaZulu-Natal. This dissertation aimed to identify the factors influencing job satisfaction. A thematic analysis based on qualitative research with a focus group discussion was selected as the best method to effectively investigate the topic.

Chapter one presented the introduction and background, which elaborated on research problem, objectives and questions. Chapter two followed with the conceptual and theoretical framework on the job satisfaction and related factors within an organization. This was underpinned by precedent studies and a literature review related to the factors which result in to job satisfaction.

Chapter three outlined the methodology undertaken to achieve the main objective of the study. The chapter also looked at strategies, data sources, and the data collection process, including the sampling procedure, and the techniques used to collect and analyse the.

Chapter four provided the analysis of the data using Nvivo 12 programme and discussed the findings. Chapter five concludes with the findings and provides recommendations. The following section presents the main findings of the research. Recommendations are presented for implications to relevant stakeholders.

5.2 SUMMARY OF THE STUDY

In relation to the topic of job satisfaction, the literature review in this study reviewed job satisfaction in empirical studies from different disciplines and perspectives. It found that there is no common ground in terms of factors influencing job satisfaction. On the one hand, there are intrinsic and extrinsic factors that influence job satisfaction. On the other hand, there are organizational, work itself and individual factors that influence job satisfaction. These two types of factors overlap in the determination of factors influencing job satisfaction at eThekweni

Municipality Parks department. However, the absence of effectiveness of these factors, leads to considerable dissatisfaction within the work environment. From the theoretical aspect, the research looked at Abraham Maslow's Hierarchy of Needs Theory and Fredrick Herzberg's Two Factor Motivation Theory, which advocate that motivation is influenced by the satisfaction of key human needs and factors: a main contributor to employee satisfaction or dissatisfaction.

The purpose of this study was to investigate the factors influencing job satisfaction at eThekwin Municipality Parks department. Therefore, data were collected from relevant key informants including senior managers, middle managers and general staff using focus group discussions. The total number of key informants/ participants selected was thirty-six (36 employees). Six participants were selected per focus group per location. The groups comprised managers (6), north (6) employees, South (6) employees, Central (6) employees, Inner West (6) employees, and Outer West (6) employees. The purpose of this study has been achieved to a large degree by identifying precisely the factors which affect job satisfaction positively or negatively as perceived by managers and employees of the unit themselves. In general these factors fall in the ten major themes of: Helping Communities, Personal Growth Opportunities, Working with Communities, Working Conditions, Equipment, Inconsistence with Human Resource Management, Lack of Resources, Gaining Experience, General Life Satisfaction and Qualifications. In particular, the leading negative factors for dissatisfaction were poor working conditions, lack of promotion, and lack of job security. On the other hand, the researcher found that in the absence of good leadership practices, good manager relationship, recognition, advancement, personal growth, feedback and support and clear direction and objectives resulted in employees' dissatisfaction.

Obviously, Helping Communities, and Working with Communities, were responsible for a high proportion of employees' satisfaction levels. This is due to the fact that the nature of the job is very community based and socially oriented. However, their relationship with the supervisors was tainted by the serious communication issues which influenced how they operated in terms of meetings, tasks routines, and management. In addition, the aspects of management which were found to affect their job satisfaction were the inconsistency with management, and working conditions. This was due to the irregularity meetings, not receiving timeous feedback and improper communication. The dissatisfaction in these two domains was reported by employees at eThekwin

parks Department in relation to some of the managers. In addition, lack of resources, autonomy, and equipment were part of the dissatisfaction factors.

5.3 OBJECTIVES OF THE RESEARCH REVISITED

The overall objective of this research was to investigate the factors influencing job satisfaction amongst the eThekweni Municipality Parks department employees. The specific sub-objective was to uncover which factors influenced job satisfaction. This was covered in Chapter 2 which discussed job satisfaction from conceptual, theoretical and literature stand points. It was also covered in chapter Four and Five. Chapter 3 covered the methodology of the study to investigate factors influencing job satisfaction. In Chapter 4 qualitative method was used and thematic analysis was undertaken using Nvivo 12 to codify, create nodes, enumerate, compile, analyze and report on the themes emanating from the analysis. Chapter 4 also covered the analysis of the study and responded to the sub-objectives on the level of job satisfaction in the workplace (see section 4.5.2.4) on the adverse factors impacting on employee job satisfaction (see section 4.5.2.5). Furthermore, Chapter 4 attended to the question on the impact of job satisfaction on employee performance (see section 4.5.2.6) while section 4.5.2.7 focussed on how to improve the level of job satisfaction amongst the employees at eThekweni Municipality Parks department. Finally, chapter 5 concludes and makes recommendations based on the findings.

Therefore, in relation to the investigation of factors influencing job satisfaction at eThekweni Parks Department, Chapter 1 posed pertinent questions. These were:

1. What are the factors influencing job satisfaction?
2. What is the level of job satisfaction in the workplace?
3. What are the adverse aspects impacting on employee job satisfaction?
4. What is the impact of job satisfaction on employee performance?
5. What can be done to improve the level of job satisfaction amongst the employees?

5.4 CONCLUSION

After applying qualitative research methodology as outlined in chapter (1), (2), (3) and (4), the analysis, discussions and findings were presented. The findings are categorized into two groups, namely the demographics findings and the analysis findings. In all groups there is a recognition of factors influencing job satisfaction at eThekweni Municipality Parks department.

The first group comprised factors related to race, gender, age, qualification and grades of participants in the focus group discussions in relation to the influential job satisfaction factors. Demographic findings reflect the key participants' composition, which revealed that the majority of employees (general staff) have lower grade jobs or lower educational level resulting in a tendency towards dissatisfaction.

The second group related to factors influencing job satisfaction analysis output. Thus, Nvivo 12 programme findings display parent (Organizational, work itself, and individual factors) nodes (themes) and child nodes (sub-themes) and their respective frequencies. The parent nodes were conserved as key factors influencing job satisfaction in rank order and included organizational factors, work itself factors, and individual factors. Subsequently, the coded transcripts were analyzed and then sorted by the emerged and regrouped themes. This, then forms broader categories, which was influenced by factors leading to job satisfaction categories revealed and discussed in the literature reviewed chapter. This study analysis reveals the ten themes that emerged from the Nvivo 12 analysis, which include Helping Communities, Personal Growth Opportunities, Working with Communities, Working Conditions, and .Equipment, Inconsistence with Human Resource Management, Lack of Resources, Gaining Experience, General Life Satisfaction and Qualifications. These factors influence job satisfaction as well as job dissatisfaction within eThekweni Municipality Parks Department's employees.

Further, the findings revealed that the primary variables concerned relationships with the supervisors. The word frequency command in Nvivo12 revealed seven variables in rank order of concepts including *management*, which related to coach, achieve, dealing, supervision and management as dominant concept, followed by *like*, *working*, which related to act, employed,

make, process, solving, work, working and works, *staff* which related to employees, *communities, meetings and service*, which related to available, helping, and service. To sum up, employees are satisfied to work for or serve the communities within eThekweni Municipality Parks department. In contrast, the findings of the qualitative analysis from focus group with managers and employees of Parks Department reveal that employees or staff were not satisfied work at eThekweni parks Department. This finding is consistent with previous studies related to organizational factors and job satisfaction.

Furthermore, the findings of this study reveal that majority of participants identified mostly management concepts as a factors that influence job satisfaction, while the rest of minority participants identified other challenges related to job satisfaction.

The findings also revealed that the majority of employees were not provided with feedback regularly and were not satisfied with management style, because of the noticeable lack of regular meetings, feedback and communication.

Finally, the findings brought to light the fact that the level of satisfaction at eThekweni Municipality Parks department was perceived as being low and adverse factors including absenteeism, vandalism of facilities, temporary employees/ lack of job security, corruption, lack of resources, alcohol and substance abuse, loan sharks, and low salaries all impacted on employee job satisfaction levels.

Therefore, the study suggests that in order to address the dissatisfaction factors and improve the level of satisfaction, major improvements within the eThekweni Municipality Parks department must be made, especially those related to the management system and overall human resource management. Additionally, the availability of resources, communication channels and personal growth opportunities need to be improved.

5.5 RECOMMENDATIONS

The common understanding of the role of human resource management is that it plays a major role in the success of any organization. This view is consistent with previous studies. The results of this dissertation showed that organizational factors influenced employees' job satisfaction, followed by work itself and individual factors within eThekwini Municipality Parks department. The literature in this dissertation reported that improving organizational factors could lead to improved job satisfaction and thereafter result in a higher level of satisfaction. The human resource management strategy should focus on improving organizational factors at eThekwini Municipality Parks department, followed by the work itself factors and individual factors.

Therefore, this study proposes a number of recommendations relevant to eThekwini Municipality Parks department employees based on some of its findings.

5.5.1 Availability of Resources

EThekwini Municipality Parks department should plan for and supply resources on time so that the unit is able to serve the communities efficiently.

5.5.2 Management System

- The human resource management section at the unit needs to give priority to improving the quality of the working environment when setting priorities and allocating resources. This will ultimately improve job satisfaction
- The eThekwini Municipality Parks department must consider developing a framework for the appointment of new staff members at senior levels. The current lack of a healthy working environment combined with the lack of resources, training, and development, reward and appraisal methods all cause poor performance which then results in job dissatisfaction.

- This study proposes that the appointment of new staff needs to be expedited in order to level satisfaction of employees at eThekweni Municipality Parks department.
- This study recommends that the Municipality undertake a process of identifying policy and human resource management practices and inconsistencies in order to develop a blueprint to guide regulatory designs. This study has shown the relevance of this recommendation based on the lack of regular of meetings and feedback to employees and inconsistencies with management.
- In line with New Public Management thinking, eThekweni Municipality Parks department should develop a common performance management system, which will serve as a benchmark of how employees need to perform in terms of their rationale.
- The eThekweni Municipality Parks department management should consider improving the current system of compensation and awards as possibly the best way to ensure job satisfaction in the working environment. This will go a long way towards ensuring job satisfaction in the working environment.
- The management should also consider using job security to influence the job satisfaction of general staff, which in turn will improve their job performance and ultimately improve organizational effectiveness.

5.5.3 Personal Growth Opportunities

- EThekweni Municipality Parks department should consider the recruitment procedures and conditions of service that can convert temporary employees to permanent and they must employ qualify staff in order to serve the communities as well as the organization
- EThekweni Municipality Parks department should consider the training and development of employees.

- The concentration of many employees in the general staff category tends to lead to dissatisfaction and create barriers in career progression for some employees at this level. This study recommends that eThekwini Municipality Parks department should look at reviewing the current system for promotion and assess staff thoroughly to ensure that there are opportunities for promotion.

5.5.4 Communication Channel

EThekwini Municipality Parks department should consider the communication channel between senior management and general staff. This includes giving feedback, holding regular meetings and the methods of recruitment.

5.6 FUTURE RESEARCH

The following areas are recommended for future research:

- This study was restricted to only one Municipality, and only one department (Parks) within eThekwini KwaZulu-Natal province in South Africa. Future research should be conducted countrywide at municipal, level as well as at district level with a larger and more diverse sample.
- Future research should use quantitative and qualitative methods with different techniques to ensure that inferences can be made to the entire population.
- Future research should be a comparative study to measure the factors influencing the job satisfaction levels of senior management employees at municipal level compared to those of general staff.

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Appendix 1 – Ethical Clearance letter



05 September 2018

Mr Bhekithemba Eric Khoza (217073547)
School of Management, IT & Governance
Westville Campus

Dear Mr Khoza,

Protocol reference number: HSS/0919/018M

Project title: Investigating the factors influencing Job Satisfaction: A case study of eThekweni Municipality Parks Department employees

Approval Notification – Expedited Application

In response to your application received 12 July 2018, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol has been granted **FULL APPROVAL**.

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

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

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

.....
Professor Shenuka Singh (Chair)

/ms

Cc Supervisor: Dr Bibi Z Chummun
Cc Academic Leader Research: Professor Isabel Martins
Cc School Administrator: Ms Angela Pearce

Humanities & Social Sciences Research Ethics Committee

Professor Shenuka Singh (Chair)





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Appendix 2 – Informed consent form

UKZN HUMANITIES AND SOCIAL SCIENCES RESEARCH ETHICS COMMITTEE (HSSREC)

APPLICATION FOR ETHICS APPROVAL For research with human participants

Information Sheet and Consent to Participate in Research

10/05/2018

Dear Sir/Madam

My name is Bhekithemba Eric Khoza from eThekweni Municipality Parks department in the section of Agriculture. My contact telephone number is 031-3116278 or 0833882735 and email address is bheki.khoza@durban.gov.za.

You are being invited to consider participating in a study that involves research - Investigating the factors influencing job satisfaction: A case study of eThekweni Municipality Parks department. The aim and purpose of this research is to identify all the factors influencing job satisfaction. The study is expected to include thirty six participants in total, five or six per group, within eThekweni Municipality Parks department chosen from the north, south, central inner and outer west. It will involve the following procedures, the focus group discussions, asking and probing questions. The duration of your participation if you choose to participate and remain in the study is expected to be half an hour.

The study will create no direct benefits to participants however the information will or may contribute to the scientific body of knowledge. The researcher must disclose in full any appropriate alternative procedures and treatment etc. that may serve as possible alternate options to study participation.

This study has been ethically reviewed and approved by the UKZN Humanities and Social Sciences Research Ethics Committee (approval number- HSS/0919/018M).

In the event of any problems or concerns/questions you may contact the researcher at 0833882735 or the UKZN Humanities & Social Sciences Research Ethics Committee, contact details as follows:

Mrs Mariette Snyman

Humanities and Social Science Ethics (HSSREC) Research Office,
Govan Mbeki Building, Westville Campus, Private Bag X54001, DURBAN 4000
Tel: 031 260 8350 Snymanm@ukzn.ac.za

Researcher: Bhekithemba Eric Khoza - 031 3116278

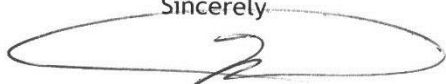
Supervisor: Dr. B. Chummun- 031 2608943

Your participation in the study is voluntary and by participating, you are granting the researcher permission to use your responses. You may refuse to participate or withdraw from the study at any time with no negative consequence. There will be no monetary gain from participating in the study. Your anonymity will be maintained by the researcher and the School of Management, I.T. & Governance and your responses will not be used for any purposes outside of this study.

All data, both electronic and hard copy, will be securely stored during the study and archived for 5 years. After this time, all data will be destroyed.

If you have any questions or concerns about participating in the study, please contact me or my research supervisor at the numbers listed above.

Sincerely,

A handwritten signature in black ink, consisting of a large, stylized 'B' followed by a horizontal line and a small flourish.

Bhekithemba Eric Khoza

CONSENT TO PARTICIPATE

I (Name optional) have been informed about the study entitled- Investigating the factors influencing job satisfaction: A case study of eThekweni Municipality Parks department employees by Bhekithemba Eric Khoza.

I understand the purpose and procedures of the study.

I have been given an opportunity to ask questions about the study and have had answers to my satisfaction.

I declare that my participation in this study is entirely voluntary and that I may withdraw at any time without affecting any of the benefits that I usually am entitled to.

If I have any further questions/concerns or queries related to the study I understand that I may contact the researcher at 031-31116278 or 0833882735 or email bheki.khoza@durban.gov.za.

If I have any questions or concerns about my rights as a study participant, or if I am concerned about an aspect of the study or the researchers then I may contact:

Mrs Mariette Snyman
Humanities and Social Science Ethics (HSSREC) Research Office,
Govan Mbeki Building, Westville Campus, Private Bag X54001, DURBAN 4000
Tel: 031 260 8350 Snymanm@ukzn.ac.za
Researcher: Bhekithemba Eric Khoza - 031 3116278
Supervisor: Dr B. Chummun - 031 2608943

Additional consent, where applicable

I hereby provide consent to:

Audio-record my interview / focus group discussion yes

Signature of Participant

Date

Signature of Witness
(Where applicable)

Date

Signature of Translator
(Where applicable)

Date

Appendix 3 – Questionnaire

Questionnaire

Please tick the appropriate response about yourself.

1. Your age group:

| | | | | |
|-------|-------|-------|-------|-------------|
| 19-29 | 30-39 | 40-49 | 50-59 | 60 and over |
|-------|-------|-------|-------|-------------|

2. Your gender:

| | |
|------|--------|
| Male | Female |
|------|--------|

3. Your race:

| | | | |
|---------|-------|--------|----------|
| African | White | Indian | Coloured |
|---------|-------|--------|----------|

4. Your highest academic/
Professional qualification:

| | | | | |
|-----------------|--------|----------------------------|--------------------|-------------------------------------|
| Below Matric | Matric | Post Matric Certificate | Degree/ Diploma | Post Graduate Degree/ Diploma |
|-----------------|--------|----------------------------|--------------------|-------------------------------------|

5. Indicate your status of
Employment

| | |
|-----------|-----------|
| Permanent | Temporary |
|-----------|-----------|

6. No of years of service in eThekweni Municipality:

7. Questionnaire

| Question | Response |
|--|----------|
| 1. Mention any work related issues that make you satisfied about your job. | |
| 2. Overall, how satisfied are you with working at the Parks Department? | |
| 3. What do you like most about working at the Parks Department? | |

| | |
|--|--|
| 4. What you don't like about working at the Parks Department? | |
| 5. Are the work conditions and environment meet your expectations? | |
| 6. What are the negative factors that prevent you from doing your job well? | |
| 7. What is the amount of freedom do you have when you perform your work? | |
| 8. How much does your supervisor provide you with feedback and other information about your job performance? | |
| 9. How often does your job require you to interact and communicate with your supervisor? | |
| 10. What things do you think the company should do to improve the working conditions? | |

