

**Examining the factors that influence job satisfaction levels of employees in the Office of
the Premier, KwaZulu-Natal**

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Abstract

Employee job satisfaction is very critical for organisational performance and eventually, success. This study aimed to critically analyse the factors affecting job satisfaction on employee performance. The main objective of the study was to establish the extent of job satisfaction levels in the office of the KwaZulu-Natal Premier, as well as the factors influencing job satisfaction and how these factors affect performance in their various job roles. The study employed the qualitative research techniques to fulfil the objectives indicated above. In this view, interviews were done with ten purposively sampled participants from the management of the organisation, in order to get an in-depth understanding of the factors influencing job satisfaction, as well as how these impact on employee performance. The findings of the study indicated that the salaries given to the employees do not match their job roles, the promotional opportunities are very rare in this organisation, despite efforts by the employees to upgrade themselves academically, decision-making processes are a bit more centralized, communication is top-down, while some manager-subordinate relationships are strained. The participants also pointed that performance management systems take place, but they are not so effective, their daily experiences within the organisation are often dissatisfying, highlighting the poor working environments which include small office space, lack of privacy, as well as lack of parking space. Essentially, all of the employees showed lack of organisational commitment when they expressed intentions to leave the organisation, should better opportunities come by. As part of recommendations, it was suggested that the employer should seriously consider the issues raised by the employees, as they increase one's dissatisfaction with their jobs and the more the employees are not satisfied, the less productive they become, and this negatively affects organisational output.

Keywords: employee performance, job satisfaction, organisational commitment

CHAPTER 1: INTRODUCTION TO THE STUDY

1.1. Introduction

The concepts of employee motivation and job satisfaction are of paramount importance to the overall organisational success. Despite many organisations striving to achieve organisational success through various strategies, the issue of job satisfaction can be a complex one to solve, since it often gets too subjective. Desmond and Plimmer (2014) pointed to how public servants value the essence of public service delivery through their commitment to their jobs. Unfortunately, for them to be able to fulfil this desire, they have to perceive all other elements in a positive light. The alleged poor service delivery in South African communities are often associated with poor employee performance, which is another factor critical for organisational success. In this view, there is need to investigate this aspect of employee performance from the perspective of to what extent are they motivated and satisfied to perform in their various roles. This is important because motivated employees are often more committed to their work and they become more effective and productive (Gupta & Tayal, 2013).

Given the above context, this chapter introduces the study. The background of the study, problem statement, objectives of the study, as well as the research questions, are presented. The significance of the study is also highlighted. Finally, the dissertation outline is also provided.

1.2. Background of the study

In every organisation, employees are the main elements responsible for steering the organisation towards achieving its objectives. However, for them to achieve this, they need to be motivated in various ways (Talukder & Saif, 2014). The evolving economy thus calls for the need for organisations to invest in their employees, because if the employees are dissatisfied, this often results in inefficiencies in many aspects. In the context of the public sector, demotivated employees tend to be less productive and this implies reduced performance (Jesarati, Babazadeh, Zanjani, Jesarati, Azizi, Rezapur & Hashemi, 2013). This has a great impact on the services that get delivered to the general public. In the South African context, the alleged poor service delivery by government institutions has been linked to poor employee performance. In this view, this study is an endeavour to establish some of the factors that positively influence employee performance, particularly the extent to which the public servants are satisfied in their various roles.

The focus of the study is thus the KwaZulu-Natal's Office of the Premier, which is mandated to provide efficient and effective services to the public. The office carries out this mission in particular by mobilizing, coordinating and integrating provincial government and administration efforts to eradicate various forms of human deprivation (Office of the Premier - KZN, 2017):

- To play a leading role in the mobilization and use of public and private sector resources to achieve sustainable economic growth, with the ability to create decent jobs and eradicate poverty and inequality (Office of the Premier - KZN, 2017).
- Leading the efforts of provincial government along with stakeholders with the purpose of ensuring peace, safety and security for all (Office of the Premier - KZN, 2017).
- Execution of departmental mandates professionally, coordination and facilitation of macro-provincial and other cross-cutting issues and programmes (Office of the Premier - KZN, 2017).
- Promoting good governance and cooperation, including combating fraud and corruption (Office of the Premier - KZN, 2017).
- Providing policy management, planning, monitoring, and evaluation services of the highest quality (Office of the Premier - KZN, 2017).
- Development of regulatory, information and legislation policies (Office of the Premier - KZN, 2017).
- Support the provincial government's executive branch in the initiation and implementation of provincial laws and policies (Office of the Premier - KZN, 2017).

The office is very small office and its main aim is to support the Premier in executing his duties and those of the department, it becomes important to ensure that employees are well treated and satisfied, because not only does the Premier of the province depend on them to perform well, but all other departments are headed by this coordinating department. Therefore, the performance of employees in this department is very important.

1.3. Problem statement and rationale

Employee job satisfaction is very critical for organisational performance and eventually, success. A lot of research has been done in this area, but unfortunately, very few studies have focused on public institutions (Tapela, 2013). In the context of South Africa, the issue of service delivery protest is one of the commonest things around the country, mainly instigated

by allegedly poor service delivery (Cronje, 2014; Tapela, 2013). In this view, the researcher, as a public servant, strongly believes that there is a close link between employees' motivational needs and the services that they offer to the public. In the end, if the employee is dissatisfied in his or her job, the result is often nothing but poor service delivery. This prompted the need for this study, which seeks to establish the factors affecting job satisfaction and employee performance in the office of the Premier, in KwaZulu-Natal.

In this view, this study aims to examine the factors that influence job satisfaction levels amongst the employees in the office of the Premier, KwaZulu-Natal. In particular, the study aims to establish the most important factors which influence job satisfaction in public servants, as well as how these factors impact on their performance in their various job roles. The purpose of doing this is perhaps to identify what measures could be taken by government institutions to improve their working conditions and eventually, promote organisational success. In view of that, the objectives of this study are indicated below.

1.4 Aim of the study

The aim of the study is to examine the factors that influence job satisfaction levels amongst the employees in the office of the Premier, KwaZulu-Natal.

1.4.1 Objectives of the study

- To assess the extent of job satisfaction levels in the Office of the Premier, KwaZulu-Natal.
- To identify the factors that positively influence job satisfaction levels of employees in the Office of the Premier, KwaZulu-Natal.
- To suggest solutions to improve employee satisfaction levels in the Office of the Premier, KwaZulu-Natal.

1.4.2 Research Questions

- What is the extent of job satisfaction levels in the Office of the Premier, KwaZulu-Natal?
- What are the factors that positively influence job satisfaction levels of employees in the Office of the Premier, KwaZulu-Natal?
- What recommendations can be made to improve employee satisfaction levels in the Office of the Premier, KwaZulu-Natal?

1.5 Significance of the research

This study has got both theoretical and practical significance. Essentially, the study aims to highlight the various issues that impact on job satisfaction, which is an important element in the context of organisational success. The main reason for conducting this study is also triggered by the extent to which job satisfaction influences the quality of service delivery by public officials, which in turn has a bearing on the quality of the general public. Thus, the study envisages to assist those in the decision-making circles in the public service, in terms of prioritizing the factors that motivate employees in the workplace, which in turn affect employee performance and eventually, enhanced productivity. Upon establishing the findings of the study, the researcher aims to make recommendations which could contribute towards improved performance in the workplace and particularly, in the public sector. It is therefore hoped that the findings of this study might be used as a guideline for informed decision-making by the management in the Office of the Premier. Academically, it is hoped that the study will add to the body of knowledge, from the perspective of how job satisfaction affects service delivery in the public sector.

1.6 Dissertation structure

This first chapter has introduced the study. In that view, the background to the study, the problem statement, objectives of the study, as well as the research questions are highlighted in this chapter. Essentially, the significance of the study is also indicated. Chapter 2 provides the literature relevant for the study, as well as the theoretical framework underpinning the study. Among other things, Maslow's hierarchy of needs, as well as Herzberg's hygiene theory are described. The concept of job satisfaction is discussed alongside the factors affecting job satisfaction in the workplace. Chapter 3 describes the methodology underpinning the study. The qualitative methodological approach is described. The target population and sampling, data collection tools and ethical consideration issues are also highlighted. The limitations of the study are also described. Chapter 4 presents and analyses the findings of the study, based on the methodology applied. The presentation and analysis of findings is in line with the objectives of the study. Finally, Chapter 5 concludes the study by summarising the main findings of the study, as well as providing recommendations, based on the findings.

1.7 Limitation of the study

"Limitations are matters and occurrences that arise in a study which are out of the researcher's control. They limit the extensity to which the research can go and sometimes affect the end result and conclusions that can be drawn" (Simon & Goes, 2013: 1). This study only focused

on one organisation, which could affect it in terms of generalisability of the findings. What this implies is that the findings of this study cannot be generalised to any other, or similar organisations.

1.8 Conclusion

This chapter introduced the study. Thus, important aspects of the study are presented, and these include the background information to the study, the problem statement and the rationale, as well as the objectives of the study. The significance of the study is also provided, alongside the dissertation outline. The next chapter discusses the literature relevant for this study, as well as the theoretical underpinnings of the study.

CHAPTER 2: LITERATURE REVIEW

2.1. Introduction

This chapter discusses the theoretical framework underpinning the study, as well as the literature relevant for the study. Among other things, the following are discussed in the chapter: the theories of job satisfaction, the definition of job satisfaction, alongside the determinants of job satisfaction. Essentially, some factors which also affect job satisfaction are described in detail and these include the issue employee training and development, reward systems, as well as organisational commitment. Essentially, the concept of Public Service Motivation is also introduced in the chapter.

2.2. Theories of job satisfaction

There are many theories of job satisfaction and these are classified differently. There are content, process and reinforcement theories. Content theories describe the issues of what causes certain behaviours to occur, thus, they focus on individuals' needs, desires or motives which drive employees towards job satisfaction. Examples in this category are Maslow's hierarchy of needs, as well as Herzberg's hygiene theory (Parker, 2014; Tripat & Moakumla, 2018). Process theories focus on the origin of certain behaviours and answer questions of how individuals' behaviours are energised and directed. Examples in this category include the behaviourist model and Vroom's Expectancy Theory. Lastly, reinforcement theories emphasise how behaviour is learned, influenced or modified, a good example in this category being Skinner's theory of Operant Conditioning (Finkel, Hui, Carswell & Larson, 2014). For the sake of this study, only content theories will be discussed, as they are more relevant to the study, than the other two categories.

2.2.1 Maslow's hierarchy of needs

Developed in 1970, Maslow's hierarchy of needs depicts a number of phases or stages through which a person goes through in terms of fulfilling his personal needs. These needs are presented diagrammatically in Figure 2.1.

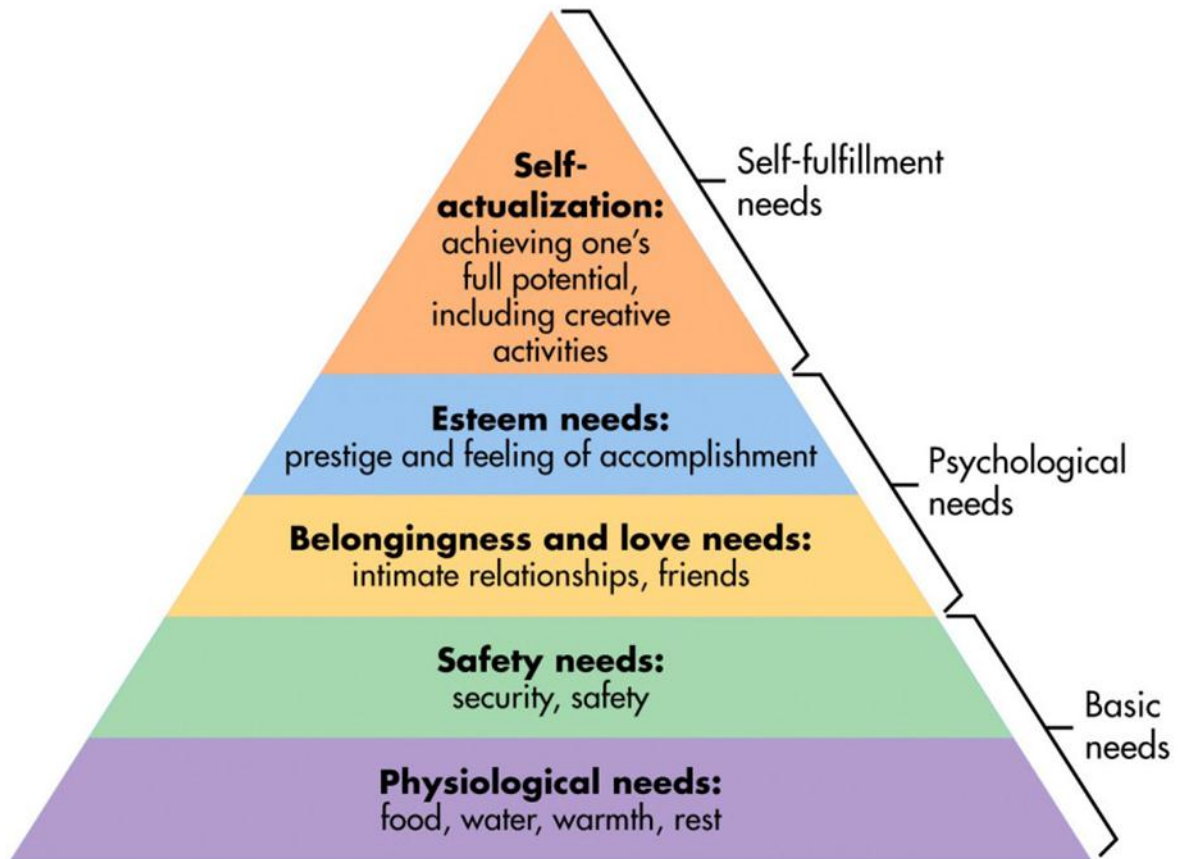


Figure 2.1: Maslow's hierarchy of needs

Adapted from Finkel, Hui, Carswell and Larson (2014:7)

The representation above is self-explanatory, in terms of what a person aims to fulfil in each and every stage of his or her life. Now, what is important is to explain how this theory applies in the context of a working environment. According to the theory, if an employee manages to fulfil those needs as indicated in the hierarchy, then the employee is satisfied with his or her job, and vice versa (Maslow, 1970; Finkel, Hui, Carswell & Larson, 2014). Kiruja, (2013) indicated that individuals must meet their lower level needs first before realising the upper level needs. For instance, a well-paid employee working in a safe environment is often motivated to undertake increased job responsibilities and challenging job assignments. Nonetheless, Maslow's theory has also been criticised by scholars like Anand Kumar Sinha (1988) who indicated that the self-actualisation needs are not necessarily relevant to the majority of the masses of humanity, particularly the working class (Tripat & Moakumla, 2018).

It has been indicated that factors like low salaries, as well as low job status, can result in job dissatisfaction. In this view, it is essential to describe another theory which gives examples of

salaries and how they affect job satisfaction. This is known as the hygiene or two factor theory, by Hertzberg.

2.2.2 Herzberg's Two Factor Theory

Proposed by Fredrick Hertzberg, this is a hygiene-motivation theory which describes the factors affecting employee performance (Herzberg, 1959). Figure 2.2 represent the theory.

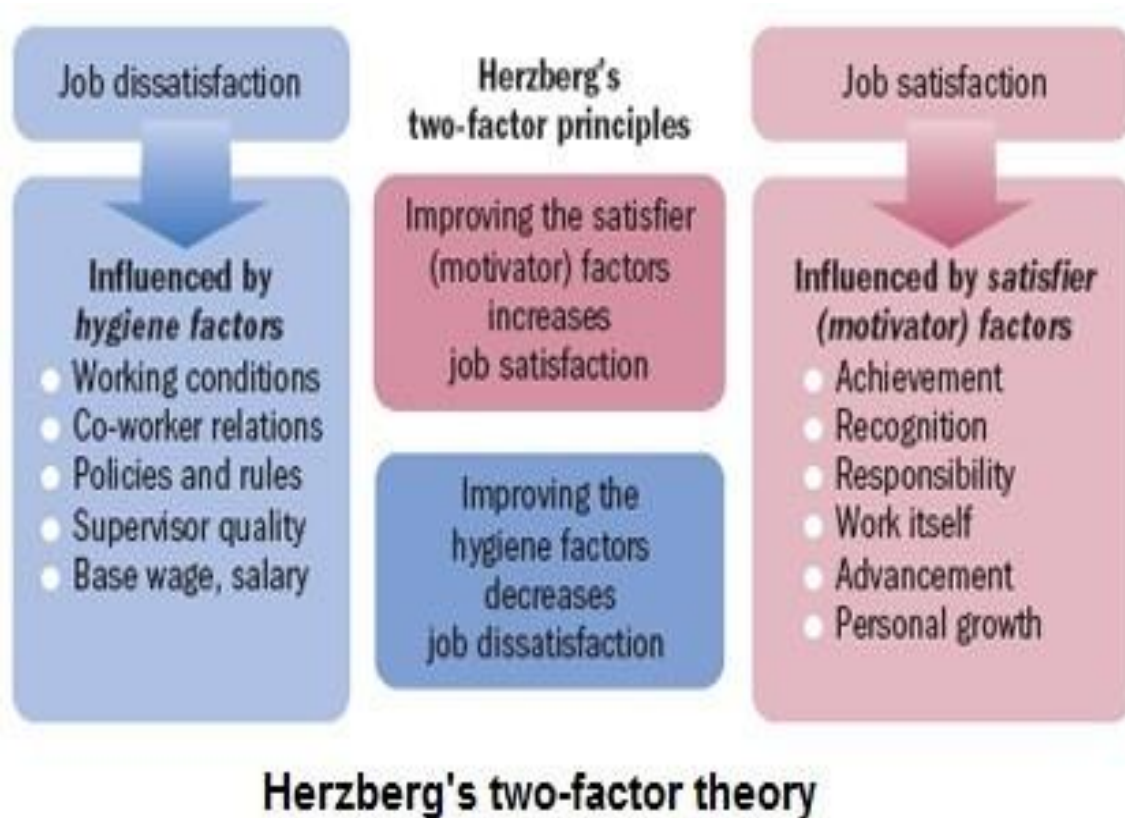


Figure 2.2: Herzberg's two-factor theory

Source: Hertzbrg (1959)

The theory shares the same sentiments with Maslow's hierarchy of needs, as well as McGregor's theory of physiological and social needs. For Hertzberg, the hygiene elements of his theory include the physical surroundings, the organisation and its supervisors (management). Hertzberg thus argues that eliminating the issues around the working environment can make an employee become productive, but that does not mean that the employee is motivated. In fact, Hertzberg argues that it is the work itself which brings in motivation to the employee (Chu & Kuo, 2015). Regarding the hygiene aspect of the theory, Hertzberg (1959) pointed that the following elements do not necessarily motivate an employee, but, issues regarding these elements can actually lead to dissatisfaction: the organisation, its

policies, as well as its practices, the leadership of the organisation, the working environment, job status, social groups, job security, as well as remuneration. The second element of Herzberg's theory is motivation, which includes the intrinsic nature of the job: employee engagement, achievement, recognition, as well as growth (Herzberg, Mausner & Snyderman, 1959; Asegid, Belachew & Yimam, 2014). These five factors are referred to as motivation factors and are intrinsic to the work.

Essentially, Herzberg's theory points to the fact that hygiene factors do not necessarily motivate people, but they can be sources of dissatisfaction. In this view, Herzberg argues that even if these hygiene factors are removed, that cannot lead to job satisfaction, except for a few employees who could be hygiene seekers, according to Herzberg. Therefore, what it means is that despite increasing the salary of some dissatisfied or demotivated employees, they will still remain demotivated or dissatisfied (Asegid, Belachew & Yimam, 2014). In Herzberg's words, an increase in salary is just a "shot in the arm", which provides temporary relief or boost, meaning that the effect is short-term. For Herzberg, getting rid of the sources of dissatisfaction does not guarantee job satisfaction, but only the intrinsic factors can result in job satisfaction. Herzberg, analysing the findings of his study, argued:

First, the factors involved in producing job satisfaction were separate and distinct from the factors that led to job dissatisfaction. Since separate factors needed to be considered, depending on whether job satisfaction or job dissatisfaction was involved, it followed that these two feelings were not the obverse of each other. Thus, the opposite of job satisfaction would not be job dissatisfaction, but rather no job satisfaction; similarly, the opposite of job dissatisfaction is no job dissatisfaction, not satisfaction with one's job. The fact that job satisfaction is made up of two unipolar traits is not unique, but it remains a difficult concept to grasp (Herzberg, 1968: 75-76).

This theory is in fact an essential point of reference for managers who wish to get an understanding of job performance and satisfaction issues. The theory reminds about the two important elements of jobs: what employees actually do in terms of their job content, as well as the working environment or setting, that is, the job context. The theory reminds managers of the need to get rid of poor hygiene sources which cause job dissatisfaction in the workplace, but rather ensure the job satisfiers are in place, in order to enhance job satisfaction (Asegid,

Belachew & Yimam, 2014). For this particular study, the theory thus highlights that employees have two essential categories of needs which should be addressed.

However, Herzberg's theory has also been criticised, conceptually and methodologically, with some scholars arguing that the job factors (the satisfiers) result in positive, but not necessarily negative attitude towards the job, while the other variables (the dissatisfiers) result in negative and not positive attitude towards the job (Ewen, 1964; Chu & Kuo, 2015). For Ewen, the theory comprises a constrained sample, a sole measure for attitude towards a job, it is not validated and no reliability test or measure of the general job satisfaction.

Further to that, the word 'satisfaction' itself carries some ambiguity. Literally, it means being satisfactory or acceptable, implying that which is fulfilling, as well as intrinsically rewarding. Looking at the hygiene factors indicated by Herzberg's theory, these would in fact influence the extent to which a job is considered satisfactory, while the motivation factors refer to the extent to which the job is satisfying (Chu & Kuo, 2015). Thus, it can be argued that Herzberg, in his theory, fails to clearly define the meaning of 'job satisfaction', as well as 'motivation' while at the same time he uses them interchangeably, implying that they are synonymous (Chu & Kuo, 2015). For Herzberg, 'dissatisfaction' means 'unsatisfactory', which then does not fall within the confines of what is related to job satisfaction, according to him. Perhaps this shortfall in making an explicit interpretation of what job satisfaction means implies the possibility of making assumptions. It seems the concept is narrowly interpreted, as it confines job satisfaction to refer to satisfying aspects of a job. To support this assumption, the extrinsic factors like working conditions and salary, are excluded. Nonetheless, despite the flaws identified herein, the theory remains of paramount importance for this particular study, which seeks to establish the factors affecting job satisfaction in an identified organisation.

2.3 Defining job satisfaction

The concept of job satisfaction has been defined from various perspectives and it dates as far back as the writings of Hoppock (1935), who defined it as "any combination of psychological, physiological, and environmental circumstances that cause a person truthfully to say, I am satisfied with my job" (cited by Kessuwan & Muenjohn, 2010: 169; Toe, Murhadi & Wanglin, 2013). Job satisfaction refers to the extent to which one likes or dislikes his or her job (Alajlouni, 2015). It has to do with being satisfied with one's work environment (Abraham, 2012; Alajlouni, 2015). In 1976, Locke conceived of the concept as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (cited in Judge,

Parker, Colbert, Heller & Ilies, 2001: 26). Other definitions proposed include the one by Tansuhaj, Randall and McCullough (1988: 34) who noted that job satisfaction refers to “the feelings a worker has about his or her job”, while Spector (1997: 2) defined it as “the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs”. In short, the definitions presented above all point to one thing: the feelings and attitudes of employees towards their jobs. Again, the definitions clearly show that job satisfaction is all about attitude, which can be positive or negative, depending on a number of conditions (Mohammed & Eleswed 2013). Moreover, it is also evident that the concept of job satisfaction is a complex one, comprising a set of variables which are, to a large extent, governed by employees’ perceptions and expectations.

2.4 Factors influencing job satisfaction

Based on the definitions provided above, different scholars described the concept from various perspectives, arguing that defining job satisfaction should follow a certain line from a single to multiple perspectives. Figure 2.3 is a representation of the determinants of job satisfaction, which range from the employee’s personal needs and values, societal influence and previous working experience, compensation systems, the management style within the organisation, as well as influence from colleagues, to mention a few.

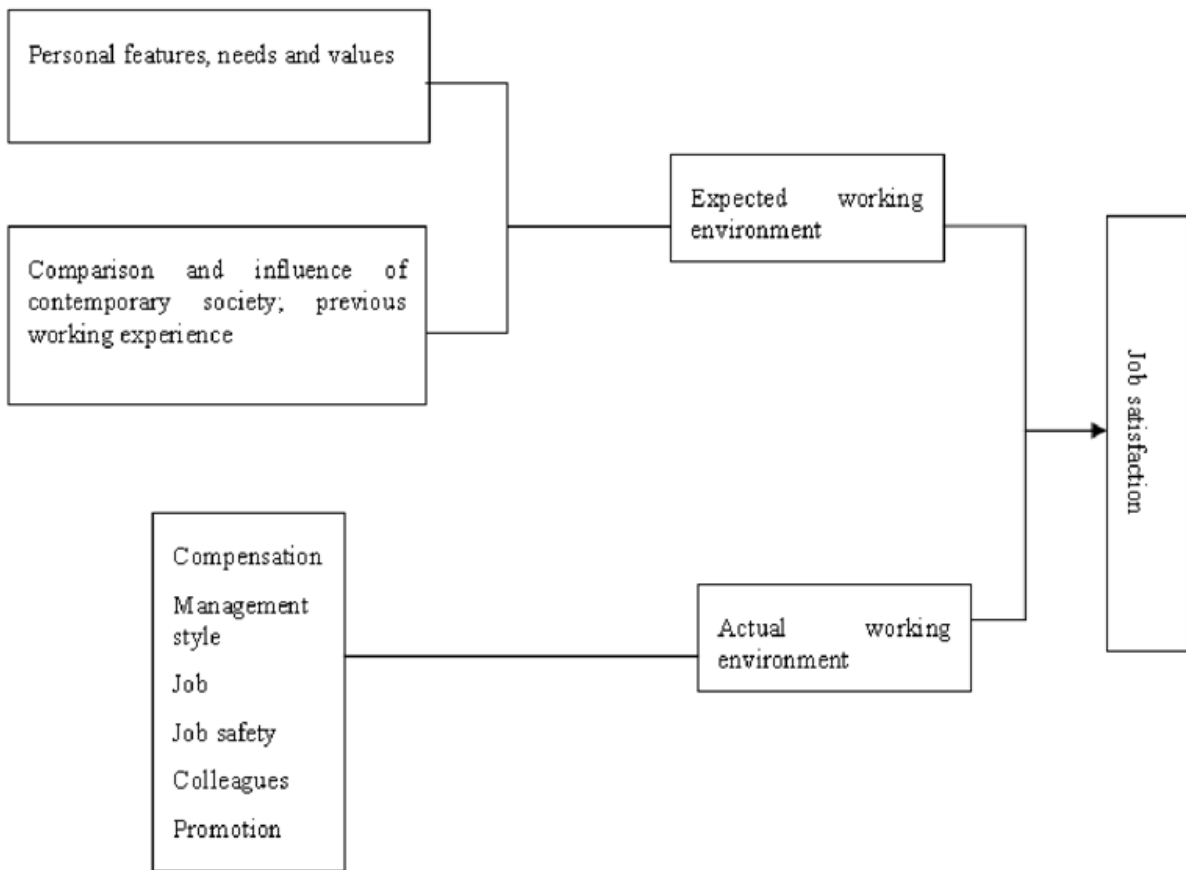


Figure 2.3: Determinants of job satisfaction

Source: Wexley et al (1977)

Expanding on the above determinants, Seashore and Tobor (1975) proposed the relationship model of job satisfaction and noted that the factors influencing job satisfaction can be classified into two main categories: environmental and individual factors. Figure 2.4 is an explanation of these factors.

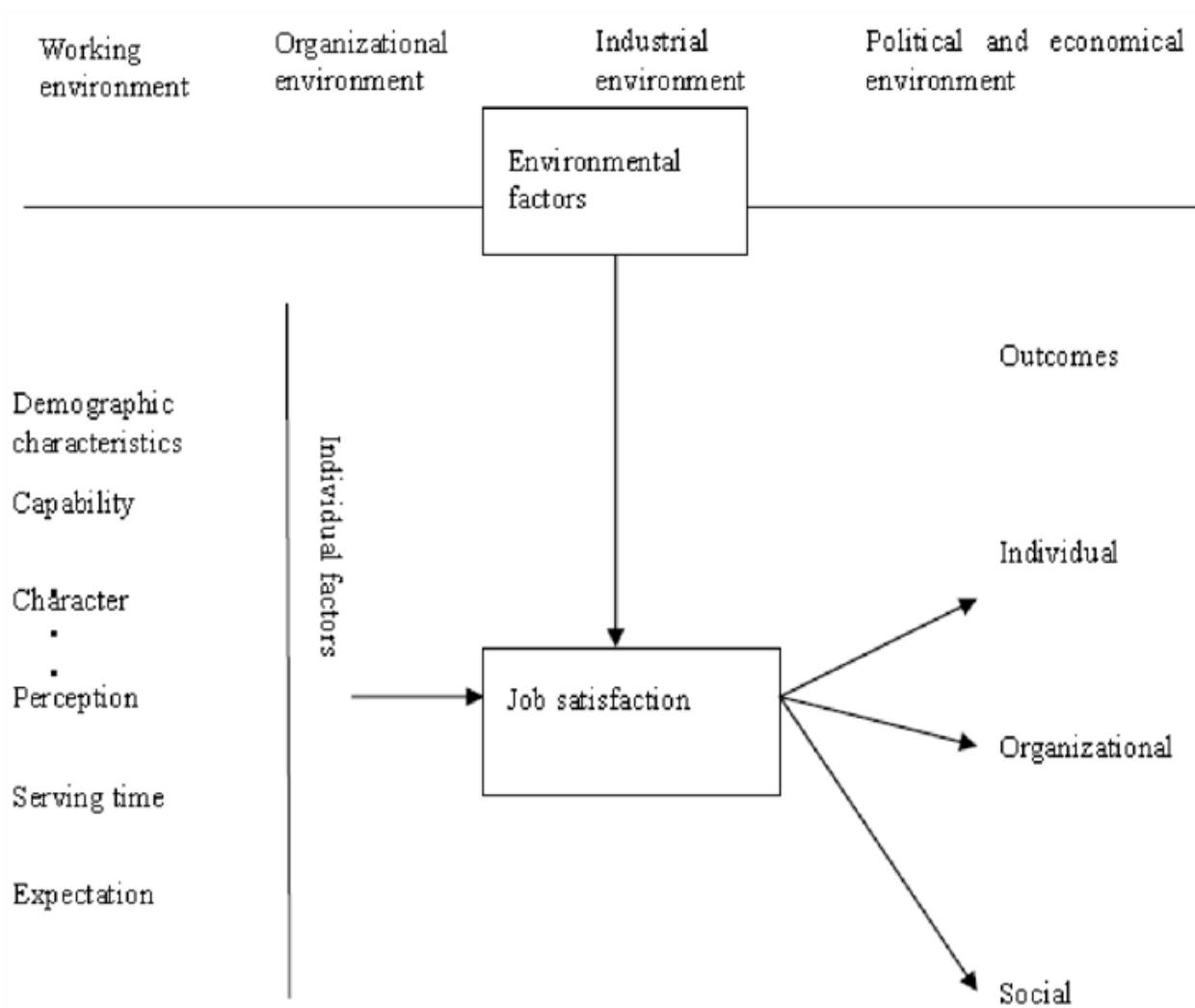


Figure 2.4: Relationship model of job satisfaction

Source: Seashore & Tobor (1975)

As represented above, the environmental factors which affect job satisfaction include the internal organisation itself, the political environment, the industrial environment, as well as the economic environment (Seashore & Tobor, 1975). As far as the individual factors are concerned, these include the employees' demographic characteristics, their capabilities and characters, their perceptions, as well as their expectations. In terms of the outcome of the job, the attitude of the employees towards their job will affect in three ways: the employees' personal reflection, for instance, job performance; the organisation's reflection, which include employee turnover and absenteeism rate; as well as the social reflection, for instance, social stability and the gross domestic product (GDP) (Seashore & Tobor, 1975; Elbanna, 2013; Yang, 2014).

Perhaps important at this stage is to ask why job satisfaction is important for anyone. It is important to point to the fact that financial gain is one of the reasons why people go for work. However, the rewards may mean something further than that. The whole reward system involves a number of issues like achievement, financial security, sense of belonging, as well as self-esteem. If employees are happy with most of elements, then they are often satisfied with their job (Kian, Yusof & Rajah, 2014). In some instances, some employees tend to be satisfied with some, but not all of the above-mentioned issues. From the description, it therefore means that a happy worker is also one who is productive. It is however important to highlight that there are many elements involved, when it comes to job satisfaction: some of the issues have to do with the organisation itself, some are found within the job framework, while others are inherent within the employees' personalities and characters (Raza, Akhtar, Husnain & Akhtar, 2015). In this view, the concept of job satisfaction becomes a complicated one.

Figures 2.3 and 2.4 presented earlier in this chapter highlight some of the influences of job satisfaction in any organisation. Some of the factors indicated include how the employees relate with their supervisors, the quality of the organisational environment, as well as the degree of personal fulfilment in the workplace. The employees' personal traits are also indicated as influencing job satisfaction (Širca, Babnik & Breznik, 2012).

It is also important to indicate that there are a number of factors which can affect an individual's needs, expectations and values within an organisation and these should be put into consideration when assessing an employee's level of job satisfaction (Valencia, 2011). In their model of job enrichment, Hackman and Oldham (1976) indicated the need to make jobs more motivating, through ensuring skills variety, task identity and significance, allowing employee autonomy, as well as providing feedback to employees, for instance, through performance reviews. In addition to this, Valencia (2011) points to need for managers and supervisors to motivate employees in various ways, which would in turn affect the level of employee **performance**. In this view, Valencia suggests different ways in which job design can be made to enhance employees' job satisfaction and these include combining tasks that affect skills variety, giving employees more authority and control over their work (increasing autonomy), opening more channel and allowing for feedback, among other things. From the above description, if management takes time to motivate employees, chances of increasing their job satisfaction are high and subsequently, it improves efficiency and productivity in the organisation. This is so because the common assumption, as stated earlier, is that when employees are happy with their job, they are more likely to be productive. This also means that

if the above average performance is equally rewarded, the performance also increases. However, even though job performance can be measured, it is difficult to measure job satisfaction, because the meaning of the concept differs from one individual to the other. As indicated earlier, some employees measure job satisfaction based on what they seek in a job, how they rank the items they seek in a job (order of priority), for some it is about how the job allows them to achieve their various personal goals, to mention a few. Thus, job satisfaction is about how employees feel about the different elements of their jobs. In this view, measuring job satisfaction can be a subjective approach.

In the same way, job performance can also be a good indicator of to what extent is an employee satisfied with his or her job. Work performance can thus be easily measured, for instance, through quantity (what the employee is producing), quality (the quality of the employee, in terms of productivity and efficiency) (Gillikin, 2011), timeliness, absenteeism, as well as performance appraisal (by management and personal) (Hakala, 2008). Having said so, it is perhaps essential to also focus on the interface between job satisfaction and job performance. This is the subject of the following discussion.

2.5 Job satisfaction and employee performance

Many studies have indicated a direct relationship between job satisfaction and employee performance (Tharenou, 1993; Judge et al, 2001; Locke, 1976). In view of this, Judge et al. (2001) proposed seven different models which can be used to describe the interface between job satisfaction and employee performance. Amongst the models is one that views the relationship as being unidirectional, meaning that job satisfaction affects performance, and vice versa. Another model views the relationship as being reciprocal and the main tenet of this model is that if the satisfaction is extrinsic, then it results in performance, but if it is intrinsic, then it is performance that leads to satisfaction (Wanous, 1974).

The main argument regarding job satisfaction and employee performance is that a satisfied employee is highly likely to be committed to his or her work and hence, performs better within the organisation. On the other hand, a dissatisfied employee is less likely to commit to work hence, this results in low performance and possibly, the urge to leave the organisation. The argument presented here clearly indicate the role of job satisfaction on employee performance. To add to that, a satisfied employee is less likely to be absent from work, turnover rate is also reduced and this increases work performance and subsequently, organisational productivity and effectiveness (Nimalathasan, 2010). If employees are satisfied with their jobs, they are more likely to put more effort towards achieving organisational goals, it provides mental

refreshment, promotes collegiality amongst employees, good relationships with superiors, to mention a few. In other words, satisfied employees tend to be more productive than those who are dissatisfied. In view of this, the section that follows discusses some of the issues that affect job satisfaction and employee performance.

2.6 Career development opportunities

An employee's level of knowledge and skills directly affects their performance and productivity (Onimole & Mni, 2015). This means that the lack of necessary skills and knowledge will certainly compromise work performance (Johari, Yean, Yahya & Adnan, 2015). Hossain et al (2012: 25) pointed that career development opportunities like skills development and training are strongly linked to job satisfaction. When employees are given opportunities to upskill themselves, this serves as a motivation as it often leads to personal and organisational growth, thus resulting in job satisfaction. In this view, management is strongly encouraged to send employees for training and development courses which help improve their skills. Parsa, Idris, Samah, Wahat, Parsa and Parsa (2014) also argue that career advancement opportunities make a huge contribution towards to organisational success because they often result in increased productivity.

Concurring with this, Talwar and Bhatia (2015) also noted that such growth opportunities are important as they motivate employees and also positively impact on employee retention. The fact is that every employee wants to grow and improve their skills and knowledge, which is often the pathway to promotion into senior positions. Thus, the lack of such growth opportunities often forces employees to look for them somewhere else (Kelley et al., 2009). Therefore, in order to strengthen the organisation-employee bond, there is need for organisations to invest in the training and development of employees, which positively affects job satisfaction and employee performance. It also calls for the need to create opportunities for employee promotion within organisations. Essentially, it is sensible for organisations to spend resources on training and development of employees, rather than spending on recruiting new employees. The more satisfied the existing employees, the higher the retention rate (Talwar & Bhatia, 2015). Moreover, employees who engage in education and training programmes become more productive and competitive and are also highly likely to be loyal to their organisation as they feel cared for and their needs being met. Johnson' (2004) study indicated that most employees often leave their organisations not necessarily for monetary reasons, but because they want to advance their career opportunities and development. Therefore, the lack of personal growth is a serious threat to the employee and the organisation, as it often leads the

employee to want to quit (Ongori & Agolla, 2009). In this view, it is the responsibility of the human resources department to ensure there are policies that emphasise employee training and development, to ensure the retention of the talent needed for organisational growth and effective performance, which often result from job satisfaction (Panagiotakopoulos, 2013). Somaya and Williamson (2008) concur with the above assertion, arguing that “In an organization where employees receive the proper training needed to assume greater responsibilities, turnover rates are generally lower”. The discussion in this section thus indicates that the role of training and development programmes in job satisfaction cannot be under-estimated.

2.7 Reward systems

Employee recognition is essential for job satisfaction. When the employees’ skills, knowledge, work performance are recognised, it instils a sense of achievement on the part of the employee (Asegid, Belachew & Yimam, 2014). Employees’ work achievements should therefore be recognised, so as to enrich their sense of job satisfaction (Xanthopoulou, Bakker, Demerouti & Schaufeli, 2012). In the organisational contexts, rewards include any form of incentives given to employees to acknowledge their performance and contribution to the organisation. These can be intrinsic (e.g. recognition awards) or extrinsic (e.g. bonus, salary, promotion). Shaikh (2012) noted that pay and promotion are important factors which influence one’s satisfaction with his job. The argument is that money is an important factor which increases job satisfaction. Money is essential for survival, while salary levels are a reflection of one’s status and hierarchical position within the organisation (Pandža, Đeri, Galamboš & Galamboš, 2015).

The fact is that rewards motivate employees for their future behaviour, which is often positive (Butt et al, 2014). Again, it has been noted that extrinsic rewards alone are not enough to motivate employees (Shah, Rehman, Akhtar, Zafar & Riaz, 2012), instead, it is the intrinsic rewards that often result in a dedicated workforce as they make them feel valued and appreciated for their contribution to the organisation. In this view, the more an employee feels appreciated, the more they become positive about themselves, as well as their capacity to contribute, hence, they are less likely to leave the organisation. Therefore, reward systems are an essential sphere of innovation for the employees, meaning that there is need for more creative approaches tailored towards giving rewards to the deserving employees (Manwani & Kamala, 2014). Employees are always happy to know how much they have achieved in terms

of their work (Armstrong, 2010). What this means is that an organisation's reward system has a great impact on employee performance and consequently, job satisfaction.

Jehanzeb, Rasheed, Rasheed and Aamir (2012) argue that reward systems have a major role in the construction and facilitation of a long-lasting commitment within an organisation. Employees, with their varied skills, expect the most favourable working conditions where they can showcase their skills and knowledge, while at the same time fulfilling their desires and realising their goals (Bogoviz, Vukovich & Stroittaleva, 2013). This can only happen when they feel that the rewards that they are receiving are in tandem with their efforts, thus, reward systems increase productivity and organisational success. In other words, the employees' motivation is kept at a peak if they are rewarded accordingly (Hossain et al, 2012). In this way, their morale is boosted, and their self-esteem is also raised, hence, they are motivated to perform better. This concurs with Herzberg's (1959) theory which highlights recognition as one of the elements needed for employee satisfaction. For Herzberg, deserving employees can be recognised by creating conducive working conditions, giving performance bonuses, as well as team building exercises.

2.8 Organisational commitment

This refers to the extent to which an employee feels to be part of the organisation and becomes loyal. It also refers to organisational identification, that is, the extent to which an employee involves oneself with the organisation (Shahzad et al, 2010). A committed employee is one who stays with the organisation under whatever circumstances. A committed employee is one who is likely to protect the organisation's assets, identifies with the organisation's vision, mission, ethics and goals (Lumley, 2010). Alshetri (2013) noted that the more an employee is satisfied with his job, the more he identifies with his organisation, the more he gets committed to the organisation and the more productive he becomes. On the other hand, an employee who is less committed to the organisation does not intend to stay but is rather waiting for the next opportunity to leave the organisation. This means for the committed employees, chances of turnover are very slim, while the less committed employee is ready to leave the organisation any time (Garland, Hogan, Kelley, Kim & Lambert, 2013). Thus, the more the employee is committed to the organisation, the more the following increase: loyalty, trust, motivation and job satisfaction. In this view, organisational commitment is directly linked to employee turnover and this mediates the effects of job characteristics and satisfaction (Boichuk & Menguc, 2013). Meyer and Smith (2003) pointed to what they called affective commitment, which simply refers to the employees' emotional attachment, identification with, as well as the

involvement in the organisation. They argue that the more the affective commitment, the more the employee is likely to stay within the organisation. Thus, the more the organisational commitment by the employee, the more they identify with the organisation and the more productive they become. The notion of organisational commitment is directly linked to how the organisation treats the employee. For instance, an organisation that invests in its employees, e.g. through development programmes, makes the employees valued and appreciated, hence, the more they commit themselves to the organisation. Jurkiewicz (2000: 95) identified that the factors which impact on employee satisfaction and commitment as including the “feelings that the organization can be relied on to carry out its commitments to its employees and feelings that the individual is of some importance to the organization”.

Weng et al. (2010) examined the influence of organisational commitment on career growth and established that affective commitment is directly linked to career growth and job satisfaction. Foresee and Xiao (2012) also identified a close link between job satisfaction and organisational commitment, arguing that the intrinsic factors of job satisfaction predict organisational commitment. They also indicated demographic variables as associated with extrinsic job satisfaction. In this view, Parboteeah, Cullen and Paik (2013) indicated that an organisation could enhance extrinsic job factors, in order to improve the employees’ intrinsic satisfaction. From the description provided so far, it is clear that organisational commitment does have an effect on job satisfaction and eventually the employee’s intention to leave the organisation.

Having identified some of the factors that have a bearing on employee job satisfaction, it is important to also discuss the concept of public service motivation, considering that this study is investing job satisfaction in the public sector. The section that follows describes the concept of public service motivation.

2.9 Public Service Motivation (PSM)

The concept of PSM is gaining recognition in the area of public administration (Bright, 2013). According to Bright (2013), the situation in the public sector is that most employees are retiring, resulting in staff shortage. In this view, the public institutions are thus battling to develop the appropriate recruitment and retention strategies, in order to ensure that the employment gaps are covered. The biggest challenge is that the public institutions are competing with the private sector, in terms of wanting to hire the best employees in the industry. As such, studies have focused on work-related end results, for instance, employee satisfaction and motivation.

Giauque et al (2012) pointed that motivational levels highly depend on the extent to which public servants accomplish their daily work expectations. Nonetheless, if an employee is content with her job, that does not automatically translate into fulfilling his or her expectations, as well as organisational operations. Giauque et al (2012) further argues that public institutions' employees are often in support of the organisation's mission, vision, as well as its business strategy, while they expect to be rewarded in such a way that fulfils their needs. In this view, if the employees encounter situations that do not match their personal expectations, they tend to alter their expectations to ensure that their jobs do not drain them mentally (Giauque et al, 2012). In the same way, Kaiser (2014) argues that the intrinsic motivators like work content, autonomy and performance pay are the main drivers why public servants prefer the public service. In concurring with this, Kapeing, Jun and Xuefei (2014: 275) argued that PSM is directly linked to job satisfaction. This means that in the public sector, satisfaction can only exist in the presence of motivation. This therefore compels public institutions to garner ways of increasing motivation and employee organisational commitment.

The Global Centre for Public Service Excellence (2014: 4) noted that international development highly depends on the public service sector. This implies that unmotivated employees will definitely affect the delivery of services to the public, which in turn compromises the wellbeing of the public. In this view, the Global Centre for Public Service Excellence (2014: 7) identified some strategies to consider in applying PSM. These are presented in Table 2.1.

Table 2.1: Public Service Motivation Strategies and Tactics

Unit of analysis	Strategy	Tactics
Individual	Incorporating PSM into human resource management activities	Select based upon PSM. Socialise employees into behaviour expectations which echo PSM Use performance appraisals which include behaviour observations, in order to reflect PSMs
Job	Creation and conveyance of purpose and meaning in jobs	Indicate the essence of jobs Clear goals should be established in line with the current PSM
Work environment	Creation of supportive working conditions for PSM.	Work structures should enhance self-regulation Cooperation should be encouraged in workplace interactions. Incentives should be established and be aligned with organisational mission and employee PSM. Compensation systems should emphasise long-term attractiveness to employees
Organisation	Incorporating public sector into the organisation's mission and strategy.	The organisation's vision and action should be articulated to reflect commitment to PSM Value-based leadership should be promoted
Society	Societal legitimacy for public sector should be created	Partnering with institutions to integrate Public Service values into school curricula. Advocating for and making available, opportunities for pre-service experiences. Using media to bring public sector to the society's attention

Source: UNDP Global Centre for Public Service Excellence (2014)

Table 2.1 presented above clearly highlights the essence of leadership, particularly in the public service. Leadership thus influences employees' work behaviour (Mallajareng, 2014). In this view, the role of leadership should be encouraged, ensuring that they (the leaders) also focus on relationships with employees, which will then translate into motivation and commitment of the employees. One can therefore argue that leadership is also directly linked to employee motivation, in as much as highly motivated leaders are likely to have highly motivated employees. If employees are motivated and satisfied, they are more likely to secure the advancement and continuity of organisation goals, because of the intense impact that it has on employees. This means that high performance is associated with employee motivation (Buble, Juras & Matic, 2014).

2.10 Summary

This chapter has described the literature associated with job satisfaction. Prior to that, it was important to highlight the theories of job satisfaction. In this view, Maslow's hierarchy of needs, as well as Herzberg's hygiene theory were described in depth. The concept of job satisfaction was discussed at length, in relationship with other factors like training and development of employees, rewards systems, as well as organisational commitment. Essentially, the concept of Public Service Motivation was also discussed due to its relevance in this study. The strategies and tactics to apply when employing the **PSM** were also described in Table 2.1. In the main, the gist of this chapter was that job satisfaction is affected by a lot of things, which are both intrinsic and extrinsic. In this view, the chapter that follows describes the methodology undertaken to answer the research questions of this study.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

The previous chapter reviewed the literature relevant to the subject under investigation. The theoretical framework was described, while many issues related to job satisfaction and employee performance were discussed in depth. The purpose of this chapter is to lay the methodological framework underpinning the study. On that note the following pertinent issues are highlighted: the research design, research approach, target population and sampling, data collection method, pilot study, as well as ethical considerations. Essentially, the data analysis method is also described. The aspects of validity and reliability are explained, in the context of a qualitative research.

3.2 Research Design

The nature of this study is qualitative, which is guided by the interpretive research philosophy or paradigm. The qualitative approach was adopted because the study aimed at teasing out people's lived experiences in their natural settings. Creswell (2014) posits that the interpretive paradigm basically proposes that meaning is a symbolic and social constructed. This means that people's perceptions are subjective and therefore, should be analysed, understood and appreciated from the people's subjective meanings (Litchman, 2013). The paradigmatic view of interpretivism is that it strives to appreciate phenomena from the people's own experiences, hence, the notion that reality is socially constructed (Myers, 2013). In view of this, the section which follows describes in depth, the qualitative approach employed in this particular study.

3.3 Qualitative Research Approach

There are three main research approaches namely qualitative, quantitative and the mixed approach methods (Saunders, Lewis & Thornhill, 2016). It is important to note that the objectives of the study often inform the most appropriate research to apply in certain studies. As indicated above, this study aimed to establish the role or effect of job satisfaction on employee performance, by seeking the employees' perspectives on certain issues related to their job. In this view, the most appropriate approach to employ was the qualitative. As a phenomenological approach, this "... narrative approach allows capturing the relevant actors, their multiple motives, interests and activities, and the mutual interplay of these elements with the contextual levels" (Makkonen et al., 2012: 287). It is an approach that focuses on understanding people's experiences from their own perspectives or worldviews (Pollack, Costello & Sankaran, 2013). Answering the questions like what, why and how, the approach has been summarised this way:

Qualitative research is an approach for exploring and understanding the meaning individuals or groups ascribe to a social or human problem. The process of research involves emerging questions and procedures, data typically collected in the participant's setting, data analysis inductively building from particulars to general themes, and the researcher making interpretations of the meaning of the data. The final written report has a flexible structure. Those who engage in this form of inquiry support a way of looking at research that honors an inductive style, a focus on individual meaning, and the importance of rendering the complexity of a situation (Creswell, 2014: 3)

The approach thus emphasises the need for understanding the opinions, perceptions and views of individuals. This also helps the researcher to probe further and get to the bottom of the phenomenon under investigation, to establish the underlying value systems and assumptions, from the people being researched. This is made possible because of the open-ended nature of the type of questions asked to the participants. Having said that, it is important to describe the case study approach, also employed in this study.

3.4 Case study

According to Creswell (2008), a case study is an in-depth investigation of a bounded system based on empirical data collection. This can be a community, a group, an event, or a sub-group of a certain population. Kimathi (2017:79) highlights that “a case study design is able to observe features of an individual phenomena or group, in a specific context, through the investigation of relationships, occurrences and trends, in order to attain authentic findings from social perceptives”. The reason for adopting the case study approach is to explore certain phenomena in depth, so as to produce information that is not in the public domain. Another reason is that, as a case study, the assumption is that the case under investigation often typifies similar cases, hence, a single case provides the much-needed insights into certain phenomena. The main advantage of using the case approach is that participants can be studied in their natural settings, while at the same time, the researcher gets to understand and appreciate the nature and complexities of issues taking place, in addition to gaining valuable and in-depth insights into the phenomenon under investigation (Cohen et al, 2011).

The case for this study is the Office of the Premier of KwaZulu-Natal, located in Pietermaritzburg. The mission of the KwaZulu-Natal Office of the Premier is to support the

Premier in the fulfilment of his constitutional and legal **duties (Office** of the Premier - KZN, 2017). The Department carries out this mission primarily by mobilizing, coordinating and integrating provincial and administrative efforts to eradicate various forms of human deprivation (Office of the Premier - KZN, 2017); to play a leading role in the mobilization and use of public and private sector resources to achieve sustainable economic growth, with the ability to create decent jobs and eradicate poverty and inequality (Office of the Premier - KZN, 2017); leading the efforts of provincial government along with stakeholders with the purpose of ensuring peace, safety and security for all (Office of the Premier - KZN, 2017); execution of departmental mandates professionally, coordination and facilitation of macro-provincial and other cross-cutting issues and programmes (Office of the Premier - KZN, 2017); promoting good governance and cooperation, including combating fraud and corruption (Office of the Premier - KZN, 2017); providing policy management, planning, monitoring, and evaluation services of the highest quality (Office of the Premier - KZN, 2017); development of regulatory, information and legislation policies (Office of the Premier - KZN, 2017); and support the provincial government's executive branch in the initiation and implementation of provincial laws and policies (Office of the Premier - KZN, 2017).

3.5 Target population and sampling

Target population entails the general elements from which the participants for the study are drawn. In this case, the population for this study included all the people employed in the Office of the Premier of KwaZulu-Natal. The staff compliment in the Office of the Premier KZN is about 551, which constitutes staff from lower level employees, middle-management, senior – management, deputy director generals, the Deputy Director General and the Premier (Office of the Premier- KZN, 2017).

On the other hand, sampling entails drawing certain elements or people from the overall population (Whitley & Kite, 2013). There are different types of sampling, which are also informed by the nature of the study. The broader types are two: probability and non-probability, whereby in the former, every element of the population has a chance of being selected for the study, while in the **latter**, the researcher carefully considers who or what is going to be part of the sample, depending on the nature of information sought. Under the broad two types, there are also different types of sampling strategies, which can be convenient, purposive, random (simple, stratified, cluster or systematic). In quantitative studies, the sample size is often huge, while in qualitative studies, the sample size is normally small, given the nature of data that gets collected. The purposive sampling was employed in this study, because the aim was to ensure

that the right participants are chosen to answer the research questions. Check and Schutt (2012: 104) noted that “purposive sampling may involve studying the entire population of some limited group or subset of a population...the purposive sampling targets individuals who are particularly knowledgeable”. Cohen, Marion and Morrison (2005:114) also noted that “in purposive sampling, researchers handpick the cases to be included in the sample on the basis of their judgement of their typicality.” Finally, Ritchie and Lewis (2009: 78), argued that in purposive sampling “the sample units are chosen because they have particular features or characteristics which will enable detailed exploration and understanding of the central themes and puzzles the researcher wishes to study”. That is the reason why purposive sampling was employed in this study.

A sample of ten managers from the Office of the Premier-KZN was selected to participate in the study. The reason for choosing the managers was to get in-depth insights into the subject matter, from the perspectives of those in the managerial positions. Their designations ranged from the Director –NGO and CBO Coordination, Director – Business Liason, Director – Traditional Leadership, Director – Strategic Partnerships, Director – Youth, Deputy Director General – Service Delivery, Director – Moral Regeneration, Director – HR, Director – Employee Wellness, Director – Faith Based Operations, Director – HIV/AIDS and Director – IT).

3.6 Data collection method

3.6.1 Interviews

From the literature review undertaken, the researcher noticed that most of the studies about job satisfaction and employee performance are quantitative in nature. This particular study is different in that it employed the qualitative research techniques to fulfil the objectives of the study. The reason for doing so was to get an in-depth understanding of the factors influencing job satisfaction, as well as how these impact on employee performance. The main data collection tool was the interview guide, with open-ended questions addressed to the employees, in order to get an understanding of their perceptions regarding job satisfaction and employee performance in their own organisation.

For this study, a semi-structured interview guide was used to collect data from the participants described earlier. This type of an interview comprises a series of questions, with prompts, the reason being to gather as much information as possible, from the participants. Again, the nature of the questioning is such that the researcher does not interfere with the data collection process,

but instead, the researcher's role is just to explain the nature and reason for the study, before distributing the research tool. In total, ten interviews were done with the managers from the Office of the Premier. The interviews spanned from 30 to 45 minutes and were done in the managers' offices, which were convenient for them.

3.7 Pilot study

The purpose of a pilot study is to pre-test the research instrument, which allows the researcher to make some adjustments where necessary, based on the feedback that would have come from the participants in the pilot study. Thus, pre-testing is a process of trying the research instrument on a smaller group of research participants, so as to identify and eliminate possible difficult or harmful questions. In view of this, the interview questions were pretested on five participants who were not part of the organisation under study, but could relate and engage with the questions asked. The reason for choosing participants from outside the organisation was because these people would not form part of the actual participants for the study.

3.8 Ethical considerations

Ethical issues are part of every research, so the researcher had to follow all the necessary steps to ensure that the study conforms to the expected ethical guidelines. The researcher sought permission to do research from the relevant authorities in the Office of the Premier, to which a gatekeeper's letter was issued as confirmation. After this, the researcher approached the potential participants, to explain the purpose of the study. The potential participants agreed to participate, and this was confirmed by signing the informed consent form. When these documents were gathered, the researcher then applied for ethical clearance from the University of KwaZulu-Natal's Research Ethics Committee. The ethical clearance certificate (Appendix 2) was then approved and issued, prior to data collection process. During data collection, the researcher reminded the participants that their participation was voluntary (Appendix 3), and they were free to withdraw from the study at any point in time, without facing any negative consequences. The researcher also reiterated that the research was solely for academic purposes. In this view, anonymity and confidentiality were guaranteed to the participants.

3.9 Data analysis

The nature of the study required qualitative data analysis. In this view, thematic analysis of data was employed to obtain an objective and systematic qualitative description of the content. The collected data were condensed, identified and classified into codes and themes, then synthesised to respond to the research questions.

3.10 Validity and reliability

Validity refers to the extent to which the research methods and data are accurate, honest and on target (Denscombe, 2010). In other words, it refers to the truthfulness of the study's findings. Validity is "the degree to which a study accurately reflects or assesses the specific concept that the researcher is attempting to measure. A method can be reliable, consistently measuring the same thing, but not valid" (Stewart & Shamdasani, 2014:15). On the other hand, reliability is "the extent to which a measure, procedure or instrument yields the same result on repeated trials." Reliability has to do with the consistency or stability of measurement, that is, the extent to which the findings of the study can be replicated. In qualitative studies, validity and reliability are measured through trustworthiness, which can be enhanced by ensuring high credibility, as well as objectivity. In order to ensure these, the research instrument was pre-tested before it was actually adopted for data collection.

3.10.1 Trustworthiness

An important aspect of research is to produce valid and reliable knowledge, in the best ethical manner. This is important, to ensure that the findings of the study are trustworthy. Lincoln and Guba (1985) indicated the ways in which the trustworthiness of qualitative research can be measured, and these include credibility, transferability, dependability, as well as confirmability.

3.10.2 Credibility

Research findings ought to be believable and people should have confidence in the data presented. This study assumed the qualitative research approach, whereby interviews were used to collect data. The research tool itself enhanced the credibility of the study, as it was pretested before the actual data collection process.

3.10.3 Transferability

Lodico, Spaulding and Voegtle (2010) define transferability as the extent to which the findings of a study can be applied by other researchers in similar contexts. In this view, detailed information about the background and context of the study were provided at the beginning of this study. The research process is also clearly detailed.

3.10.4 Dependability

Dependability entails the measure adopted in order to trace the processes followed to produce and interpret the findings of the study. In order to ensure this, Lincoln and Guba (1985) suggest using an inquiry audit, examining both the processes involved, as well as the product of the study, for consistency.

3.10. 5 Confirmability

Confirmability entails objectivity in any study (Lincoln & Guba, 1985). To ensure conformability, the researcher also engaged in literature review, while during data collection, took down notes, which were then confirmed with the participants, prior to presenting the findings of the study.

3.11 Chapter summary

This chapter described the methodological framework underpinning the study. The main issues related to methodology were described in depth and these include the research design, the research approach, target population and sampling, as well as the research instrument. The data analysis process was also detailed, alongside the ethical issues which were considered. The next chapter presents and analyses the findings of the study.

CHAPTER 4: RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the findings of the study, according to the themes identified during data analysis. The reason for the rigorous data analysis process was to get in-depth insights into how job satisfaction affects employee performance in the identified organisation. In view of this, a number of themes emerged during the data analysis process, and these are going to be discussed in the following sections. It is important to note that some of the themes identified tend to overlap hence, they are discussed concurrently. Prior to discussing the themes, it is also important to describe the characteristics of the participants, as indicated below.

4.2 Participants' characteristics

Table 4.1 below indicates the demographics of the participants.

Table 4.1: Participants' demographics

Respondents	Gender	Academic Qualification	Years of working experience	Designation
1	Male	Diploma	3	Service delivery Manager
2	Male	Degree	7	Manager: Legal Advisor
3	Female	Degree	5	Admin Manager
4	Female	Diploma	8	Deputy Director – Youth
5	Male	Degree	6	Manager: Finance
6	Female	Degree	5	Manager: Community Partnerships
7	Female	Degree	3	Manager: Royal Household
8	Male	Degree	6	Director: Faith Based Operations
9	Male	Degree	10	Manager: HR
10	Female	Degree	7	Manager: IT

Out of the ten managers who participated in the study, five of them were males, while the other five were females. From the researcher's point of view, this was quite commendable, recognising gender balances in the workplace, particularly seeing women being raised to managerial positions. Out of these ten, eight of them had university degrees, while only two had diplomas. Again, this is a good sign, having personnel with higher levels of educational qualification. The researcher gathered that most of the participants for this study did not have much work experience, evidence by the number of years in their current positions, which ranged between three and ten years. However, three to ten years of work experience in the same position is good enough for one to effectively perform his or her responsibilities in the workplace. Again, the criteria for selecting participants for the study was not based on the years of experience, but rather the fact that they occupied managerial positions in the organisation, hence, they qualified to participate.

4.3 Job satisfaction and organisational output

The overall question that was at the centre of this study was about job satisfaction. The researcher asked the participants on their understanding of the concept, the factors that they thought affect one's satisfaction towards their jobs, as well as how it affects organisational output. Although the participants could not define the concepts in its literal sense, they did understand it, and knew exactly what it means. The general idea that emerged from their responses was that job satisfaction entails the total effect or attitude towards one's job. With regards to the issue of job satisfaction and organisational output, the following responses emerged from some of the participants:

... when an employee works hard but does not get recognised for the hard work that they do, or at times you find that employees are all working hard, but only one gets recognised and others do not, favouritism is very discouraging in the work environment. (R3)

... when employees are happy at their work and their needs are met, especially basic ones. And yes, it's important to focus on job satisfaction levels because if you do not focus on it, the employee will get discouraged and not perform their duties well. The factors that positively affect job satisfaction levels range from cleanliness of the place where the employee is employed, sufficient working material, being treated well by their supervisors and their staff, getting paid well, basically, an environment whereby they feel that they are important and appreciated for the work they do. The factors that

negatively affect job satisfaction levels range from not being appreciated for the work you do, especially if you are working hard at work, working at an environment that is not safe, clean or worker friendly and basically, when the pay does not match the work done. The causes of dissatisfaction would be the same as above, basically when the employer does not take into consideration the importance of the employee, does not appreciate the employee and the employee does not see the value for money in the job that they do. (R5)

First of all, the second question is imperative. Yes, job satisfaction is important, no one wants to work in an environment which is unsatisfactory, unfulfilling and demoralising. So, job satisfaction is at the core of productivity and performance. Now that is what is expected, that is the ideal situation, but the reality on the ground is different for the Office of the Premier. Also, perhaps I am at an advantage of analysing job satisfaction levels because I get approached by a number of people from the highest level of power to the cleaners, on a number of things related to job satisfaction. Job satisfaction has to have an impact on self-esteem, self-actualisation, self-realisation, which are all the things that raise your confidence levels. Another experience that I have realised is that employees are unhappy, they are unhappy in their relationships, the work they do, with the people they report to, with those below them, so it depends what issues people are dealing with in their organisational level. There is a catalogue of issues that people are dealing with that do not give them satisfaction, whether it be job satisfaction, work satisfaction. They may even be highly paid but still not satisfied or lowly paid but are satisfied, it all depends within the context of what they work with. Secondly employees have approached me because they feel that the wellness program within the Office of the Premier is stigmatised with HIV infected people, people with garnishes, people who are alcoholics and are drug addicts. Now that means job satisfaction is very badly compromised, under general circumstances, employees are unhappy, they are unsatisfied and sometimes it's about the job they do versus the incentives they get, which do not necessarily have to be monetary, but also recognition of the work you do, respect. These are all the things that contribute to job satisfaction among employees, but in the Office of the Premier, there are more employees stepping on each other's feet, lines of accountability are blurred. The number of employees being referred to labour relations also shows the amount of people being dissatisfied, employees are suspended, undergoing investigations. The long and short of this is that there is

diversity, between levels, between the jobs they do and the people they work with contribute to the levels of satisfaction or dissatisfaction. (R6)

Employee job satisfaction covers the basic concerns and needs of employees. As long as the employee's basic concerns and needs are not taken care of, the employer will suffer insubordination and non-cooperation. A happy workforce tends to produce good results and productivity. It is important to cultivate a culture and conducive environment for employees to excel in their lines of function and effectively engage employees. Job satisfaction depends on quite a number of factors such as satisfaction with relationship with co-workers and supervisors, pay, promotion opportunities, fringe benefits, and job security. Amongst the few causes of dissatisfaction could be poor management, limited career growth, opportunities for incentives or growth for meaningful work, un-supportive employer, being underpaid etc. Employee happiness is more than just making your employees feel good. When employees are more satisfied, they tend to be productive and be able to do more as an organization. Satisfied workers are less likely to leave your organization, retention will increase and as an employer, you will spend less time recruiting and training new employees to replace the current workforce. (R8)

The responses presented above are quite comprehensive, as participants managed to identify the factors that lead to job satisfaction, as well as those that lead to dissatisfaction. The main argument from their perceptions is that an employee has to be happy with his or her job, then that will positively influence organisational productivity, which basically refers to employee effectiveness within an organisation (Roghalian, Rasli & Gheysari, 2012). However, it is important to note that the participants also noted that satisfaction is very subjective, it is an individual issue. It was also argued in the literature review chapter, that the word 'satisfaction' itself carries some ambiguity. Literally, it means being satisfactory or acceptable, implying that which is fulfilling, as well as intrinsically rewarding. Looking at the hygiene factors indicated by Herzberg's theory, these would in fact influence the extent to which a job is considered satisfactory, while the motivation factors refer to the extent to which the job is satisfying. Thus, it can be argued that Herzberg, in his theory, the meaning of 'job satisfaction' is not clearly defined, as it is used interchangeably with 'motivation', implying that they are synonymous. It therefore seems the concept is narrowly interpreted, as it confines job satisfaction to refer to satisfying aspects of a job.

4.4 Salary versus job roles

From the responses presented below, it is clear that the participants acknowledged the fact that salaries are often 'tailor made' for individuals, as one participant clearly put it. Indeed, that is common with many organisations, as there are many factors considered, like work experience, skills possessed, level of education, to mention a few. However, another thing that came out strongly from the participants was the fact that some of them get to do some tasks which are not on their job descriptions, they get to do some tasks which are supposed to be done by someone else, but apparently, they argued that the Department often does not hire persons for the vacancies in the lower ranks, only the critical positions are filled in, while those in the lower ranks, obviously the work is assumed to be tasked to other people, who then end up doing something outside their job descriptions and to make matters worse, they are not compensated for those 'extra' duties that they are expected to undertake. What this means is, as some of the participants pointed, they tend to be overload, which also has got several implications, among others, reduced morale, reduced effectiveness and eventually, reduced productivity on the part of the organisation. With reference to the above, the participants were asked if their salaries commensurate with their job description and if they were satisfied with their salaries. The question further prompted them if those doing the same job were receiving the same salaries. In response to this, the following responses emerged from the participants.

Salary and job roles are a huge factor in job satisfaction because employees at times feel that they work hard but get paid less. Although we have to admit that employees are never satisfied with their salaries, they are forever saying that they are underpaid. So, I do not think that there will ever come a time whereby employees will say that the money they earn equates to the job role they do. Therefore, dissatisfaction among employees is very common, especially when it touches the issue of salaries, then you find others complaining that the ones higher up the ladder get paid more, but do less work, the lower levels are the ones that run around and do all the work for them. (R2)

Salaries are not equitable to job roles in the office of the Premier, because employees are overworked with duties that are not in their job descriptions. The office continuously makes excuses of not hiring because of the treasury regulations that say that only critical posts will be taken into consideration. Which leaves all other posts/positions duties being distributed to other employees that already have their own duties to take care of. (R3)

No, salaries are not equitable as they depend on the job role that the person is doing and also how long that the person has been in that position, because with each year, there is something called a notch progression that increases with every year if you are still in the same position. Therefore, it is not equitable at all because some roles work harder than others, while others do not have a lot of work in their job description, but get paid the same as the ones that do have a lot of work. So, that actually cannot be compared. (R7)

Job roles versus salary is tailor made for each employee, there are employees that feel that the work they do gets paid enough and are satisfied with it, and it all depends on the environment in which they work under. Some employees get paid a certain salary and are satisfied because aligned to the work they do, it is equitable, whereas the next employee might not be satisfied because they feel there is too much work load that they do but the amount they get paid is not enough. For example, the admin officer in the stakeholder branch directorate compared to the admin officer in the King's support directorate, will not have the same span of work, one's work load will be more and the other less because of the stakeholders they deal with. But both these people are admin officers, so that is why I say that job roles are not equitable. (R6)

Pandṭa, Deri, Galamboš & Galamboš (2015) described the important role played by salaries in influencing job satisfaction. The more a person gets paid, the more satisfied the person is. Shaikh (2012) also shares the same sentiments, arguing that pay and promotion significantly impact on job satisfaction and subsequently, employee performance or productivity. The reality therefore is that reward (salary) is a key determinant of job satisfaction, even though the participants clearly indicated that it is not just about the salary, but a lot of things come into play, for instance, the work itself, relationships with others in the workplace, the supervisor-employee relationship, to mention a few. Essentially, Herzberg's (1959) theory points to the fact that such hygiene factors do not necessarily motivate people, but they can be sources of dissatisfaction. In this view, Herzberg argues that even if these hygiene factors are removed, that cannot lead to job satisfaction, except for a few employees who could be hygiene seekers, according to Herzberg. Therefore, what it means is that despite increasing the salary of some dissatisfied or demotivated employees, they will still remain demotivated or dissatisfied. In

Hertzberg's words, an increase in salary is just a "shot in the arm", which provides temporary relief or boost, meaning that the effect is short-term. Nonetheless, salary levels are meant to reflect on one's status in the organisation's hierarchical positions (Pandya et al, 2015).

4.5 Employee recognition

The findings presented below indicate that the participants acknowledged employee recognition as a factor influencing job satisfaction and hence, employee performance. Employees need to be recognised for their efforts and overall contribution to the organisation. In this case, the participants did acknowledge that recognition is done through performance management and other rewarding systems, even though they indicated that it is not enough and sometimes the process lacks fairness, as some employees upgrade themselves through, for example, improving their qualifications, with the hope of being recognised, but this seldom happens. The question on employee recognition sought to establish if the organisation had in place, some mechanisms for employee recognition, to which the participants provided the following responses.

When employees are treated well at work, acknowledged for their hard work through performance bonuses, appreciation certificates and certain other incentives. Also ensuring that they do not get discriminated at work, but are treated fairly and a clean and conducive work environment also contributes to job satisfaction. Then ensuring that after a certain amount of time when they have fully satisfied the requirements of that particular job, ensuring that they get a chance to promotion which indicates job growth. (R9)

Employees are recognised through a system called Performance Management Development System (PMDS), whereby they get bonuses and raises in notch on a yearly basis. Recognition is also given to employees who have had a service with the government for 20 years (Long service awards). There is also a programme called Employee Wellness that the employer offers to employees who are not feeling well, whether its emotional, physical or spiritual, in order to ensure that they are fit for duty. Annual awards and annual bonuses. (R7)

There are minimal opportunities according to my observations. There are employees who are experienced, qualified and are familiar with the processes of the organisation, but do not get recognition in the form of promotions. Opportunities are not an equal and fair process within the organisation. Very minimal, there are a lot of employee's

who put effort in furthering their knowledge and still do not get promotions, which is appreciation of them furthering their knowledge and advancing work skills. (R3)

According to Maslow Hierarchy of needs 'Money is NOT the only motivator' and I tend to concur with that, simply because money / salary does not guarantee satisfaction and sense of fulfilment. In the public service, the government administration is trying to correct the imbalances as it has introduced the salary levels are the Public Service even though there are some of the equitable. The organisation is trying its level best currently, to recognise those employees who are hard workers and always willing to serve and broadcast their effect through the Department's Communications (email) to all staff members. (R10)

As implied in the participants' responses as well, rewards can be intrinsic (e.g. recognition awards) or extrinsic (e.g. bonus, salary, promotion). The fact is that rewards motivate employees for their future behaviour, which is often positive (Butt et al, 2014). Again, it has been noted that extrinsic rewards alone are not enough to motivate employees (Shah, Rehman, Akhtar, Zafar & Riaz, 2012), instead, it is the intrinsic rewards that often result in a dedicated workforce as they make them feel valued and appreciated for their contribution to the organisation. In this view, the more an employee feel appreciated, the more they become positive about themselves, as well as their capacity to contribute, hence, they are less likely to leave the organisation. Therefore, reward systems are an essential sphere of innovation for the employees, meaning that there is need for more creative approaches tailored towards giving rewards to the deserving employees (Manwani & Kamala, 2014).

Employees are always happy to know how much they have achieved in terms of their work (Armstrong, 2010). What this means is that an organisation's reward system has a great impact on employee performance and consequently, job satisfaction. Asegid, Belachew and Yimam's (2014) study also confirmed that employee recognition strongly determines job satisfaction and eventually, employee performance. In the same way, Sarwar and Abugre (2013) also noted that the more employees are recognised, they more they are satisfied towards their jobs and the better they perform. These findings thus concur with Herzberg's to factor theory, which indicates recognition, achievement and personal growth, among other things, as factors affecting job satisfaction.

4.6 Working environment

A safe working environment is encouraging to the employee. In responding to the nature of their working environment, the participants had mixed feelings, as indicated in their responses presented below:

The work environment in the Office of the Premier doesn't feed properly to job satisfaction, because employees are working in open spaces and there is no privacy in the work they do, secondly there is a scarcity of offices, parking bays and people have been parking in the streets and their cars are violated and how do you then begin to start your day when your car is violated. You need a working space whereby employees working together are in the same environment, not one here and the other there. If employees don't have private offices, their private issues are for public consumption, which is not right. Where do you keep your files if you do not have cabinets? Also, security issues are a problem in this office are not as tight as they should be, especially being in a political office. People have access to the building and they could be plotting on you. All these things speak to the job satisfaction of the working environment. (R7)

Working environment as I have mentioned before, is not conducive at all, the building we are working in is not meant to occupy so many people which means it is not safe, the windows do not open so we have to rely on air-conditions which tend to interfere with sinus if you stay in it for too long. The offices are too cramped with a lot of staff working in the same area, no privacy because there are not even partitions. Then the issue of parking is a problem. We feel that the government does not prioritise the needs of the staff but just wants to push on service delivery without taking care of the needs of the staff first. (R4)

The working environment is an extrinsic factor that affects job satisfaction and thus, employee performance. From the responses presented above, only a few of the participants highlighted that the working environment is of a standard nature and is conducive, while the majority of the respondents raised a lot of issues, indicating their dissatisfaction with the environment in which they are working: overcrowded small spaces which means employees have no privacy, lack of parking spaces which makes most of them getting worried the whole day regarding the safety of their cars whilst they are working, as well as the absence of important furniture in their offices. Indeed, these are major concerns which are highly likely to affect one's performance, yet the employers might undermine and consider trivial. Herzberg's (1959) two-

factor theory indicates that eliminating the issues around the working environment can make an employee become productive. The theory reminds about the two important elements of jobs: what employees actually do in terms of their job content, as well as the working environment or setting, that is, the job context. The theory therefore reminds managers of the need to get rid of poor hygiene sources which cause job dissatisfaction in the workplace, while at the same time ensuring that job satisfiers (e.g. salary) are in place, in order to enhance job satisfaction.

4.7 Organisational experiences

The question on organisational experiences sought to probe the participants about their general feelings about the organisation, by describing some of the issues that they encounter or experience frequently within the organisation. To this end, the following responses were provided:

Not doing what you were hired for, which means you are not growing in your field. Not having an opinion on how to execute a task. (R4)

Most of the employees feels that their needs are not attended to up to their level. The employer mostly considers what will be beneficial to the employee. (R8)

Salaries that don't meet the workload, working environment is not conducive like the office space is too small and cramped, there is no parking available for employees. It negatively affects job satisfaction levels when employees' basic needs are not taken into consideration. (R2)

Disrespect, laziness, no privacy, no tools of the trade, where employees feel they are not recognised, not being incentivised where it is due, putting in long hours with no appreciation. This leads to low self-esteem which then negatively affects job satisfaction. (R6)

No form of proper communication, employees that are underpaid but overworked, working conditions that are not conducive all contribute negatively to job satisfaction. In government institutions, there is a bad habit of ignoring the importance of lower level employees and focusing on management which is not proper management, because most of the staff is made up of lower level employees. (R9)

The issues raised by the participants in this regard are quite important and need to be seriously considered, if any organisation needs to achieve its objectives. The participants for this study were managers, but it was quite intriguing to realise that some of the issues which they raised

particularly affect those in the lower ranks of the organisation, for instance, when one pointed that in most government institutions, the norm is that the employees in the lower ranks are not given the ‘attention’ that they deserve and instead, priority is given to those in the upper ranks, meaning the management. Ironically, as **indicated** by one of the participants, it is those in the lower ranks who do most of the ‘actual’ work, while the management does the planning, controlling, directing, to mention a few. Surely, all employees deserve equal treatment, if any organisational objectives are to be achieved. The systems approach highlights the importance of the parts to enable the effective functioning of the organisation. This implies that if some parts of the organisations are ‘neglected’ they in turn affect the others, thereby negatively influencing the operationalisation of the organisation.

The findings presented above indicate that the employees are dissatisfied by a number of issues in the organisation; their needs not being attended to, lack of privacy, disrespect, laziness, salary not matching job demands, work overload, and others not doing what they were hired to do, but instead doing something outside their job description. This raises a lot of uncertainty amongst the employees, who are not sure of ‘what the future holds’. This psychologically affects the employees (Chris, Evaristus, Aderotimi & Samuel, 2016). When employees perceive their job security as being compromised, this reduces their satisfaction towards their jobs (Raziq & Maulabakhsh, 2015).

4.8 Career development and promotional opportunities

The development of employees’ knowledge and skills resonate with employee performance and subsequently, organisational productivity (Onimole & Mni, 2015). The lack of necessary skills and knowledge often leads to employee frustrations, as the employee feels incompetent to perform the assigned tasks. To follow up on the question about employee recognition, the participants were also asked if their organisation provides for any career growth or development initiatives, as well as the provision of any promotional opportunities. To this end, the participants noted that:

The employer does make means to ensure that employees are satisfied, there are even wellness programmes, days in which the department provides HIV/VCT testing and supplements for those that require them. There are programmes that the employer tries to provide in order to ensure that employees are satisfied in their areas of work. (R6)

No, there are not enough promotional opportunities in the Office of the Premier, because most of the time you have to wait for the person on the level above you to either

get promoted first, retire, resign or die, in order for you to get a vacant space to get promoted to. The chances of promotion in an organisation like this one are very scarce. (R4)

There are no guarantees for internal promotions because of the nature of the public sector which is highly legislated, recruitment and selection must be in line with the legislation. Public Service Regulations Act states that every vacant post must be advertised, and all interested must compete fairly for it. However, employees are developed through training so that they are ready when opportunities arrive. (R5)

Yes, the department provides bursaries for those employees that want to further their studies. These pay the full tuition fees for employee as the belief is that the skills that they will receive from furthering their education will assist in enhancing the performance at work and benefit the department. In terms of furthering education, yes, opportunities are provided by the department especially for lower degrees. Not so much the higher degrees, masters and PhDs, because of budgetary constraints. But when it comes to promotions, not so much, you find employees that are highly qualified but are not awarded positions that are higher in rank and that is discouraging because when employees further their knowledge, it is with the belief that they will get promotions because their knowledge will have been enhanced. Bursaries, as well as short courses that assist the employees in further development in their area of work. (R1)

From the responses presented above, it is evident that the participants unanimously agreed that employees are given chances to further their education, knowledge and skills through the provision of study grants. In the same way, they unanimously agreed that promotional opportunities are very rare, despite employees' efforts to upgrade themselves through studying. This means that the chances for career growth are thwarted by the system, which is very difficult for one to penetrate to the next level. This would surely affect one's job satisfaction levels.

Hossain et al (2012: 25) pointed that career development opportunities like skills development and training are strongly linked to job satisfaction. When employees are given opportunities to upskill themselves, this serves as a motivation as it often leads to personal and organisational growth, thus resulting in job satisfaction. In this view, management is strongly encouraged to send employees for training and development courses which help improve their skills. Parsa,

Idris, Samah, Wahat, Parsa and Parsa (2014) also argue that career advancement opportunities make a huge contribution towards to organisational success because they often result in increased productivity. Concurring with this, Talwar and Bhatia (2015) also noted that such growth opportunities are important as they motivate employees and also positively impact on employee retention. The fact is that every employee wants to grow and improve their skills and knowledge, which is often the pathway to promotion into senior positions. Thus, the lack of such growth opportunities often forces employees to look for them somewhere else (Kelley et al., 2009). The lack of personal growth is a serious threat to the employee and the organisation, as it often leads the employee to want to quit (Ongori & Agolla, 2009). Career growth is associated with prestige, self-determination and responsibility amongst employees (Hajdukova, Klementova & Klementova, 2015).

Hajdukova et al (2015) study on Slovakian employees found that promotion influences job satisfaction. Again, Asegid, Belachew and Yimam (2014) noted that if employees get promoted, they are more likely to be satisfied with their jobs. The greater the changes of promotion within an organisation, the more the employees become committed to their work, with the hope of being promoted. This in turn reduces the intention to leave an organisation (Nguyen & College, 2015).

4.9 Performance appraisal

In most cases, performance management systems are done to assess the extent to which the employee is achieving the set targets, as well as to motivate the employee to work harder, especially if the organisation offers performance bonus. Essentially, the feedback given to the employee helps on to continuously improve on their performance, by making the necessary adjustments as advised by the supervisors. It is therefore important that feedback is given to employees, so that they become aware of their job activities' outcomes, which would allow them to improve. With regards to performance appraisal, the researcher asked the participants if there existed any performance management systems in their organisations, how they are done and what is their effect on employees' job satisfaction. The participants pointed that:

Performance appraisals that are undertaken include: promotions (occasionally), performance bonuses, long service awards. One on one sessions with the employees is scheduled to discuss their performance, whether it is improving, redundant or not improving and what can be done in order for them to improve in their duties. (R6)

There are key performance indicators given at the beginning of each financial year and you are assessed based on them at the end of the financial year. Feedback is given to employees quarterly, whereby they are assessed on their performance. (R1)

In the government, they use half yearly assessments through EPMDS. It does not benefit employees that much, even when they've done their over and above. If the employer is no position to aggressively motivate why does he/she deserves a bonus and sound portfolio of evidence (POE), that employee is not eligible to receive a bonus and that often demotivates employees. Areas that the employee is excelling on and the areas of improvement that needs to be attended as a team (supervisor and employee under your supervision). Recommend courses that will be both beneficial. (R4)

Employee performance and development system at the beginning of each performance cycle employees enter into performance agreements with their supervisors, then once these are concluded at the end of each quarter, the supervisor sits with the employee and discuss the performance of the employee, at the end of the performance cycle, there is an annual assessment it will then determine if the employee has performed average or above average and qualifies for a bonus.(48)

If employees are equally rewarded for their performance, that often results in a dedicated workforce, as they make them feel valued and appreciated for their contribution to the organisation (Onimole & Mni, 2015). In this view, the more an employee feels appreciated, the more they become positive about themselves, as well as their capacity to contribute, hence, they are less likely to leave the organisation. Therefore, reward systems are an essential sphere of innovation for the employees, meaning that there is need for more creative approaches tailored towards giving rewards to the deserving employees (Manwani & Kamala, 2014).

Employees are always happy to know how much they have achieved in terms of their work (Armstrong, 2010). What this means is that an organisation's reward system has a great impact on employee performance and consequently, job satisfaction. Jehanzeb, Rasheed, Rasheed and Aamir (2012) argue that reward systems have a major role in the construction and facilitation of a long-lasting commitment within an organisation. This can only happen when they feel that the rewards that they are receiving are in tandem with their efforts, thus, reward systems increase productivity and organisational success. In other words, the employees' motivation is kept at a peak if they are rewarded accordingly for their performance (Hossain et al, 2012). In

this way, their morale is boosted, and their self-esteem is also raised, hence, they are motivated to perform better. This concurs with Herzberg's (1959) theory, as indicated earlier in this chapter, which highlights recognition as one of the elements needed for employee satisfaction. For Herzberg, deserving employees can be recognised by creating conducive working conditions, giving performance bonuses, as well as team building exercises.

4.10 Decision making in the organisation

In any organisation, decision making is very crucial. Albeit, the extent to which employees are engaged in any decision-making varies, for many reasons. In this case, the researcher sought to understand the extent to which employees at the office of the Premier are engaged in decision-making processes. This is what the participants had to say:

To a great extent, because I believe in teamwork, decisions and the general operations of the office should be done in conjunction with the rest of the staff so that they all take responsibility of the success of any project that we do. I believe that staff should not be left out of decision making, in order to make them feel the important and valued within their jobs. (R9)

Employees can be involved at the level of making inputs in the development of HR policies, through component meetings, through consultations, when it comes to the finalisation of the budget and also in developing the strategic plan of the office. I feel that they should be involved in all of these and not just get imposed with decisions. (R1)

The EXCO, MANCO and Ext Manco make these decisions, other directorates go to such an extent that they call their staff meetings and ask staff to contribute to decisions. It actually depends on the managers and their leadership styles in their directorate and the skills they possess. (R5)

It is not easy for employees to have a say in decision – making because decisions are normally taken in executive positions and cascaded down to them for actioning. Which I think is a huge discrepancy, because they should be involved in making decisions that impact on the way they work. (R2)

Not all employees are given that platform, management are the ones that hold meetings that take heavy decisions impacting the organisations performance. Lower level employees are not given the opportunity to give inputs to these decisions, but they are imposed on them. Which is not a correct way of management. (R10)

In the organisation as a whole, I can say that lower level employees do not get this empowerment of decision making. But in my directorate, I make sure that I involve my employees in making the decisions of the work they do, we have a meeting and I ask them what contribution they can make towards making this project a success. This is because I want them to take ownership of the project, so that they do not say it is my thing, but it becomes our thing. That way we work as a team and not in isolation. This really depends on the managers and how they decide to work with their staff, which leadership qualities they practice. (R8)

Interestingly, the participants pointed to the importance of involving every stakeholder in decision-making, even though they further in admitting that it does not happen in their organisation. They indicated that it is not everyone who participates in all decision-making processes, even though in some cases, the lower ranking officials do participate in some issues, but not all. It was inspiring to learn how the participants appreciated and valued ideas from every person in the organisation, indicating that it also makes the employees feel valued and appreciated, if their insights and ideas are sought.

If employees' ideas and inputs are considered at all levels, it helps in improving organisational productivity, as the employees would not feel being imposed upon, but are being made part and parcel of the organisation by having them also tabling their inputs (Strumwasser & Virkstis, 2015). White (2017) indicated that employees are better positioned and equipped to effectively perform in their various tasks if they feel that they are also listened to, if they are also engaged in decision-making processes, and if they are given the autonomy to perform their assigned tasks (Ugoani, 2016). Autonomy allows employees to do things according to their own thinking while they give their own discretions, learning from their own mistakes and improving their performance on their own. Bontis, Richards and Serenko (2011) noted that the more autonomy given to the employee, it results in enhanced job satisfaction. In the same way, when too much control is exerted to the employee, in terms of how they perform their roles, this often reduces employee morale, increased absenteeism, as well as high employee turnover (Preenen, Vergee, Kraan & Dhondt, 2017).

4.11 Manager-subordinate relationship

The working relationship between managers and their subordinates, as well as the one between subordinates themselves, is a very important one, and can also be very sensitive, especially in cases where it is not well managed. Eventually, it affects productivity, to a large extent. In

other words, a good working relationship often positively affects employee performance (Ghoddousi & Poorafshar, 2015). The participants for this study also described their working relationships with their subordinates, as well as their superiors. This is what they had to say:

I would say that it is fairly okay, most managers are able to work with their staff well, but with some, it is difficult to work with them because some managers do not qualify to get into positions and therefore, do not get the correct training to be good managers, they are merely placed in these positions because of nepotism, favouritism or political advantage especially in this office. (R1)

Most managers in the department are placed because of political advantages and they do not have any leadership skills because of the lack of training to be in that role. But there are those that are deserving even though they are few. Therefore, most are unable to treat their staff well. Then employees have a tendency of being lazy in government departments, there is one or two that will be efficient and when you as a manager recognize their work and give them incentives, the others say that they are being discriminated and should all get incentives. Meanwhile, the effort they put in their work is not the same. (R3)

I would say it is fairly okay, but it differs from directorate to directorate or should I say from manager to manager. You do find cases whereby the employees are complaining about their manager and saying that he/she does not treat them well, and you find others saying that they work very well with their managers. With some it's the employees that will give the manager a problem and just not cooperate. These boil down to personal relations, how one relates to others, which is different for everyone. (R6)

The relationship that exists between the managers and employees is well managed because you hardly hear employees saying that they want to strike because managers are treating them badly. The managers do try to ensure that their needs are met, bearing in mind that they too are employees and if there is a problem with the organisation they are also affected. (R9)

What came out strongly from the participants is that some people occupying leadership positions are politically or strategically positioned, despite them not having the necessary skills and qualifications to be managers. Again, they also pointed that some managers are good, while others are not exemplary, evidenced by the complains raised by their subordinates. As indicated earlier, managers who have a good working relationship with their subordinates often achieve, in terms of productivity, while the opposite is true, that a bad working relationship between manager and subordinate results in reduced morale and productivity (Afridi, Dhillon & Sharma, 2015). As one of the participants noted, the issue also involves leadership styles displayed by the managers: some are autocratic, while others are democratic. Hence, leadership behaviour highly influences employee performance. Kebede and Demeke (2017) indicated that subordinates tend to be satisfied with their jobs if their leaders engage them and at the same time allow them to exercise autonomy over their job, as well as involving them in decision-making processes.

4.12 Communication in the organisation

Communication is the lifeblood of any organisation, meaning that the more effective the communication is, the better informed the personnel in the organisation. Any form of miscommunication in any organisation can yield detrimental results, thereby affecting organisational productivity. In this view, the researcher also sought to establish the nature of communication in the organisation in question, as well as how it affects the daily operations of the organisation. The participants indicated the following:

Yes, the lack of communication does affect job satisfaction levels greatly and most of the time, important matters that affect the functioning of the business are not communicated or cascaded down, which causes a dysfunction in the operations. (R5)

There is a top down communication process, employees are told what to do which is unhealthy, but can also be improved so that employees do not feel alienated within the organisation. (R2)

The communication process in the office is very poor, important matters are not communicated and you find that they affect the working conditions. For example, a director resigns or gets appointed and the employees are not informed about that, you see a new person walking along the corridors only to find that you will be working with them and you get told in the corners who that person is. If it is to be announced, it

happens 2 weeks after that person is appointed and started working. This is a very bad habit of the office and affects job satisfaction on a great level. (R4)

Communication is very important because it allows an opportunity to talk to employees about work that affects them and give them feedback, it also allows for an opportunity for employees to voice out whatever they may be unhappy with in their jobs. Poor communication between management and employees, also when the office fails to provide training to employees where it is required, therefore, this causes the employees to be redundant. (R8)

From the participants' perspectives, the communication in their organisation is very poor. They indicated that a lot of things take place, without them being informed about, new personnel get hired, and they are not formally informed about that, some of the issue taking place in the organisation, they hear or see them in the media, without having been communicated internally. Given this scenario, one wonders if the organisation has the communications department and if it exists, one has to question its role in the organisation. If issues are not formally communicated, this often results in grapevine, which is sometimes a dangerous channel as ideas often get miscommunicated and misrepresented, often results in employees getting in the panic mode, when critical issues are not clearly communicated. Some participants noted that the **communication** is top-down in nature, meaning that the employees are only at the receiving end, and are not given an equal platform to have their voices heard. This kind of communication is not effective, as it is unidirectional. Top-down communication means that the leaders only give instructions to the employees in the lower ranks, who in turn, are not given the room to provide feedback or their insights or opinions into any matters. This in a way affects job satisfaction, as employees are only there to receive instruction from above and not given the platform to also raise their concerns.

4.13 Intention to leave

If an employee is not satisfied with certain issues in an organisation, it often forces the employee to look for alternatives. The researcher also asked the participants that, given the situation in their organisation, and everything that they said regarding the organisation and its people, would they leave the organisation at any point, if an opportunity arises. Most of the participants showed intention to leave, given a chance:

Yes, people will leave the Office of the Premier if they get greener pastures, this speaks to monetary issues, promotion, whereby they get a chance to do greater and better things. If employees feel so unappreciated in their jobs, they can even apply for another job of the same level just to move from where they are, they will leave the Office of the Premier because they are unhappy. (R7)

Yes, employees would leave because they are not fully satisfied with the jobs that they are in and another thing is that growth and increase of salary will always be a priority in a working environment, therefore if an opportunity to further enhance that arises, it will be embraced. (R2)

Yes, they would leave if the opportunity offers a better pay, remember I mentioned that employees are not guaranteed promotions after qualification of enhancing their studies. Therefore, if someone else comes and is able to recognise their qualification by paying them better, they will definitely go. (R4)

Yes, employees would leave the office of the premier for greener pastures because all employees want to progress in life and get paid better salaries and if the office of the premier does not provide that for them, then they will grab the chance of that opportunity. (R9)

The findings presented above, with regard to the intention to leave the organisation, are not positive. The participants clearly indicated their frustrations, caused by a number of things discussed in this chapter. The descriptions given above clearly indicate a lack of organisational identification and commitment, in which case an employee is prepared to leave any time. A committed employee is one who identifies with the organisation and would do whatever it takes to support it, to be part of it, as well as to push the organisation's agenda forward. Now, a lack of commitment shows no affection on the part of the employee. A committed employee finds it very difficult to move on to another organisation, due to organisational identification and job satisfaction.

Organisational commitment refers to the extent to which an employee feels to be part of the organisation and becomes loyal. It also refers to organisational identification, that is, the extent to which an employee involves oneself with the organisation (Shahzad et al, 2010). A committed employee is one who stays with the organisation under whatever circumstances. A committed employee is one who is likely to protect the organisation's assets, identifies with

the organisation's vision, mission, ethics and goals (Lumley, 2010). If an employee is less committed to the organisation, this implies he does not intend to stay, but is rather waiting for the next opportunity to leave the organisation. For the committed employees, chances of turnover are very slim, while the less committed employee is ready to leave the organisation any time (Garland, Hogan, Kelley, Kim & Lambert, 2013). Thus, the more the employee is committed to the organisation, the more the following increase: loyalty, trust, motivation and job satisfaction. In this view, organisational commitment is directly linked to employee turnover and this mediates the effects of job characteristics and satisfaction (Boichuk & Menguc, 2013). The findings presented above indicate a lack of employee commitment, meaning that the employees can leave the organisation any time.

The notion of organisational commitment is directly linked to how the organisation treats the employees. For instance, an organisation that invests in its employees, e.g. through development programmes, makes the employees valued and appreciated, hence, the more they commit themselves to the organisation. From the findings presented in this chapter, the participants raised a number of issues which make them dissatisfied with the organisation: lack of promotional opportunities, poor working environment, salary not matching job demands, poor communication which is mainly top-down, employees not involved in critical decision-making processes, to mention a few.

Foresee and Xiao (2012) identified a close link between job satisfaction and organisational commitment, arguing that the intrinsic factors of job satisfaction predict organisational commitment. They also indicated demographic variables as associated with extrinsic job satisfaction. In this view, Parboteeah, Cullen and Paik (2013) indicated that an organisation could enhance extrinsic job factors, in order to improve the employees' intrinsic satisfaction. From the description provided so far, it is clear that organisational commitment does have an effect on job satisfaction and eventually the employee's intention to leave the organisation.

4.14 Employees' recommendations

This study has highlighted a lot of factors which influence job satisfaction and eventually, employee performance. The participants in this study discussed in depth, issues that bother them and lead to job dissatisfaction. On that note, the researcher also provided the room for the employees to make their own recommendations, as to what they expect their **employer should do to at least** enhance their job satisfaction. Clearly, important contributions emerged from the participants:

That the government would consider provision of day care centres and gyms at the workplace, in order to accommodate the family life of the employee. This will ensure that the employee spends more time at the workplace and is satisfied because it will show that the employer is considerate of their needs. (R7)

Recommendations would be for the department to create more opportunities for recognition of further learning, like when an employee has furthered their studies, they get given the opportunity for a better paying job and are not left over qualified in their original posts after their hard work. (R9)

If employees are working away from their families, the process of transfers and ensuring they work closer to their families must be considered. This will ensure that they save on travelling costs and do not take unnecessary leave just to spend time with their families because they do not live with them. (R2)

Mutual respect between managers and their staff, good working environment, conducive office space, where employees have privacy, because when employees have privacy they perform to their peak, where employees feel incentivised properly, when employees work overtime and are paid overtime, if they have to travel, they are given the tools of trade which include car allowance and phone. Having a manager who is able to see when things are not going well with you and pay special attention to you in making sure your situation gets better. This all speaks to factors that positively affect job satisfaction. (R3)

In the case of the recommendations, it is evident that the participants were responding to most of the challenges that they highlighted in the previous discussions. Their recommendations speak to most of the issues discussed earlier, with regards to the importance of employee recognition and promotion, improving communication channels and skills, involving employees in decision-making processes, improving manager-subordinate relationships, as well as providing incentives that match the job activities performed by the employees.

4.15 Summary

This chapter presented and analysed the findings of the study, guided by the themes that emerged during data analysis. In the main, the findings of the study indicated that job

satisfaction is affected by many factors, and it is also difficult to ensure that everyone in the organisation is satisfied. However, the fact remains that the more satisfied an employee is, the better he is in terms of performance, and the more increased the organisational productivity. On that note, the next chapter concludes the study, by highlighting the main issues that emanated from the study, as well as providing relevant recommendations, based on the findings of the study, as presented in this chapter.

CHAPTER 5: CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This study sought to establish the factors affecting job satisfaction on employee performance, with reference to the Office of the Premier of the KwaZulu-Natal Province. Chapter 1 introduced the study and highlighted the main issues pertaining to the study: the background to the study, problem statement and rationale, objectives of the study, significance of the study, as well as the focus of the study. Chapter 2 deliberated on the literature related to job satisfaction and employee performance. Theories of job satisfaction were described, as well as the factors affecting job satisfaction. Chapter 3 described the methodology underpinning the study. The research approach and rationale were provided, the research design was described in depth, target population and sampling, pilot study, issues of validity and reliability, as well as the ethical considerations. Chapter 4 presented and analysed the data, based on the themes identified during data analysis. This chapter concludes the study. The summary of findings is given, based on the objectives of the study, then recommendations, limitations of the study, as well as recommendations for future research.

5.2 Addressing the research objectives

This section summarises the findings of the study, based on the objectives. It is important to note that some of the findings answer more than one objective at a time, meaning that the themes tend to overlap. In that case, the findings will be summarised concurrently.

5.2.1 Objective 1: To assess the extent of job satisfaction levels in the Office of the Premier, KwaZulu-Natal

The participants understood the meaning of job satisfaction and they managed to identify the factors that lead to job satisfaction, as well as those that lead to dissatisfaction. The main argument from their perceptions is that an employee has to be happy with his or her job, then that will positively influence organisational productivity, which basically refers to employee effectiveness within an organisation (Roghianian, Rasli & Gheysari, 2012). However, it is important to note that the participants also noted that satisfaction is very subjective, it is an individual issue.

With regards to the issue of salary and versus job description, the participants were asked if their salaries commensurate with their job description and if they were satisfied with their salaries. The question further prompted them if those doing the same job were receiving the same salaries. From the responses presented in the previous chapter, the participants acknowledged the fact that salaries are often ‘tailor made’ for individuals, as one participant

clearly put it. Indeed, that is common with many organisations, as there are many factors considered, like work experience, skills possessed, level of education, to mention a few. However, another thing that came out strongly from the participants was the fact that some of them get to do some tasks which are not on their job descriptions, they get to do some tasks which are supposed to be done by someone else, but apparently, they argued that the Department often does not hire persons for the vacancies in the lower ranks, only the critical positions are filled in, while those in the lower ranks, obviously the work is assumed to be tasked to other people, who then end up doing something outside their job descriptions and to make matters worse, they are not compensated for those 'extra' duties that they are expected to undertake.

The participants also expressed negative feelings towards their working environment which regarded as sub-standard and not conducive. They indicated their dissatisfaction with the environment in which they are working: overcrowded small spaces which means employees have no privacy, lack of parking spaces which makes most of them getting worried the whole day regarding the safety of their cars whilst they are working, as well as the absence of important furniture in their offices. Indeed, these are major concerns which are highly likely to affect one's performance, yet the employers might undermine and consider trivial. Herzberg's (1959) two-factor theory indicates that eliminating the issues around the working environment can make an employee become productive.

In terms of their daily experiences within the organisation, one participant pointed that in most government institutions, the norm is that the employees in the lower ranks are not given the 'attention' that they deserve and instead, priority is given to those in the upper ranks, meaning the management. Ironically, as indicated by one of the participants, it is those in the lower ranks who do most of the 'actual' work, while the management does the planning, controlling, directing, to mention a few.

The participants also indicated that employees in their organisation are dissatisfied by a number of issues in the organisation; their needs not being attended to, lack of privacy, disrespect, laziness, salary not matching job demands, work overload, and others not doing what they were hired to do, but instead doing something outside their job description. This raises a lot of uncertainty amongst the employees, who are not sure of 'what the future holds'. This psychologically affects the employees (Chris, Evaristus, Aderotimi & Samuel, 2016). When

employees perceive their job security as being compromised, this reduces their satisfaction towards their jobs (Raziq & Maulabakhsh, 2015).

The participants also unanimously agreed that promotional opportunities are very rare, despite employees' efforts to upgrade themselves through studying. This means that the chances for career growth are thwarted by the system, which is very difficult for one to penetrate to the next level. This would surely affect one's job satisfaction levels.

From the participants' perspectives, the communication in their organisation is very poor. They indicated that a lot of things take place, without them being informed about, new personnel get hired, and they are not formally informed about that, some of the issue taking place in the organisation, they hear or see them in the media, without having been communicated internally.

With regard to the intention to leave the organisation, the participants clearly indicated their frustrations, caused by a number of things discussed in the previous chapter. The descriptions given clearly indicate a lack of organisational identification and commitment, in which case an employee is prepared to leave any time. A committed employee is one who identifies with the organisation and would do whatever it takes to support it, to be part of it, as well as to push the organisation's agenda forward. Now, a lack of commitment shows no affection on the part of the employee.

5.2. Objective 2: To identify the factors that positively influence job satisfaction levels of employees in the Office of the Premier, KwaZulu-Natal

The findings presented in the previous chapter indicate that the participants acknowledged employee recognition as a factor influencing job satisfaction and hence, employee performance. Employees need to be recognised for their efforts and overall contribution to the organisation. In the case of the above, the participants did acknowledge that recognition is done through performance management and other rewarding systems, even though they indicated that it is not enough and sometimes the process lacks fairness, as some employees upgrade themselves through, for example, improving their qualifications, with the hope of being recognised, but this seldom happens. Asegid, Belachew and Yimam's (2014) study also confirmed that employee recognition strongly determines job satisfaction and eventually, employee performance.

The working environment is an extrinsic factor that affects job satisfaction and thus, employee performance. From the responses presented in the previous chapter, only a few of the participants highlighted that the working environment is of a standard nature and is conducive,

while the majority of the respondents raised a lot of issues, indicating their dissatisfaction with the environment in which they are working.

They also indicated the essence of career development and promotional opportunities. This reflected Hossain et al's (2012: 25) findings, who pointed that career development opportunities like skills development and training are strongly linked to job satisfaction. When employees are given opportunities to upskill themselves, this serves as a motivation as it often leads to personal and organisational growth, thus resulting in job satisfaction. Parsa, Idris, Samah, Wahat, Parsa and Parsa (2014) also argue that career advancement opportunities make a huge contribution towards to organisational success because they often result in increased productivity. Concurring with this, Talwar and Bhatia (2015) also noted that such growth opportunities are important as they motivate employees and also positively impact on employee retention. The fact is that every employee wants to grow and improve their skills and knowledge, which is often the pathway to promotion into senior positions.

Performance appraisals and reward systems were also regarded as positively linked to job satisfaction, the argument being that if employees are equally rewarded for their performance, that often results in a dedicated workforce, as they make them feel valued and appreciated for their contribution to the organisation. In this view, the more an employee feels appreciated, the more they become positive about themselves, as well as their capacity to contribute, hence, they are less likely to leave the organisation. Employees are always happy to know how much they have achieved in terms of their work (Armstrong, 2010). What this means is that an organisation's reward system has a great impact on employee performance and consequently, job satisfaction.

The participants pointed to the importance of involving every stakeholder in decision-making, even though they further in admitting that it does not happen in their organisation. They indicated that it is not everyone who participates in all decision-making processes, even though in some cases, the lower ranking officials do participate in some issues, but not all. The participants appreciated and valued ideas from every person in the organisation, indicating that it also makes the employees feel valued and appreciated, if their insights and ideas are sought. If employees' ideas and inputs are considered at all levels, it helps in improving organisational productivity, as the employees would not feel being imposed upon, but are being made part and parcel of the organisation by having them also tabling their inputs.

What came out strongly from the participants is that some people occupying leadership positions are politically or strategically positioned, despite them not having the necessary skills and qualifications to be managers. Again, they also pointed that some managers are good, while others are not exemplary, evidenced by the complains raised by their subordinates. As indicated earlier, managers who have a good working relationship with their subordinates often achieve, in terms of productivity, while the opposite is true, that a bad working relationship between manager and subordinate results in reduced morale and productivity (Afridi, Dhillon & Sharma, 2015). As one of the participants noted, the issue also involves leadership styles displayed by the managers: some are autocratic, while others are democratic.

5.2.3 Objective 3: To suggest solutions to improve employee satisfaction levels in the Office of the Premier, KwaZulu-Natal

After highlighting their experiences within the organisation, as well as the factors influencing job satisfaction and employee performance, the participants also suggested what could be done to improve their satisfaction levels. Among other things, they indicated the need for the government to consider providing “day care centres and gyms at the workplace, in order to accommodate the family life of the employee. This will ensure that the employee spends more time at the workplace and is satisfied because it will show that the employer is considerate of their needs”, “for the department to create more opportunities for recognition of further learning, like when an employee has furthered their studies, they get given the opportunity for a better paying job and are not left over qualified in their original posts after their hard work”, “to improve communication levels and ensure that the employees are paid accordingly, they are not overworked and underpaid. The organisation needs to also pay attention to general employees and their importance and not only to focus on the managers”, “Mutual respect between managers and their staff, good working environment, conducive office space, where employees have privacy, because when employees have privacy they perform to their peak, where employees feel incentivised properly, when employees work overtime and are paid overtime, if they have to travel, they are given the tools of trade which include car allowance and phone. Having a manager who is able to see when things are not going well with you and pay special attention to you in making sure your situation gets better. This all speaks to factors that positively affect job satisfaction”.

Based on the findings summarised above, the following recommendations are made.

5.3 Recommendations

The study aimed to establish the factors influencing employee job satisfaction in the Office of the Premier. The findings of the study indicated the importance of job satisfaction for any employee, as it affects employee performance and subsequently, productivity. This means that employees should be endowed in order to ensure job satisfaction and increased employee performance. The first aspect to be seriously considered is that of employee remuneration, rewards and benefits. Most of the participants indicated dissatisfaction with the current salaries, which they argued do not match the job activities that they do. They indicated that in most instances, they tend to do tasks that are outside their job description, the reason behind that being most of the positions in the lower ranks remain vacant for longer periods, hence, the tasks are loaded on the existing employees, resulting in work overload. It is therefore recommended that the employees be remunerated for the extra tasks that they are given on top of their job descriptions. Alternatively, the vacant positions should be filled in time, to ensure that the employees are not overwhelmed by work overload.

The participants of the study indicated that salary alone does not equal job satisfaction. They raised concerns over the poor working conditions, poor manager-subordinate relationships, poor communication within the organisation, as well as not being involved in decision-making processes. These concerns need to be addressed, if job satisfaction levels are to be elevated. The participants also raised an important issue that employees make efforts to upgrade their skills and knowledge, with the hope of being promoted afterwards, which seldom happens in their organisation. They indicated that promotional opportunities are very rare, which only occurs in the case of the person on top having to retire, resigned or has died. The lack of promotional opportunities could demotivate employees, as they would question why should they further their studies if at the end of it they are not being rewarded for that? Another point raised was that after furthering their education, a person remains in the same position, thereby becoming overqualified for that same job. The lack of development career-wise really threatens employees' job satisfaction and eventually, performance in the organisation.

5.4 Areas for future research

This study sought to establish the factors influencing job satisfaction on employee performance, from a managerial perspective. Further studies could investigate the same issue from the perspectives of those in the lower ranks. It is possible to find that their concerns could differ from those of the managers, considering their differences in status, according to Maslow's hierarchy of needs. Again, this study was qualitative in nature, a mixed method

approach could yield enhanced findings into the factors affecting job satisfaction and its impact on employee performance.

5.5 Conclusion

This study sought to establish the factors affecting job satisfaction on employee performance, with reference to the Office of the Premier of the KwaZulu-Natal Province. This chapter concluded the study. The objectives of the study were reiterated, with the aim to show how they were fulfilled in the study. Based on the findings presented in the previous chapter, the recommendations were provided, alongside the limitations of the study. Lastly, areas for further research were also suggested.

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Appendices

Appendix 1: Interview questions

1. What is your gender?
2. How long have you been working within your current organization?
3. What is your level of education? e.g. Diploma, Degree, Honours, Certificate
4. What is your job role? E.g. Assistant Manager, Administrator.
5. What is your job description?
6. What would you say about your salary and your job role? Do you perceive your salary to be equitable with your colleagues on the same scale in your organisation, and those in similar institutions?
7. How does your organisation recognise employees' contribution to the organisation? E.g. annual awards, annual bonuses, etc.
8. How would you describe your working environment?
9. Describe your experience in your current organisation.
10. Does your organisation have any sponsorship programs that assist employees who want to upgrade their academic and professional qualification?
11. How do you feel about your current job? Are you satisfied? Would you say you are growing in your current organisation, in terms of your career? Please explain.
12. If another job opportunity arises, would you leave your current organization? Please explain your answer.
13. Are there any promotion opportunities for someone in your job role? Please explain.
14. What kind of performance appraisal exercises are undertaken in your organisation?
15. To what extent do you get involved in decision making in your organisation?
16. How would you describe the nature of relationship that exists between the managers and subordinates in your organisation?
17. How would you describe the communication process in your organisation? Is it effective?
18. What training and development prospects are made available to employees in your organisation?
19. What do you think are the causes of dissatisfaction (if any) in your organisation?
20. What would you say about job satisfaction and organisational output?
21. Anything else that you would want to bring to my attention?

THANK YOU FOR YOUR PARTICIPATION!

Appendix 2: Ethical Clearance Certificate

Appendix 3: Informed Consent

Informed Consent Letter 3C

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

**MBA Research Project
Researcher: Zamajobe Purity Madlala (0605773257)
Supervisor: Prof. Cecile Gerwel Proches (0312608318)
Research Office: Ms P Ximba (0312603587)**

Dear Respondent,

I, Zamajobe Purity Madlala am a Master's in Business Administration (MBA) student, at the Graduate School of Business and Leadership, of the University of KwaZulu-Natal. You are invited to participate in a research project entitled: Examining the factors that influence job satisfaction levels of employees in the office of the premier, KwaZulu-Natal. The aim of this study is to determine whether the performance of employee's at work is determined by whether they are satisfied at workplace and with their jobs.

Through your participation I hope to understand what drives good and poor work performance. The results of the interviews are intended to contribute to improving service delivery within organisations.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this interview. Confidentiality and anonymity of records identifying you as a participant will be maintained by the Graduate School of Business and Leadership, UKZN.

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

The interview should take about 30-45 minutes. I hope you will take the time to participate.

Sincerely

Investigator's signature _____ Date _____

This page is to be retained by the participant.

Appendix 4: Gatekeepers' Letter