

UNIVERSITY OF KWAZULU-NATAL

**Job satisfaction in the operations department
at Capital South Africa - Poplar Branch**

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DECLARATION

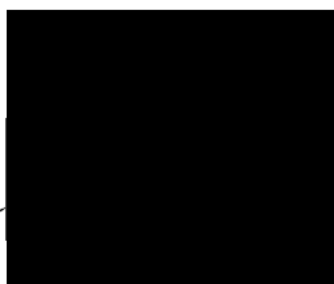
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ABSTRACT

Job satisfaction and motivation are the fundamental requirements for ensuring that employees are kept satisfied in their jobs and engaged in strategic organisational goals. Human capital is one of the most important assets an organisation possesses, which in turn provides the business with a competitive advantage over its competitors. Unfortunately, a large percentage of organisations do not invest adequately in upskilling and updating their employees' skills, which ultimately results in employees becoming bored and unhappy in their jobs. To this end, employees' performance decreases which eventually reflects poorly on the performance of the business as a whole. There have been numerous studies on the topic of job satisfaction and motivation including employee engagement; unfortunately, however, these studies have been limited to sectors of the economy other than the Temporary Employment Services (TES) sector with the focus specifically on the permanent employees of the TES rather than the assignees placed.

The aim of this study was to investigate the level of job satisfaction currently experienced by the operations staff at Capital South Africa-Poplar branch and their level of engagement in decisions impacting the operations department. The study further aimed to establish the impact that job satisfaction and employee engagement have on performance and customer service levels. A cross-sectional survey was conducted amongst all the levels within the operations department at Capital South Africa-Poplar branch employing the use of an electronic questionnaire. The survey was distributed to 44 employees of whom 40 responded.

The data collected indicated that the respondents felt they are not adequately engaged in decisions that affect their jobs. However, respondents were satisfied with the job itself, the supervision they receive and the sense of achievement they experience in doing their jobs. Respondents were found to be extremely dissatisfied with the company's policy and administration, the possibility of growth and status, the rewards and incentive scheme and salary disparities. The study also established that there is a lack of formal education amongst the respondents which hampers growth. The findings eventually culminated in recommendations to increase the level of job satisfaction and employee engagement – these key findings are presented in the final chapter. However, the study did not identify a link between job satisfaction and a dropping Customer Service Index (CSI), and therefore further investigation into the cause was recommended.

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LIST OF ACRONYMS AND ABBREVIATIONS

ANC	African National Congress
CAP-SA	Capital South Africa
CEO	chief executive officer
COG	Capital Outsourcing Group
CSI	Customer Service Index
GM	general manager
GST	goal-setting theory
HRM	human resource management
JCM	Job Characteristics Model
JSE	Johannesburg Stock Exchange
MBA	Master of Business Administration
PPE	personal protective equipment
ROM	regional operations managers
RSA	Republic of South Africa
SPSS	Statistical Packages for the Social Sciences
TES	Temporary Employment Services
TQM	total quality management
UK	United Kingdom
US	United States
VSP	Vision Service Plan

CHAPTER 1

OVERVIEW OF THE STUDY

1.1. INTRODUCTION

The Temporary Employment Services (TES) sector in South Africa has undergone an extremely difficult period over the last 24 months as a result of amendments to the Labour Relations Act. The call for a total ban on outsourcing by Cosatu created waves of fear as organisations faced the harsh reality that extinction would be the plight of many in the outsourcing industry. However, the African National Congress (ANC) Government of the South Africa, withstanding the pressure from one of its strongest partners in the Tri-partite Alliance, took a firm decision to regulate the TES industry rather than implement a total ban of the industry. To this end, the decision to regulate the industry then transitioned into a massive economic downturn for TES companies. As a result of insourcing, TES organisations embarked on large scale restructuring to the business which resulted in the heart of the business being dealt a severe blow because the process had a direct impact on the “people” component of the business. Therefore, in order to ensure the sustainability and future of the business a strategic human resources intervention was required.

According to Jones and George (2014), human resource management (HRM) comprises all the different activities that management of an organisation engage in to attract and retain talent, thus ensuring that these employees successfully contribute to the attainment of organisational goals by performing at an optimal level. The central concept in HRM is the concept of the “employee”. Employees contribute to the competitive advantage an organisation possesses. To this end, Del Valle and Castillo (2009) asserted that in order for an organisation to remain competitive, it has to ensure that the human capital which is an intangible resource is the competitive edge that elevates the organisation above its competitors. Therefore, as a result of the ever-increasing external pressure on Capital South Africa (CAP-SA), it was of paramount importance that every possible endeavour be made to ensure that the human capital was well taken care of from an internal perspective. However, preliminary findings have pointed to the fact that as a result of the ever-increasing external forces, changes implemented significantly impacted the motivation levels of employees as this was clearly evident in the company’s performance. Thus, as a result of the falling Customer Service Index (CSI) ratings within Capital South Africa-Poplar branch, a

need was identified for research into the problem. Therefore, the focus of this research was centred around the employee and in particular the topic of job satisfaction.

This chapter is an overview of the study, presenting the motivation behind the research, the location and focus of the study and finally the problem statement. The aims and objectives of the study are also detailed together with a brief overview of the research methodology utilised. Finally, the limitations of the study are also revealed.

1.2. MOTIVATION FOR THE STUDY

Employee engagement and job satisfaction are the cornerstones of a motivated workforce. In order for employees to be productive and to achieve optimal results, organisations need to invest time in understanding the individual needs of employees so that strategies employed by management focus on the individualisation of the need. Research into the TES industry in South Africa is uncommon and therefore this research will be significant in establishing the link between employee engagement and job satisfaction with that of customer service levels.

This research will also assist other branches within Capital South Africa to improve the service levels to clients by focusing on two key areas of the operations department, namely employee engagement and job satisfaction.

1.3. FOCUS OF THE STUDY

Capital South Africa-Poplar branch is one of the 15 branches of Capital South Africa, who is a division of Kelly Industrial listed on the Johannesburg Stock Exchange (JSE) under Adcorp. Adcorp was established in 1975 as South Africa's first recruitment advertising agency. The group listed on the JSE limited in 1987 and is currently the largest workforce management organisation on the African continent.

The services offered by the group include training, workforce management, business process outsourcing, project management, professional services, psychometric assessments, payroll management, labour supply and labour solutions across all industry sectors. Adcorp currently employs in excess of 3000 permanent employees and places in excess of 91 500 contractors on any given day across all industries in South Africa, Africa and Australia (Adcorp, 2014, p.1).

As a result of the drop in CSI ratings, the leadership of Capital South Africa decided to pilot this study in the Poplar branch as it is the “cash cow” of the business and for many years has been the flagship branch. Operations being the heartbeat of the business are crucial in ensuring the future of the organisation. Based on the findings of this study, the results will determine the need for studies of a similar nature in the other branches throughout the country

1.4. PROBLEM STATEMENT

Before the acquisition of Kelly Industrial by Adcorp, Capital Outsourcing Group (COG) was a stand-alone company, operating with limited control by the holding company. The chief executive officer (CEO) was the former owner of the organisation and thus resisted the pressure of centralising process and system controls in line with that of the holding company. To this end, the organisation was independent and experienced limited red tape which resulted in the business being more flexible than sister companies within the group. Clients enjoyed the flexibility and so did the employees in the business. During this period, COG had a CSI rating between 75%-80%.

After the merger, change in name, change in systems and processes and leadership of the organisation, the CSI of Capital South Africa dropped significantly to 60%. During this period, the business went through a process of retrenchments named “Q-Vadis”. This process sparked instability amongst permanent employees and in particular the operations staff. All operations staff retained were assured of their jobs; however, their salaries were restructured. Employees were unhappy about the changes, but unfortunately nothing could be done. Within a period of a year CSI ratings plummeted although the most skilled and experienced staff were retained after the right sizing exercise. Management of the organisation was extremely concerned with the decrease in the CSI ratings as this was the core differentiator within the group and with external competitors. Obsessive customer service and client interaction were both critical to the survival of the organisation.

In order to establish the root cause of the drop in CSI ratings, the researcher conducted an initial investigation amongst senior operations personnel at the Poplar branch. The prima-facie evidence led management to believe that low job satisfaction in the operations department was the leading cause of the drop in CSI ratings. Research into job satisfaction in the TES industry is limited and therefore exploring this subject was challenging to the researcher. Management then decided to afford the researcher the opportunity to conduct

research on job satisfaction in the operations department at the Poplar branch to establish whether job satisfaction (lack thereof) was the result of the decline in the CSI ratings.

1.5. AIMS

The aim of this study was to investigate the level of job satisfaction currently experienced by the operations staff at Capital South Africa-Poplar branch and their level of engagement in decisions impacting the operations department. The study further aimed to establish the impact that job satisfaction and employee engagement have on performance and customer service levels.

1.6. THE OBJECTIVES OF THE STUDY WERE TO INVESTIGATE THE FOLLOWING

1. The factors that influence employee satisfaction in their jobs.
2. The level of employee engagement in formulating and executing operational strategies in the organisation.
3. The impact job satisfaction and employee engagement has on employee performance.
4. Recommendations for performance improvement.

1.7. POPULATION AND SAMPLE

The population for the study was the entire operations department at Capital South Africa-Poplar branch which consisted of 45 employees. As a result of the population being small and the choice of data collection tool to be used, no sampling was required.

1.8. DATA COLLECTION METHODS AND TREATMENT OF DATA

A quantitative research approach was adopted for this study. The data was gathered by utilising self-administered electronic questionnaires on an online survey portal called QuestionPro. The researcher was granted permission to conduct this research by obtaining a Gatekeepers letter from the General Manager of Capital South Africa-Poplar branch with the conditions that the results of the survey be shared with the senior stakeholders of the business and the anonymity of any and all clients and employees' information remaining confidential. Every employee participating in the survey had to first provide informed consent via the electronic survey on QuestionPro before commencing with the questionnaire.

No sampling methodology was used in this research as the population size of 45 was small and thus the sample size was the total population. The research tool utilised was an electronic

questionnaire which comprised 26 questions. Each question was linked to the various factors that contributed to the objectives of the research study in determining the job satisfaction of employees. A detailed discussion regarding the research methodology and choice of research tool is discussed in Chapter 3. The data collected via the online survey system was transferred to the Statistical Package for the Social Sciences (SPSS) to be analysed. Chapter 4 details the findings of the survey and presents the data analysed in graphs and tables for each research objective.

1.9. LIMITATIONS OF THE STUDY

Details about the limitations of the study are further discussed in Chapter 5. The most significant limitation to this study was the fact that respondents were initially apprehensive to participate in the survey as a result of the tough economic climate and felt that a survey of this nature could jeopardise their jobs. Therefore, the research had to hold initial meetings with senior operational staff to further explain the need for the study. The survey was also conducted in only one area of the business and therefore a link between other departments contributing to the dropping CSI ratings could not be determined.

1.10. OUTLINE OF THE STUDY

Chapter	Content
Chapter 1	The chapter is an introduction to the study and thus provides an overview of the study. It provides a brief description of the motivation for the study, the problem statement, and the aims and objectives of the study together with the research methodology employed. Finally, it culminates with the limitations of the study.
Chapter 2	Chapter 2 is the theoretical basis of the study and thus the core element of this section is to review existing literature on job satisfaction and theories of motivation. Job redesign models are also explored and a critical discussion is presented in detail.
Chapter 3	This chapter details the research methodology employed by the researcher. The different types of research approaches are discussed and the reason is provided for the approach adopted for this study. The chapter then further develops with a series of discussions on the following topics: sampling, data collection methods, research instruments and validity and reliability. The chapter is concluded with a description regarding the analysis of the data and the ethical considerations that were taken into account.

Chapter	Content
Chapter 4	The findings of the research survey are presented in this chapter. The results of the data collected and analysed are presented in the form of graphs and tables with special emphasis on how certain objectives have a direct correlation with others. Initially the demographical information collected is presented, and thereafter an analysis of each object and its impact on the study is detailed.
Chapter 5	This is the final chapter of the research which provides recommendations to be presented to the various stakeholders within the researched organisation. A key feature of this chapter is a summary the entire study and the findings thereof so that recommendations into further studies can also be highlighted.

1.11. SUMMARY

According to Schiller (2011), the aim of an organisation is to increase shareholders' wealth. However, in the extremely tough and pressurised environment that organisations find themselves in currently, human capital is one of the leading elements that provides a competitive advantage. The investment in human capital is paramount in the accomplishment of maximising profit. To this end, employee engagement and job satisfaction are both vital in achieving the organisational goals. Therefore, organisations have to continuously ensure that there is effective communication and engagement of the workforce to ensure buy-in of the business strategy. A strategy is only as good as the people executing the strategy.

This chapter has presented an overview of the research study conducted on job satisfaction in the operations department at Capital South Africa-Poplar branch. Chapter 2 is a theoretical literature review of job satisfaction and the various theories of motivation.

CHAPTER 2

REVIEW OF LITERATURE

2.1. INTRODUCTION

Thomas Watson Sr, founder of the IBM Corporation, acknowledged the importance of human capital by stating “everything that goes through the factory and out into the field to our customers is a result of the efforts of people in the schoolhouse and the laboratory” (IBM Corporation, 2011, p.1). This highlights that human capital can be considered as one of the critical elements contributing the competitive advantage of an organisation.

Globalisation has increased the need for organisations to operate at a much higher level in terms of efficiencies and effectiveness in order to compete with global competitors, which has thus increased the need for technological advancements to speed effective communication and efficient production (Baltzan, 2014, p.3). To this end, organisations require their employees to perform at an extremely high level. In order for employees to achieve high performance levels, they need to be motivated and satisfied in their jobs. Therefore it is imperative for organisations to ensure employees are engaged and involved in decisions pertaining to the business, organisational goals and reward programmes. Ensuring employees are rewarded and given recognition for their hard work is paramount in achieving a motivated and satisfied workforce.

In this chapter, literature regarding motivation and job satisfaction is reviewed, together with the review of other research on job satisfaction conducted globally. The literature review commences with Maslow’s hierarchy of needs theory and culminates with more recent theories. The focus of this research was on Herzberg’s theory; however, many other theories were explored to provide a dynamic overall view of the literature regarding job satisfaction.

2.2. JOB SATISFACTION

2.2.1. Definition of job satisfaction

According to Schermerhorn, Hunt, Osborn and Uhl-Bien’s (2011, p.72), job satisfaction can be described as “an attitude reflecting a person’s positive or negative feelings toward a job, co-workers, and the work environment”. Schermerhorn *et al.* (2011) concurred with Mullins (2010) regarding the description of job satisfaction but added that job satisfaction is also “an

internal state and an attitude”. Tyilana (2005, p.6), added that job satisfaction refers to the extent to which an individual likes (satisfied) or dislikes (dissatisfied) in their jobs.

Robbins *et al.* (2009, p.74), defined job satisfaction as “a positive feeling about a job, resulting from an evaluation of its characteristics”. Therefore, Robbins *et al.* (2009) concluded that individuals with high levels of job satisfaction held positive feelings about their jobs whilst dissatisfied individuals held negative feels about their jobs. Employees who experience high levels of job satisfaction enjoy their jobs, they feel that they are being fairly treated, and see their jobs as having various positive and desirable elements. It is thus obvious that the manner in which an employee perceives their job will determine the level of job satisfaction in the specific job.

Employees’ attitudes towards their job contribute significantly in achieving job satisfaction. The concept of a psychological contract, as discussed by Mullins (2010, p.14), “is a series of mutual expectations and satisfactions of needs arising between an employee and the organisation relationship”. This contract is not a formal written contract; however, it forms the basis of employee behaviour.

2.3. MOTIVATION

2.3.1. Definition of motivation

According to Robbins *et al.* (2009, p.144), motivation can be defined “as the process that accounts for an individual’s intensity, direction, and persistence of effort toward attaining a goal”. Whilst a goal in general refers to a specific objective individuals would like to achieve either in their personal or professional lives, for the purpose of this study goals refer to organisational goals. According to Grobler, Warnich, Carell, Elbert and Hatfield (2011, p.237), motivation is the “force that energises behaviour, gives direction to behaviour and underlies the tendency to persist, even in the face of one or more obstacles”. The three common elements that are linked to both definitions are intensity, direction and persistence. Intensity refers to the effort an individual exerts in achieving the goal. Unfortunately, high intensity does not lead to positive organisational performance unless the intensity is channelled in a direction that benefits the organisation. Direction refers to channelling the intensity to attaining the desired organisational goals, and lastly, persistence refers to how long an individual can sustain their intensity and directional efforts in order to attain the desired organisational goals (Robbin *et al.* 2009, p.144).

Motivation can thus be both internal and external and is one of the key driving forces which leads to an employee's satisfaction with their job. Intrinsically motivated behaviour is an action that is performed by an employee for their own sake and in the context of the work environment it refers to the employee performing the job itself. Extrinsically motivated behaviour refers to an action that is performed by an employee in order to obtain a reward or avoid punishment (Jones & George, 2014, p.406). However, it is important to recognise that the level of motivation varies between individuals and within individuals at different times. Theories detailing internal and external factors contributing to motivation will be discussed in more detail in the next section.

2.4. THEORIES CONTRIBUTING TO JOB SATISFACTION

Research relating to the correlation between motivation and job satisfaction indicates that motivation has a fundamentally positive influence on job satisfaction, which results in employees being committed to the goals of the organisation. This in turn results in an increase in the quality of work produced, in improved organisational performance and higher profits. (Robbins *et al.*, 2009, p.143). For the purpose of this study, the emphasis was specifically on Abraham Maslow's hierarchy of needs theory and Frederick Herzberg's two factor theory because both focused on motivation and job satisfaction. However, the job characteristics model, goal-setting theory (GST), reinforcement theory and the equity theory were also consulted by the researcher and are discussed in order to explore other opinions regarding the research topic and literature at hand.

2.4.1. Maslow's hierarchy of needs

Abraham Maslow's hierarchy of needs theory was developed in the 1950s and up until today still remains valid for the understanding of human motivation and thus is of paramount importance in the studies of job satisfaction. According to Grobler *et al.* (2011), Maslow's hierarchy of needs theory is made up of five stages of human needs, namely physiological, safety, social, esteem and self-actualisation. These stages form the foundation of all theories pertaining to job satisfaction. According to Maslow, humans are motivated by needs. Below is an illustration of Maslow's hierarchy of needs.



Figure 2.1: Maslow's hierarchy of needs

Source: Adapted from Robbins, S.P., Judge, T.A., Odendaal, A., & Roodt, G. 2009. *Organisational Behaviour: Global and Southern African Perspective*. 2nd ed. Pearson Education South Africa, Cape Town.

- **Physiological** – Physiological needs are physical requirements for human survival. The needs required at this stage are food, water, shelter, sex and other bodily needs. In the work context this need would include the need for wages that provide a reasonable standard of living. If these requirements are not fulfilled at this stage, the body will not function optimally and will ultimately fail. Physiological needs are the most important needs in a human being and therefore should be satisfied first.
- **Safety** – An individual turns to safety and security needs once their physiological needs have been met. The purpose of this need is to protect oneself from the threat of physical and emotional harm. An example of safety needs being met in the job setting would for example be employers who provide their employees with the appropriate personal protective equipment (PPE), such as goggles, safety shoes, reflective vests etc. in order to satisfy the employees' safety needs whilst at work. Other examples include employers providing medical aid and life insurance in order to fulfil employees' safety needs (Greenberg & Baron, 2000, p.134). The needs at this level are fulfilled by living in a safe area, medical insurance, job security and financial

reserves. According to Daft and Marcic (2007, p.478), safety needs in the workplace are reflected in an employee's desire for a safe job with adequate fringe benefits and job security. Grobler *et al.* (2011) concurred by asserting that job security is the most important need for many employees, with an increase in salary and linked benefits being equally important.

- **Social** – Once an individual has met the two lower order needs, the third level of human needs is social needs. Individuals have a need to be loved, interact with other people, have a sense of belonging and be accepted by others. In order to fulfil this need, organisations can encourage participation from employees in social and team building events which will not only strengthen the teams but also allow for employees to socialise and develop friendships (Greenberg & Baron, 2000, p.135). According to Grobler *et al.* (2011), peer group acceptance in the work environment at this stage is an extremely important social need for employees. This need is extremely important for the organisation as it contributes good working relationships with co-workers (Martin & Fellenz, 2010, p.158).
- **Esteem** – The need for self-esteem takes precedence once an individual has reached a sense of belonging. Esteem needs can be classified into internal esteem needs which are self-respect and achievement and external esteem needs which are social status and recognition. Many organisations address this need of their employees by hosting annual awards to recognise employees that have performed exceptionally well. In the work context internal factors are related to the autonomy and achievement in an individual's work whilst the external factors are related to recognition by peers and the status one enjoys in the organisation.
- **Self-actualisation** – This need sits at the summit of Maslow's hierarchy of needs theory model. At this stage, the employee seeks self-actualisation in that they grow and develop to the best of their capabilities. At this stage, individuals are in the quest of reaching their full potential as a person; however, this need is on-going and never fully satisfied because there are always new opportunities presenting themselves for an individual's growth. Although each stage can be viewed as separate, the progression from one stage to the next contributes towards achieving self-actualisation.

According to Daft and Marcic (2007), in order to motivate someone according to Maslow's hierarchy of needs theory, you first need to identify what level of the hierarchy that

individual is presently on and then focus on satisfying the needs at that specific level. Therefore, organisations seeking to improve job satisfaction should attempt to understand at what stage of the hierarchical structure an employee is in order to use the appropriate motivators to keep the employee satisfied in their job. To this end, if an individual's needs are not fulfilled, that need will continue to be the motivating factor for the individual. An important factor that most authors do not consider is emotions. Reece and Brandt (1996, p.234) asserted that an employee's emotions impact heavily on whether they are satisfied or dissatisfied in their job. Clearly, emotions contribute significantly to the manner in which business is transacted. The study by Jinhee and Thomas (2004, p.69) found that an employee's attitude and behaviour at work are significantly affected by their personal life. This finding was established whilst researching the impact that financial stress had on work outcomes such as pay satisfaction, productivity during work time, and absenteeism.

2.4.1.1. Criticism of Maslow's hierarchy of needs theory

Maslow's theory does not detail and take into consideration aspects of human behaviour in society (Martin & Fellenz, 2010). This is further amplified by the fact that there is no thorough explanation of human behaviour at each level. The following are some of the major areas of concern:

- The theory is generic and does not take into consideration cultural differences of people including needs, different work ethic and work styles.
- The theory fails to demonstrate the prediction of human behaviour.
- The one directional approach of the theory in that only once lower order needs are met can an individual proceed to the next level of needs (Martin & Fellenz, 2010, p. 159).

2.4.2. Herzberg's two factor theory

Frederick Herzberg developed the two factor theory which is also called the motivation hygiene theory. According to Tietjen and Myers (1998, p.226), Herzberg's two factor theory was developed as a result of his research and curiosity into employee attitudes. Herzberg believed that an employee's attitude towards their work determines their success or failure in their job. The foundation of Herzberg's theory was divided into two distinct set of factors, namely hygiene factors and motivators. Hygiene factors such as salary, working environment, interpersonal relationships, supervision and company policy and administration do not refer directly to the job itself; however, these factors are evident when

there's an element of unhappiness or negative attitudes (Tylana, 2005, p.32). Motivators on the other hand, such as achievement, recognition, possibility of growth, work itself, responsibility, advancement and status and final job security are intrinsic in nature and seek to promote happiness and positive attitudes amongst the workforce. The questionnaire used for this research study (Appendix 1) made use of the motivators and hygiene factors mentioned above in order to establish the level of job satisfaction at CAP-SA-Poplar branch.

Therefore, it is paramount for the management of each organisation to understand exactly “what each employee wants from their job” in order to motivate the workforce.

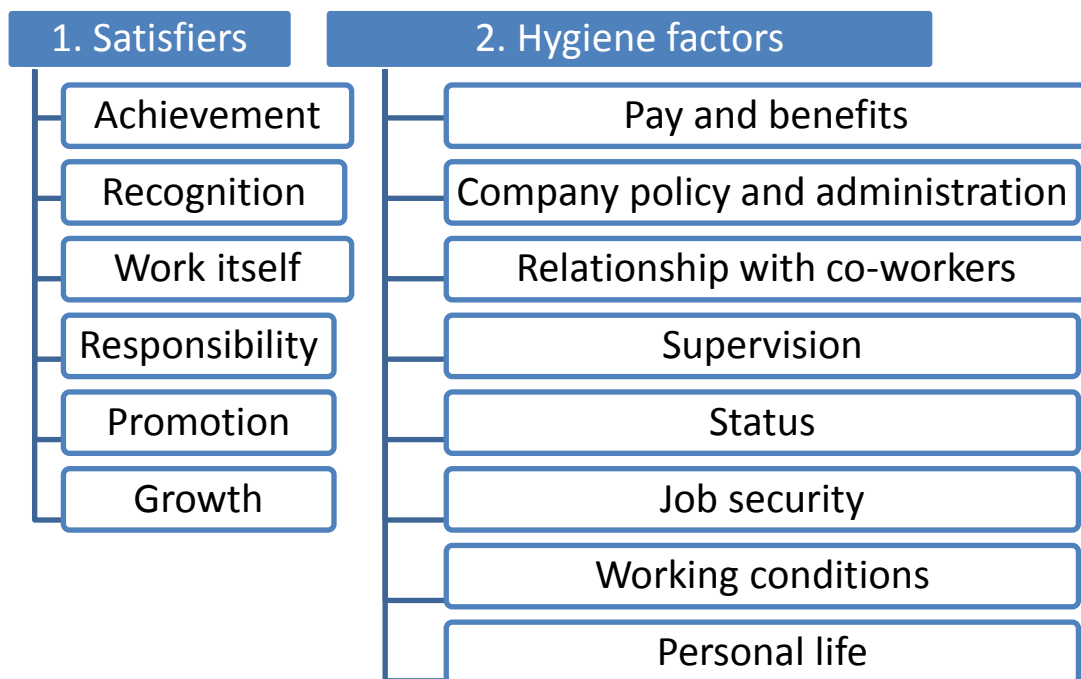


Figure 2.2: Comparison of satisfiers and dissatisfiers

Source: Herzberg, F. 1959. *The Motivation to Work*. 2nd ed. John Wiley & Sons, New York, NY.

2.4.2.1. Satisfiers or motivators

Herzberg's seven satisfiers as detailed above in Figure 2.2 include achievement, recognition, possibility of growth, work itself, responsibility, advancement and status and finally job security. Martin and Fellenz (2010, p.163) stated that the above listed factors are intrinsic factors and are related to employee job satisfaction.

- (a) Achievement

According to Herzberg (1959), achievement can be defined as the “successful completion of a job, solutions to problems, vindication, and seeing the results of one’s work”. The need for achievement is the most fundamental need as defined by McClelland’s theory of needs. McClelland added that high achievers thrive on setting goals that push them to their limits and do not enjoy tasks that have a high probability of success because it does not provide a challenge.

Robbins *et al.* (2009) defined the need for achievement in McClelland’s theory of needs as “the drive to excel, to achieve in relation to a set of standards, to strive to succeed”. However, high achievers only perform well when they “perceive their probability of success as 0.5”, meaning that they have a 50/50 percentage chance of success (Robbins *et al.*, 2009). High achievers are motivated by jobs that have a high degree of personal responsibility, and an average degree of risk and feedback. Unfortunately, most people with high achievement needs are only concerned about how well they perform in the organisation and are not interested in influencing others to also do well. People with high achievement needs thrive on receiving recognition from their peers as a result of their achievements.

A study conducted by Winer and Schiff (1980) in the retail sector using Herzberg’s two factor theory, revealed that “achievement” was rated as the highest motivating factor, with “making money” receiving the second highest rating and “chances of promotion” and “recognition” in third place.

(b) Recognition

According to Herzberg (1959, p.44), “the major criterion for this category was some act of recognition to the person speaking to us”. Recognition, according to Herzberg (1959), refers to “some act of notice” that could emanate from almost anyone in an individual’s personal or working life. Herzberg (1959) also included a category called “negative recognition” to his theory for any acts of blame or criticism. A current example of this practice is Google that has introduced a new recognition system for the business in which they are encouraging teams to recognise good performers in their teams by buying them Amex gift cards. This system of recognition not only drives the performance bar but also creates competition amongst team members which is good for the organisation (Clay, 2014). Vision Service Plan (VSP) is a company based in Sacramento, California. The company’s workforce has almost tripled over the decade, with employee satisfaction levels climbing to 98%. The company attributes its high level of employee satisfaction to the fact that they make employees feel

special and important through recognition (Daft & Marcic, 2007, p.482). Employees who are recognised for their efforts and hard work also need the opportunity to grow in the organisation, as discussed below.

(c) Possibility of growth

The possibility of growth is an extremely important factor in job satisfaction, according to the respondents in Herzberg's (1959) study. If employees viewed the opportunities within the organisation for skills development and/or growth to be high, they would regard the change as being beneficial to them which would then result in their satisfaction with the job. Ramlall (2004) concurred by asserting that if managers wanted to increase the levels of job satisfaction and performance, they should focus on providing opportunities for growth and development. Linz and Semykina (2012) disagreed with Herzberg and Ramlall (2004) on this matter as their study indicated a negative correlation between promotional opportunities and job satisfaction. The findings reflected that the research subjects chose to remain in their current jobs as a result of their perceived expectations of increased stress of jobs at higher levels. These findings created a strong argument that not all employees are motivated by the possibility of growth. If an employee is advised that due to the lack of formal education they cannot grow within the business, this would then result in a "negative" possibility for growth, thus creating no satisfaction in the job (Herzberg, 1959). Possibility for growth need not be limited to only upward movement within the organisation, but also the possibility whereby an individual can advance the development of their skills and in their profession.

Sutherland (2012) discovered that in a Skills Survey conducted in the United Kingdom (UK) in 2006, younger employees (with one and two years' service) were not satisfied in their jobs due to the lack of promotional opportunities as opposed to employees who had been at the company for long periods (25 years or more). This study thus reflected a negative correlation between work tenure and job satisfaction.

(d) Advancement and status

According to Herzberg (1959), "advancement was only used when there was an actual change in the status or position of the person in the company". Although the categories of possibility of growth and advancement are similar and both indicate vertical movement or growth within the organisation, only advancement indicates an actual movement from one position to the next. As a result of such movement an individual then experiences a change

in status within the organisation. Therefore, one can conclude that there is a direct correlation between advancement and status within an organisation. However, if the employees' co-workers do not believe that the employee being promoted deserves the advancement in his status within the organisation, that employee will not gain the respect and elevation into the position. Therefore, Coetzee and Schreuder (2010) cautioned against the appointment of promotions without employing the use of the company's policies and procedures regarding development and promotion of employees.

Employees regard status as an important factor in making them happy at work; a typical example is that a newly appointed manager will speak about the fact that he now has a secretary in his new position (Herzberg, 1959).

(e) Work itself

The category of work itself was used when the respondents to Herzberg's (1959) study referred to the "actual doing of the job or the tasks of the job as a source of good or bad feelings about it". The work, as described by Herzberg (1959), can be "routine or varied, creative or stultifying, overly easy or overly difficult". Coetzee and Schreuder (2010) asserted that in order for an employee to find satisfaction in the completion of their tasks at work, the tasks must capture the employee's interest; it must challenge the employee's skills and abilities and finally be meaningful in contributing to the eventual product or service. Employees who feel they perform tasks that are meaningless become dissatisfied with their jobs because they do not understand how they contribute to the success of the final product or service. Therefore, it is fundamental that managers allocate meaningful tasks to employees so that they feel valued and happy in their jobs (Hoar & Kirwan-Taylor, 2004, p.44). Productivity and job satisfaction are two of the major concerns that are currently challenging human resources departments in organisations in the Republic South Africa (RSA). According to Grobler *et al.* (2011), RSA has one of the lowest levels of productivity in the world. The critical element contributing to this factor is the type of work performed by the employee. Job design dictates how the work should be performed. Schermerhorn *et al.* (2011, p.139) defined job design "as the manipulation of the content, functions and relationships of jobs in a way that both accomplishes organisational goals and satisfies the personal needs of individual job holders". When an employee holds positive feelings and reactions towards the job itself, it leads to greater accomplishment and greater job satisfaction for the employee. Dunaway and Running (2009) conducted a study on nurse

practitioners' job satisfaction using Herzberg's two factor theory. The findings of this study concurred with that of Herzberg in that it reflected that work itself has a significant impact on job satisfaction. The study found that by allowing employees the opportunity to do meaningful work, the employees made use of their creativity in accomplishing the desired performance standards. To this end, employees had to assume responsibility for their actions and the achievement to the required level of performance.

(f) Responsibility

According to Herzberg (1959, p.48), the respondents from his study "derived satisfaction from being given responsibility for his own work or the work of others or being given new responsibility". Ivancevich, Konopaske and Matteson (2011) referred to the freedom afforded to the employees in determining the manner in which they completed their tasks and the strategy they employed to attain the desired level of performance as autonomy. Henne and Locke (1985, p.222), whilst attempting to define the concepts of job satisfaction or dissatisfaction, very aptly stated that most individuals want work that is interesting, meaningful, involves assuming responsibility for one's actions and autonomy. Employees want to experience the impact of making decisions that involve their jobs. However, the authors found that the converse was evident in that respondents expressed a loss of satisfaction in jobs that were extremely low in responsibility.

(g) Job security

During Herzberg's (1959) study, tenure and company stability or instability accounted for the level of job security individuals experienced in their jobs. Sutherland (2012) found no relationship between tenure and job security in the 2006 UK Skills Survey. However, the survey did reveal a link between job security and those aged 46 and above, whilst the younger workforce preferred attributes such as good pay, promotion and rewards. The study also revealed an interesting fact in that people with young children had a high regard for job security.

2.4.2.2. *Hygiene factors or dissatisfiers*

According to Herzberg's (1959) two-factor theory, quality of supervision, pay, company policies, physical working conditions, relations with others, and job security were all the conditions surrounding the job that were regarded as hygiene factors. Hygiene factors are extrinsic in nature. Employees who are dissatisfied in their jobs cite extrinsic factors for their

dissatisfaction blaming their dissatisfaction on other people (Robbins *et al.*, 2009, p.147). Herzberg (1959) very aptly stated his findings in that the opposite of “satisfaction” is not “dissatisfaction” but rather “no satisfaction” and the opposite of “dissatisfaction” was “no dissatisfaction”. Therefore, it is of paramount importance to organisations to recognise that the mere elimination of job dissatisfaction does not create motivation but rather brings about contentment (Martin & Fellenz, 2010, p.164). A discussion on the hygiene factors is detailed next.

(a) Company policy and administration

Herzberg (1959) categorised this aspect of hygiene factors into two categories, namely “the adequacy or inadequacy of company policy and administration characteristics and over-all characteristics of the company involved not adequacy but the harmfulness or beneficial effects of the company’s policies”. The respondents to Herzberg’s (1959) study indicated that the lack of clear guidance and blurred lines in terms of reporting structure resulted in employees being dissatisfied at work. Communication is, by definition, the means by which ideas and information are transferred and therefore effective communication exists when the transfer is clear and the recipient understands the message exactly as it was sent. In most organisations, communication and policy decisions only flow in one direction, which is (top down). Clutterbuck (2001, cited in Adams, 2007, p.250) stated that in order for an organisation to operate effectively there needs to be a two way flow of communication which is bottom up and top down. When this is not the case, employee dissatisfaction increases because perceptions of the company policies are not clear in terms of being harmful or beneficial. In most organisations, the intranet serves as a mode of communication for policies and procedures.

(b) Supervision

Herzberg (1959) found that the role of supervision specifically in the areas of supervisor competence or incompetence, fairness or unfairness, willingness or unwillingness to delegate responsibility or willingness or unwillingness to teach were critical factors in contributing to job satisfaction. Respondents to Herzberg’s (1959) study also indicated that a nagging or critical supervisor or an efficient supervisor also contributed to whether they experienced job satisfaction or not. Lucas (1985) revealed that the “supervisor – employee relationship” was the leading factor in influencing job satisfaction in the United States (US) retail industry. Peterson, Puia and Suess (2003, p.73) concurred with the research findings

of Lucas (1985) by indicating that in a study conducted in Mexico, supervision, co-worker relationships, salary and promotions contributed to a high level of job satisfaction. Research subjects in this case placed special emphasis on supervisor conduct as an overall contributor to job satisfaction. This argument was further reinforced by Ford and Wooldridge's (2012) study in the US service industry, whereby supervisors in growing companies empowered their subordinates with providing more autonomy in their jobs and offered positive support and guidance in achieving the desired levels of performance. Together with the appropriate guidance, supervisors also allocated more resources so that employees could achieve the performance levels required. This resulted in employees being satisfied with their jobs. The quality of supervision, skill level and industry knowledge of the supervisor is vital in contributing to the relationship the employee has with the supervisor. The communication levels between supervisor and employee are crucial in employees being happy in their jobs. Burton, Pathak and Zigli (1977, p.17), in their study regarding the effects of organisation communication on job satisfaction and motivation, argued that lack of role clarity results in stress, dissatisfaction, high turnover of staff and lack of interest in the job. They also highlighted that workers required different levels of role clarity based on the working environments they came from. Feedback from supervisors is paramount in employees understanding their job and areas of improvement. Most Japanese organisations use the philosophy of total quality management (TQM), with special focus being placed on feedback. According to the principles of TQM, feedback and employee involvement result in improved employee job satisfaction. McAfee, Quarstein and Ardan (1995, p.7) stated that employees who receive feedback and are involved in process decisions within the organisation are motivated to participate in future improvements within the organisation.

(c) Relations with others

Herzberg (1959) focused on three aspects of interpersonal relationship between an employee and their superior, subordinate and peers. According to Robbins *et al.* (2009), interpersonal relations and communication refer to oral, written and nonverbal communication. An interpersonal relationship involves the employee's ability to effectively contribute to work teams, the ability of the employee to work in structured work groups with common goals and to co-operate with fellow team members. This aspect is one of the fundamental elements in achieving organisational goals. Working together in a team builds trust and respect for fellow colleagues whilst recognising the excellence of members in executing their allocated tasks. Duke and Sneed (1989) in their study "Job characteristics as the indicators of job

satisfaction” found that feedback and dealing with co-workers gave employees the highest level of job satisfaction. Ting (1997) further reinforced this point by highlighting that organisational characteristics such as relationships with co-workers contribute to job satisfaction. Another study by Linz and Semykina (2012) also revealed that strong positive relationships with co-workers and supervisors lead to job satisfaction.

(d) Salary

Herzberg’s (1959, p.46) study focused on “all sequence of events in which compensation plays a role” including “salary increases and the unfulfilled expectation of salary increases”. According to Herzberg (1959) and Grobler *et al.* (2011), monetary rewards do not provide an employee with happiness and might even be a negative for the organisations who use only this form of motivation. Anti-behaviourists argue that in this form of motivation the task takes on a secondary role to the incentive. Herzberg (1959) further argued this point as he stated that money as a motivator only works for a short period of time because once the employee enjoys the rewards they become tired of the same rewards, which results in a loss of interest in the reward. It was argued that pay satisfaction influences motivation, performance, turnover and ultimately job satisfaction. Simons and Enz (1995), in a study on hotel employees, further challenged Herzberg’s theory by stating that hygiene factors such as good wages and job security were considered to be more important than motivators such as interesting work and recognition. Mullins, Nelson, Busciglio and Weiner (1988) conducted a research study on job satisfaction among 439 medical employees from 46 nursing homes. The findings of this study revealed that employees experienced the highest level of job satisfaction when they were rewarded for good work. Walkup (2002) further reinforced the idea of rewards by stating that bonuses are a great source of incentive for employee satisfaction which will in turn have a positive impact on customer satisfaction.

Kochan (2002) concurred with Herzberg that money is only a temporary measure of motivating and controlling employee behaviour. Kochan (2002) found that money does not change employee behaviour and attitude in the long term and stated that money only motivates employees to seek further rewards, thus undermining intrinsic interests of the job. Furnham (1994) indicated that money in the Far East and Middle East is rated much higher than in North and South America by young workers. Kovach (1987) found that younger workers with lower incomes were more motivated by money whilst older workers with high incomes were motivated by job security and recognition. Tang, Luna-Arocas, Sutarso and

Tang (2004) introduced the concept called “the love of money”. Tang *et al.* (2004) argued that the love for money by an employee is reflected in the employee’s wants and values, and stated that someone who values money highly will only be satisfied once they receive the desired increase in salary. Sloan (2002) very aptly stated that a person always wants more money because what they have is never enough because having more money is the ultimate goal in life.

According to Mani (2002), employees who are not satisfied with their pay tend to be absent from work more often than those who are satisfied with their wages. The findings of a study by Jinhee and Thomas (2004) clearly revealed that employees who were under financial stress had lower levels of pay satisfaction, wasted time during work hours resolving financial issues and were absent from work frequently. Pinder (1998, p.82) concurred with Reece and Brandt (1996) and Jinhee and Thomas (2004) in that he asserted that employees have feelings about work and at work which impact the job.

(e) Physical working conditions

Herzberg (1959) found that employees were dissatisfied with their physical place of work as a result of poor physical conditions. Lack of space, poor ventilation, poor condition of tools and inadequate lighting together with other working conditions contributed significantly to employees being dissatisfied in their jobs. Pillay (2009) in his study, “Work satisfaction of professional nurses in S.A”, found that nurses working in government hospitals were dissatisfied as a result of poor physical working conditions, whilst nurses in private hospitals were satisfied in their job because they had better working conditions. Dolliver (2004, p.36) established that the overall job satisfaction amongst Americans has risen over a period of 15 years. However, the most interesting find of his study reflected that the subjects of the study were completely satisfied with physical working conditions, safety, and relations with co-workers whilst the same group of workers were not enthused about tangible benefits such as money and health insurance.

2.4.3. Expectancy theory

The expectancy theory developed by Victor H. Vroom is one of the most widely accepted theories of work motivation (Mullins, 2010, p.269). Vroom’s model is developed around three fundamental variables, namely valence, instrumentality and expectancy. According to Jones and George (2014, p.409), Vroom’s theory suggests that motivation levels are high

when employees believe that their high levels of effort will result in high performance which will ultimately result in the accomplishment of the desired goals. Below is an illustration of the expectancy theory.

Expectancy theory



Figure 2.3: Expectancy theory

Source: Adapted from Mullin, L.J. 2010. Management and Organisational Behaviour. 9th ed. Person Education, Essex.

2.4.3.1. Expectancy

According to Jones and George (2014, p.409), “expectancy is a person’s perception about the extent to which effort (an input) results in a certain level of performance”. Therefore, a person’s level of expectancy will determine whether they believe that a high level of effort will result in a high level of performance. To this end, people are only motivated to and put in high effort if they believe it will pay off in the form of high performance. Gwyther (2004, p.3) revealed that many employees battle with the demands of jobs today because their expectations of jobs have increased significantly compared to the past, and this often leads to employees being disappointed. Therefore, one can conclude that in order for an employee’s motivation to be high, their expectancy must be high.

2.4.3.2. *Instrumentality*

Instrumentality in the expectancy theory refers to a person's perception that a specific action (performance) results in achieving the outcome. Instrumentality is thus divided into two sub-categories namely:

- First level outcomes – these outcomes are performance related and are quantified by the amount of output which will lead to a source of satisfaction in the form of second level outcomes.
- Second level outcomes – these outcomes are need related and are achieved through driving the objectives of the first level outcomes. People are rewarded in the form of pay, job security, bonuses and incentives.

Therefore, one can conclude that for motivation to be high, instrumentalities must be high. People must perceive that their high levels of performance will be rewarded. An excellent example of high instrumentality leading to high motivation is the case of the Cambodian immigrants who own, manage and work in 80% of all the doughnut shops in California. These immigrants view their high performance in these shops as leading to a sustainable income, family security and a comfortable life (Jones & George, 2014, p.410).

2.4.3.3. *Valence*

As stated by Mullins (2010, p.270), “valence is the anticipated satisfaction from an outcome”. It refers to the level of desirability of the outcomes available to an individual within the organisation. In order to motivate employees, managers must establish what outcomes are highly desired by which employees and ensure that those outcomes are available when employees perform at a high level.

2.4.4. The Porter and Lawler expectancy model

Vroom's expectancy theory forms the foundation of Porter and Lawler's theory. The model of Porter and Lawler does not only focus on motivational forces but rather performance in totality (Mullins, 2010, p.271). In addition to Vroom's three key variables of valence, instrumentality and expectancy, Porter and Lawler incorporated abilities and traits, role perceptions, intrinsic and extrinsic rewards, and perceived equitable rewards as the variables that need to be taken into consideration. This model suggests that a person must have the abilities and traits and understand the requirements of the job (role clarity) in order for an

effort to achieve the desired level of performance. Porter and Lawler further acknowledged that people work for both intrinsic (the sense of accomplishment and recognition) and extrinsic (incentives, money, and adequate supervision) rewards. Below is an illustration of the Porter and Lawler motivation model.

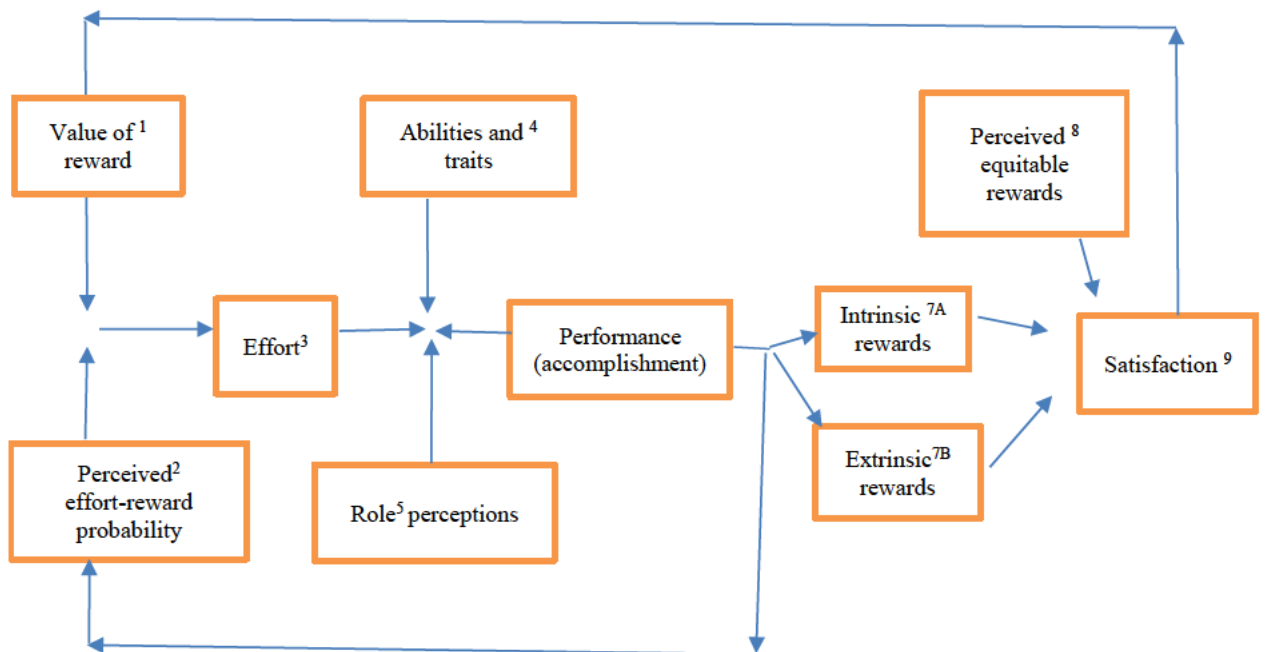


Figure 2.4: Porter and Lawler expectancy model of job satisfaction

Source: Adapted from Mullins, L.J. 2010. *Management and Organisational Behaviour*. 9th ed. Person Education, Essex.

It is crucial to understand the relationship of each variable within the model and its impact in attaining job satisfaction. According to Porter and Lawler (1968), “satisfaction is an effect rather than a cause of performance”. To this end, they affirmed that performance leads to the attainment of job satisfaction (Mullins, 2010, p.271). Below is a summarised discussion on the nine variables involved in contributing to the success of the model.

- **Value of reward** – People work toward the achievement of a goal in order to reap the reward. This aspect of the model is similar to valence in Vroom’s model. Therefore, importance given to the reward is dependent on the desirability of the reward.
- **Perceived effort-reward probability** – Refers to the perceived effort required by a person in order to obtain a specific reward. It is the same as expectancy in Vroom’s model.

- **Effort** – It is the amount of energy an individual puts into the activity. Important to note is that it does not relate to the successfulness in doing the activity.
- **Abilities and traits** – As stated above under effort, effort does not contribute to the successful accomplishment of goals/performance. The successful achievement of performance is influenced by an individual’s personal characteristics such as “intelligence, skills, knowledge and training” (Mullins, 2010, p.272).
- **Role perceptions** – The manner in which a person views their role influences the amount of effort they exert in the job. This factor has a significant impact in providing guidance and direction for effective performance accomplishment.
- **Performance** – Is a combination of a person’s abilities and traits coupled with their perceived role within the organisation. If the individual has a very low level of abilities and traits and does not understand their role in the business, this will result in ineffective and inefficient performance levels.
- **Rewards** – According to Herzberg, intrinsic rewards such as achievement, responsibility and recognition are referred to as motivators, whilst extrinsic rewards such as salary, working conditions and supervision are classified as hygiene factors. Therefore, both Herzberg and Porter and Lawler acknowledged that there is definitely a correlation between rewards and performance.
- **Perceived equitable-rewards** – Refers to the level of rewards a person feels they should receive for an agreed standard of performance. Employees often have their own perceptions about the level of reward they should receive based on their own assumptions of the job demand and effort.
- **Satisfaction** – Satisfaction refers to a person’s “attitude and internal state” (Mullins, 2010, p.273). Satisfaction is obtained when the actual rewards received by an individual are equal to or more than the perceived equitable rewards.

2.4.5. Job re-design

2.4.5.1. Job rotation

According to Robbins *et al.* (2009), job rotation can be defined as the “periodic shifting of an employee from one task to another”. When the job is no longer challenging for the employee, job rotation is utilised and the employee is shifted to another job that is usually at

the same skill level. Herzberg (1959) also concurred that the rotation of workers amongst a few jobs will reduce boredom and increase job satisfaction. Special attention must be drawn to the tasks rotated, as it must be seen as adding a meaningful contribution to the greater goals of the organisation rather than moving between unimportant meaningless jobs.

Job rotation also has several drawbacks. Training of employees to be multi-skilled significantly increases the training cost. Herzberg (1959) further added to the drawbacks by advising that the rotating of employee tasks will not bring instant gratification and happiness to an employee. Grobler *et al.* (2011) criticised job rotation as “nothing more than having an employee perform several boring jobs and monotonous jobs rather than one”.

2.4.5.2. *Job enlargement*

According to Grobler *et al.* (2011), job enlargement can be described as “increasing the scope of the job”. The purpose of job enlargement is to eliminate short-cycle jobs that lead to employee boredom. Several short assignments are allocated to the same employee as a result of the scope of work being increased. Job enlargement unfortunately does not increase the depth of the job. Herzberg (1968) criticised job enlargement by stating that job enlargement is “an addition of meaningless snippets of various activities to a job”. Herzberg (1968) further asserted his sentiments about job enlargement by stating that “two or three meaningless activities do not add up to a meaningful one”. Worker satisfaction in their jobs will increase as the scope of work is increased and the elements of boredom reduced. Grobler *et al.* (2011) drew special attention to the fact that job enlargement initiatives will only succeed if workers felt more satisfied with their jobs after the addition of tasks and an increase in job scope. The benefits associated with a successful job enlargement programme are a workforce that is less prone to absenteeism, constant grievances, reduced boredom and go slow on the job.

2.4.5.3. *Job enrichment*

Herzberg (1968) asserted that job enrichment allows an employee or group of employees a degree of control in performing tasks from the planning phase up to the execution phase. Robbins *et al.* (2009) concurred with Herzberg by stating that job enrichment refers to the “vertical expansion of jobs” in that this process increases the degree of control a worker possesses in planning, execution and the evaluation of work. Job enlargement promotes employee freedom, independence and increases responsibility amongst employees. Thus, as

a result of a high degree of responsibility and independence a high degree of motivators is linked with job enrichment programmes.

In order to drive this process, organisations need to expand jobs vertically and empower employees with responsibilities and control which previously were predominately reserved for management.

2.4.6. Job Characteristics Model

Hackman and Oldham (1980) developed the Job Characteristics Model (JCM) in which they proposed that any job can be described making use of five core job dimensions. The five core job dimensions as seen below in Figure 2.5 are skill variety, task identity, task significance, autonomy, and feedback.

According to Hackman and Oldham (1980) and as illustrated below in Figure 2.5, the five core job dimensions impact significantly on the “critical psychological state” of the employee. The three critical psychological states as detailed by Hackman and Oldham (1980, p.77) are experienced as meaningfulness of work, experienced responsibility for outcomes of the work and knowledge of the actual results of the work activities.

Special attention must be drawn to the fact that only three core job characteristics, namely skill variety, task identity and task significance, affect experienced meaningfulness of the work, whilst autonomy affects experienced responsibility for outcomes of the work and finally feedback from job impacts on knowledge of the actual results of the work activities, as illustrated in Figure 2.5 (Martin & Fellenz, 2010, p.435).

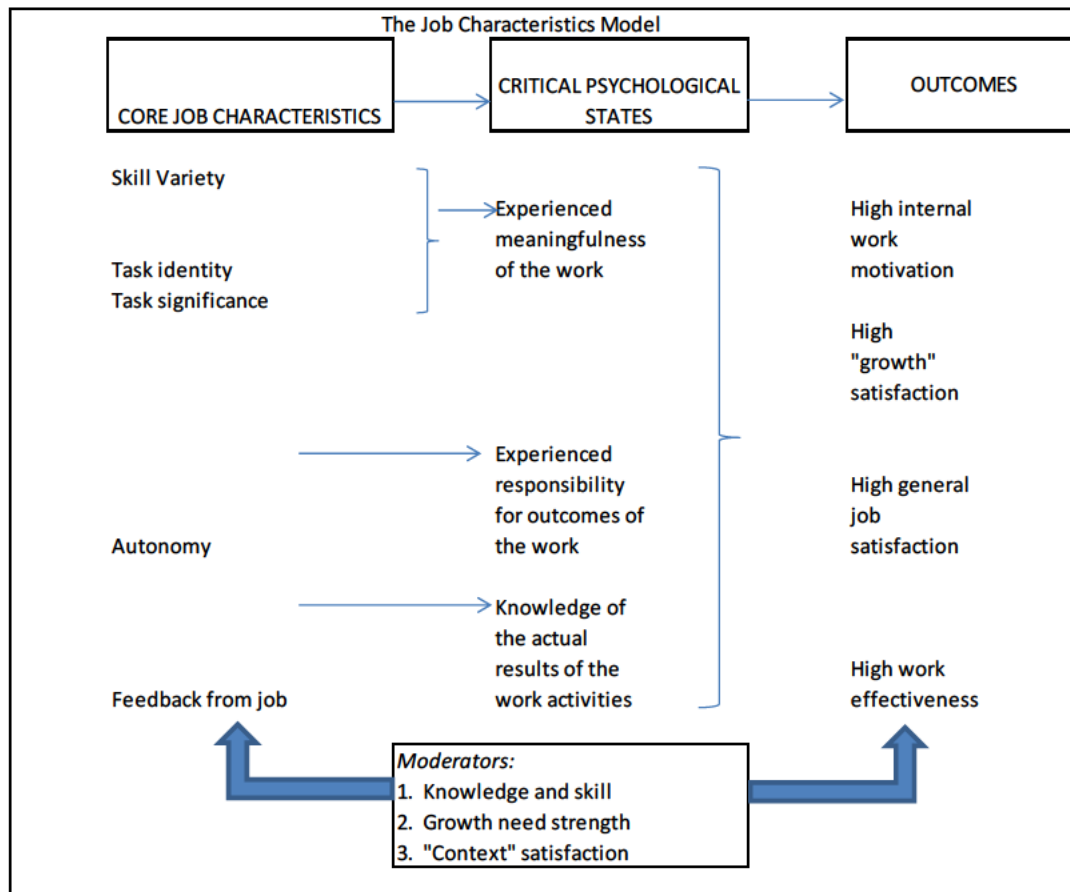


Figure 2.5: The Job Characteristics Model

Source: Adapted from Hackman, J.R. & Oldham, G.R. 1980. *Work Redesign*. Addison-Wesley Publishing, Reading, MA.

The five core elements of the JCM and the role of differences among people are discussed below.

2.4.6.1. Skill variety

Hackman and Oldham (1980) defined skill variety as the “degree to which a job requires a variety of different activities in carrying out the work, involving the use of a number of skills and talents of the person”. Robbins *et al.* (2009) concurred with the definition of Hackman and Oldham (1980) and went on to detail their definition of skill variety as “is the degree to which a job requires a variety of different activities so that the worker can use a number of different skills and talent”. Martin and Fellenz (2010, p.434) added to the definitions as stated above by stating that an increase in the level of skill required to do a task will present the employee with a challenge and the opportunity to master that challenge which will then contribute to the employee being motivated. This is in line with Herzberg’s achievement as a motivator principle. Hackman and Oldham (1980) proposed the idea of skill variety in an

employee's work so that it could result in employees experiencing increased levels of job satisfaction. Robbins *et al.* (2009) further stated that jobs that have intrinsic elements of skill variety are more satisfying to an employee and generate much higher performance levels than jobs that do not have skill variety elements. Skill variety allows the employee to perform a number of meaningful tasks which result in the finished product. Only once the employee is able to identify their contribution to the finished product will they experience satisfaction in their jobs.

2.4.6.2. *Task identity*

According to Hackman and Oldham (1980) and Robbins *et al.* (2009), task identity refers to “the degree to which a job requires completion of a whole and identifiable piece of work”. For example, an employee making dining room tables will have task identity if he does everything related to making of the entire table (e.g. reading the plan measurements, cutting of the timber, assembly the table, and finally varnishing the finished product). Employees are much more involved and take responsibility when they are tasked with the completion of an entire job rather than just contributing a small element towards the finished product. The allocation of an entire task to an employee from start to end creates motivation within the employee as they view this assignment as being much more meaningful and challenging because they are solely responsible for the successful completion of the task.

2.4.6.3. *Task significance*

Greenberg and Barron (2000) defined task significance as the “degree to which a job has a substantial impact on the lives or work of other people”. Hackman and Oldham asserted that the critical psychological state of experienced meaningfulness of the work is significantly enhanced when an employee knows exactly how the work they are doing will impact the physical or psychological well-being of other people. This is an extremely powerful statement in that an employee who might be fulfilling a trivial job in an organisation starts to understand their role in the broader picture and then appreciates the fact that by completing their tasks effectively and efficiently they are contributing to the physical safety and psychological well-being of other humans.

2.4.6.4. *Autonomy*

Daft and Marcic (2007) defined autonomy as “the degree to which a worker has freedom, discretion and self-determination in planning and carrying out tasks”. Autonomy allows the

person performing the tasks to take full responsibility for the allocated tasks, thus resulting in the individual viewing the outcome as a direct result of their decisions, own efforts and initiatives (Hackman & Oldham, 1980, p.79). The characteristics of autonomy as discussed by Hackman and Oldham (1980) are similar to the motivators as detailed by Herzberg (1959). Job enrichment as discussed in Section 2.4.3 also highlights the positive attributes of autonomy in the job design of employees.

2.4.6.5. Feedback

According to Robbins *et al.* (2009), “feedback is the degree to which carrying out the work activities required by a job results in the individual obtaining direct and clear information about the effectiveness of his or her performance”. The fundamental element about feedback in this regard is focused on feedback obtained directly from the job. An example of case in point will be a television technician turning on the television to find that it works or doesn’t work after being repaired is feedback regarding whether the task was successful or not.

2.4.6.6. The role of differences among people

People are all different in nature and therefore different factors either motivate or demotivate individuals. The same principle applies to the work environment; some employees thrive in jobs that are high on motivating factors whereas other employees totally switch off. According to Hackman and Oldham (1980), three factors, namely knowledge and skill, growth need, and strength and satisfaction with the work context, must be considered before attempting to engage in any possible job changes as illustrated in Figure 2.5. It is of paramount importance to acknowledge and understand that good performance equals positive feelings whilst poor performance equals negative feelings. Therefore, jobs high in motivating potential with good performance by employees will result in much satisfaction from doing well, whereas jobs low in motivating potential with employees performing badly will result in unhappy feelings.

Jobs high in motivating potential require individuals who have sufficient knowledge and skill and who will perform well. This will result in these individuals experiencing substantially positive feelings as a result of their achievements in the job. Unfortunately, those individuals who are not competent enough to perform well will experience a great deal of unhappiness and frustration at work (Hackman & Oldham, 1980, p.84). This phenomenon results in employees psychologically convincing themselves that they no longer care about

work. According to Hackman and Oldham (1980), “jobs high in motivating potential create an opportunity for considerable self-direction, learning, and personal accomplishment at work”. Unfortunately, these opportunities are not appreciated by all individuals. Only individuals who have a strong need for personal accomplishment, learning, and for developing themselves will scoop up these opportunities as it resonates with their need for working on complex and challenging jobs because the high motivating job influences these individuals. However, individuals with a low need for growth will not be interested in such opportunities and may find these opportunities as threatening (Hackman & Oldham, 1980, p.85).

Satisfaction in the work context impacts heavily on the level of an employee’s job satisfaction. Therefore, Hackman and Oldham (1980) firmly asserted that if “an individual is relatively satisfied with pay, job security, co-workers, and supervisors they will respond positively to enriched and challenging jobs”. Individuals who are satisfied with the work context have a high level of internal work motivation and a strong need for growth whilst individuals who are dissatisfied with the work context are both low in motivation and low in growth need strength.

2.4.7. Goal-setting theory

Edwin Locke proposed in the late 1960s that working towards a common goal is a contributing factor towards workplace motivation (Robbins *et al.*, 2009). He believes that an individual’s intentions and goals determine their behaviour (Tyilana 2005, p.22). Individuals are given measurable goals that tell them how much of effort will be required. The concept of feedback according to Herzberg (1980), as discussed in Section 2.4.4.5, is one of the fundamental principles in the goal-setting theory in that feedback, especially self-generated feedback, leads to a higher level of performance and high motivation (Robbins *et al.*, 2009, p.151). The diagram (Figure 2.6) below illustrates the process of the goal-setting theory.



Figure 2.6: Goal-setting theory model

Source: Adapted from Robbins, S.P., Judge, T.A., Odendaal, A., & Roodt, G. 2009. *Organisational Behaviour: Global and Southern African Perspective*. 2nd ed. Pearson Education South Africa, Cape Town.

Careful attention should be given to cognitive involvement in the process of goal setting as the goals must be clearly defined and clarified (Tyilana, 2005, p.22). Developing specific goals, agreed by both management and employees, produces a higher level of output than just general goals (Grobler *et al.*, 2011, p.239). Tyilana (2005) further asserted that Locke argued that goals specificity is the “degree of quantitative precision”. For example, a goal that says we need to improve our CSI rating in the next quarter is clear but not quantitatively guiding. Therefore the goal should be, we will improve our CSI rating by 15% in the next quarter to be quantitatively precise. Upon acceptance of the agreed specific goals, some individuals are motivated by difficult goals because it challenges them, and allows for creativity, attention to detail, autonomy and assuming responsibility of achieving the goals. Goal commitment refers to the amount of effort an individual exercises in order to achieve the goal, whilst goal intensity refers to the setting of the goal and the requirement to achieve the desired result. Therefore, the goal-setting theory has similar principles to Hackman and Oldham’s (1980) Job Characteristics Model.

In order for the goal-setting theory to be a successful and an effective motivation technique, it must involve thorough planning and clearly define the implementation and execution of strategy. Critical to the success of the theory is the monitoring of the goals to establish which goals are being met, which are posing a challenge and why are they not being met (Gibson, Ivancevich & Donnelly, 2000, p.167).

Below, as indicated by Gerhart and Rynes (2003, p.125), are the predictive characteristics of the goal-setting theory. The theory predicts the following:

- When people commit to specific goals, there is higher effort and higher performance.
- Monetary rewards and incentives will have a direct effect on performance in that it will influence individuals in their choice of goals and the commitment thereof.
- The commitment to a specific goal will be linked to the level of difficulty in attaining the specific goal. For example, employees are much more committed to easier, short-term goals than to difficult, long-term goals as they are afraid of not attaining the goal and not reaping the rewards in the short term.

2.4.7.1. Limitations on the goal-setting theory

- There is no clear empirical evidence to suggest that employees perform better in the attainment of goals when they participate in goal setting.
- It is very difficult to sustain and is complex in nature.
- It only works well in simple jobs and has received negative feedback in jobs where goals are not easily measured, e.g. teaching, nursing.
- There is no evidence that difficult goals always leads to higher performance.
- It is used as a checking mechanism and to control employee performance.
- Goal setting presupposes that an individual is committed to a goal, not to abandon a goal or lower the goal.
- Research indicates that goal setting does not adapt to all tasks.
- Goal setting is culture bound and does not work well in all countries.

2.4.8. Reinforcement theory

The reinforcement theory is a behaviouristic approach whereby it argues that reinforcement conditions behaviour (Robbins *et al.*, 2009, p.154). According to reinforcement theorists, behaviour is caused by the environment. The principles regarding this theory do not take into account the inner state of the individual but rather focus on what the results when a person takes action. In order for reinforcement to have the continued desired effect on employees' behaviour, organisations need to ensure that the rewards are viewed as meaningful and are appealing to all employees (Grobler *et al.*, 2011, p.239). Consistent with Maslow's theory of need, it is imperative that the each employee is identified individually so that the rewards can be tailored to the specific needs of each individual. Hackman and Oldham (1980) further asserted that when productive behaviour is rewarded, individuals will work much more effectively in order to obtain more rewards and increase their satisfaction in their jobs.

The theory of reinforcement is thus focused largely on rewarding behaviour. Therefore, in order for the rewards to be effective in creating and maintaining high productivity, a number of conditions such as the following need to be met:

- The reward must be seen as valuable and meaningful to employees.
- The reward must only be issued on a contingent basis, when the desired behaviour has occurred.
- There must be a measurable target put in place so that the employee is clearly aware of the performance required.

2.4.9. Equity theory

The equity theory was developed by the research psychologist, J. Stacey Adams, at General Electric Co in New York. According to Robbins *et al.* (2009), the J. Stacey Adams equity theory is driven by employees comparing their job inputs "(effort, experience, education, competence) and outcomes (salary levels, raisers and recognition) relative to those of others". Employees perceive their outcomes in relation to their inputs and thereafter compare this ratio to other individuals with similar jobs. Employees make comparisons to the following four referent groups:

- Self-inside – An employee's experiences in different positions within their own organisation;

- Self-Outside – An employee’s experiences in a position outside their own organisation;
- Other-inside – Refers to another individual or group of individuals within the employee’s own organisation; and
- Other-outside – Refers to an individual or group of individuals outside the employee’s own organisation.

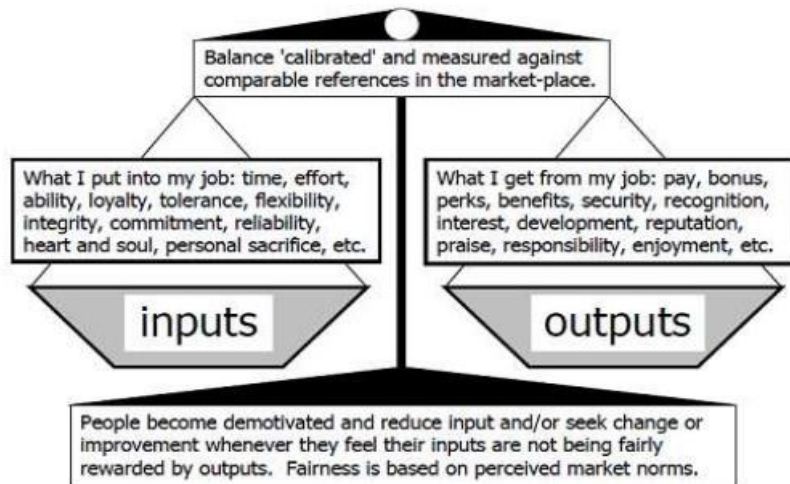


Figure 2.7: Adam’s equity theory diagram

According to Robbins *et al.* (2009, p.155), based on the equity theory, the following lists the expected actions an employee will take if they perceive inequity:

- The employee will change their level of input (for example, put less effort into the job).
- A change in employee outcomes (for example, employees that are paid based on productivity on units produced can increase their wages by producing more units).
- The employee will distort perceptions about themselves.
- The employee will distort perceptions of other employees.
- The employees will make use of a different referent.
- The employee will leave the job.

Finally, equity theory historically focuses primarily on distributive justice. However, the theory has evolved significantly into procedural justice and interactional justice which then

culminate into organisational justice, as illustrated in Figure 2.8. Below that is a discussion on the elements contributing to the model of organisational justice.



Figure 2.8: Model of organisational justice

Source: Adapted from Robbins, S.P., Judge, T.A., Odendaal, A., & Roodt, G. 2009. *Organisational Behaviour: Global and Southern African Perspective*. 2nd ed. Pearson Education South Africa, Cape Town.

- Distributive justice – refers to the employee’s “perceived fairness” of the allocation and number of rewards amongst other employees. A fundamental factor in distributive justice is the war that wages in an employee’s mind between how much they get paid versus what they think they should get paid.
- Procedural justice – this element refers to the employee’s “perceived fairness” used in the process to distribute rewards. Therefore, it is crucial for consistency to be maintained in the allocation of rewards.
- Interactional justice – refers to the employee’s perception regarding the degree to which they are treated with dignity, concern, and respect. Therefore, if an employee feels that they are being treated unfairly by a manager, they will retaliate.

- Organisational justice – Robbins *et al.* (2009) defined this element “as the overall perception of what is fair in the workplace”. A key element to understand in organisational justice is the concept of an “individual’s perception” of justice. Therefore this is an extremely subjective component in that what one employee might view as unfair might well be totally fair to another.

In summary, one can therefore conclude that equity exists if an employee perceives that the ratio of their inputs is equivalent to the rewards received in comparison to that of the ratios received by similar employees. However, if the ratios are not equivalent a state of inequity is present (Gibson *et al.*, 2000, p.164).

2.4.9.1. *Criticism of the equity theory*

The perceived overpayment (rewards) of employees leads to inequity

The theory is based on short-term achievement of goals and comparison but no long-term comparisons are highlighted.

2.5. SUMMARY

There is an abundance of literature regarding job satisfaction; however, ensuring employees are satisfied in their jobs is a complex task. Many dynamic factors need to be taken into consideration when addressing the subject of job satisfaction or dissatisfaction. Therefore, to ensure employees are kept satisfied and motivated in their jobs, managers need to ensure that staff are engaged continuously and that staff needs and aspirations are understood in order to implement the appropriate strategies to harness the best performance from each individual. Employees also have a high degree of responsibility to themselves and the organisation by communicating their goals and aspirations to the company so that the business can implement interventions to ensure the employee is motivated and experiences job satisfaction.

This chapter involved discussions and criticism of many theories contributing to job satisfaction. Maslow’s theory of needs was discussed in detail with special emphasis placed on establishing exactly what level of the Maslow hierarchy of needs the employee found himself – so that the organisation could motivate the employee based on the need requirement at that stage. Herzberg’s studies conducted in 1959 were discussed in detail with the centre of the discussions focusing on the two key factors, namely motivators and hygiene

factors and the manner in which these factors contribute as satisfiers or dissatisfiers. An important discussion then unfolded on Vroom's expectancy theory and the transition into an updated version of the expectancy theory by Porter and Lawler. Finally, aspects of the equity and goal-setting theories were also discussed so that a holistic view of the entire subject was presented and the literature reviewed in totality. The chapter has closed with a review of literature and research studies on the topic of job satisfaction conducted across the globe.

CHAPTER 3

RESEARCH METHODOLOGY

3.1. INTRODUCTION

The gaps identified in the literature review that was conducted, clearly revealed an opportunity for further research into job satisfaction in the Temporary Employment Services industry in S.A. As a result of insufficient research in the area of job satisfaction in the Temporary Employment Services industry, this study aimed to provide a foundation for further studies in the Temporary Employment Services industry.

This chapter discusses the research methodology employed for the study. The chapter begins with a brief overview of the organisation CAP-SA, followed by providing the aims and objectives of the study. The key aspects of discussion regarding research methodology centre around the type of study, approach utilised, research sampling, data collection, data analysis and finally all ethical considerations undertaken.

3.2. OVERVIEW OF THE COMPANY

Capital South Africa is a division of Kelly Industrial Limited listed on the JSE under Adcorp Holdings Limited. The CAP-SA-Poplar branch is one of the 15 branches that CAP-SA possesses. Adcorp Holdings Limited was established in 1975 and listed on the JSE in 1987. Currently the group employs 3000 permanent employees and places in excess of 91500 contractors daily. Adcorp is the largest workforce management organisation on the continent.

CAP-SA currently employs in excess of 500 permanent staff members who work in operations, recruitment, human resources, payroll, administration, training and industrial relations departments within the various branches. The Poplar branch is the flagship branch of the business in that it contributes to 25% of the total budget of 15 branches. The branch has a solid infrastructure in that it operates with a general manager (GM), two regional operations managers (ROM) and a permanent staff component of 75 employees based at both the administration office and on client sites. The branch's business foundation and client base were built on solid client service relationships.

3.3. THE RESEARCH PROCESS

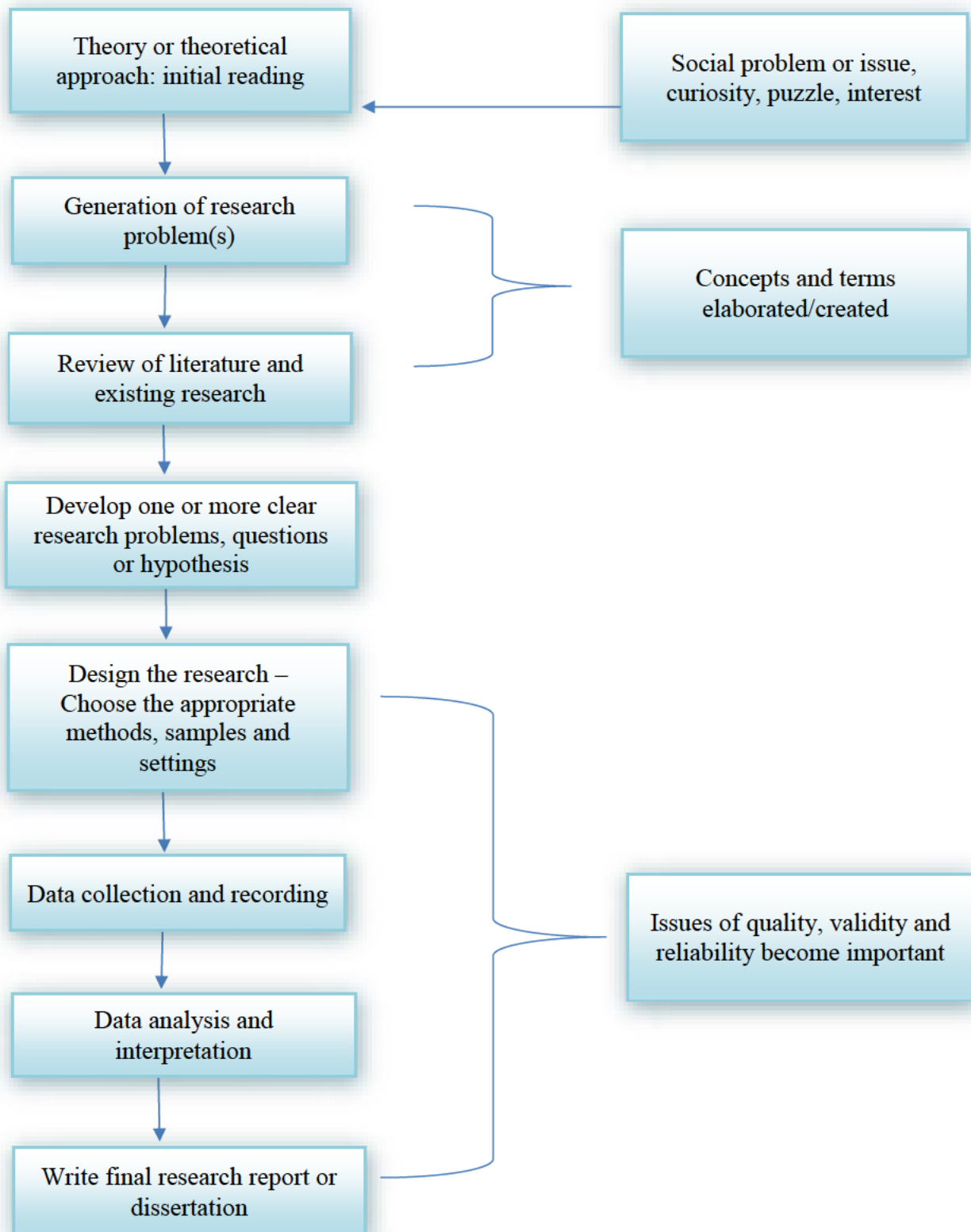


Figure 3.1: The research process

Source: Adapted from Sekaran, U. & Bougie, R. 2013. *Research Methods for Business: A Skill Building Approach*. 6th ed. John Wiley & Sons, West Sussex.

3.4. AIM AND OBJECTIVES OF THE STUDY

3.4.1. Aim

According to Farrell (2011), the aim of a research study can be defined as the “goal and strategic direction” of the study. The aim is the basis for the research topic which then transcends into the strategic direction of the research. Thus, an aim provides the purposive focus required for the research study (Sekaran & Bougie, 2013, p.20). The aim of this research study, as indicated in Chapter 1, was to investigate the level of job satisfaction currently being experienced by the operations staff at CAP-SA-Poplar branch and their level of engagement in decisions impacting the operations department.

3.4.2. Objectives

The objectives of a research study describe how the aims of the study are achieved through the translation of those aims into operational processes (Abdulai & Owusu-Ansah, 2014).

The objectives of this study were to investigate the following:

1. The factors that influence employee satisfaction in their jobs.
2. The level of employee engagement in formulating and executing operational strategies in the organisation.
3. The impact job satisfaction and employee engagement has on employee performance
4. Recommendations for performance improvement

3.5. TYPE OF STUDY

According to Sekaran and Bougie (2013, p.96), research studies can be conducted in various ways, namely the exploratory study, the descriptive study, hypothesis testing and the case study. Sekaran and Bougie (2013) concurred with Kothari (2011) by also categorising research studies into three broad categories; however, they included causal studies into the category of hypothesis testing. Below is a discussion on the various types of research studies.

3.5.1. Exploratory study

According to Sekaran and Bougie (2013), exploratory studies are conducted when there is insufficient or limited information available about a particular situation, or a lack of research

on how similar research was resolved in the past. Due to the lack of research into job satisfaction in the TES industry, the researcher conducted a literature review nationally and internationally to explore and understand previous research done on job satisfaction in the TES industry. As a result of such, extensive preliminary engagement with the relevant stakeholders needed to be conducted to understand the enormity of the problem and for the researcher to familiarise himself with the situation. For the purpose of this research, as a result of CAP-SA being in the TES industry which lacks research in terms of job satisfaction, the researcher conducted informal discussions with employee representatives within the operations department to determine the need for the research.

3.5.2. Descriptive study

According to Saunders, Lewis and Thornhill (2009), the object of a descriptive study is to “portray an accurate profile of persons, events or situations”. Sekaran and Bougie (2013) further re-enforced the concept of descriptive studies by asserting that “descriptive studies are designed to collect data that describes the characteristics of persons, events or situations”. Descriptive studies can be either quantitative or qualitative in nature. For the purpose of this study, the researcher made use of a descriptive study. The reason for doing so is that the research aimed to investigate the level of job satisfaction and employee engagement by understanding how the various variables impacted on the aforementioned aim which has a direct impact on employee performance.

3.6. RESEARCH APPROACH /STUDY DESIGN

The techniques used to collect data and the approaches used to analyse the results can be a qualitative approach, a quantitative approach or a mixed methods approach (Saunders *et al.*, 2009, p.152). In quantitative studies, the theory is used deductively (Creswell, 2009, p.55). Quantitative research makes use of various quantitative analysis techniques to provide “a description of the various variables involved, to establishing statistical relationships amongst variables through to complex statistical modelling (Khalid, Hilman & Kumar, 2012)”. Quantitative approaches involve the use of methods such as administration of questionnaires to generate data that is statistically analysed. Qualitative approaches employ theory as an inductive process for building from the data to broad themes to a more generalised model (Creswell, 2013, p.133). The input from the research participants is the point of departure for the researcher, where conceptualisation begins; trends and patterns are identified; and commonalities and relationships emerge from researcher-participant interactions. In other

words, the researcher uses information from the participants inductively as the basis for developing a theory firmly rooted in the participants' experiences (Polit & Beck 2004, p.29). As a result of the deductive nature of the business concern at CAP-SA-Poplar, the researcher adopted the quantitative approach in conducting the study. This choice of a quantitative approach aided the researcher in presenting the research data in a graphical representation with the number of employees under each category, and further breaking down the data into numeric representations as well. If the researcher had employed a qualitative approach the graphical representation would have been extremely difficult to present.

3.7. SAMPLING

Kothari (2011) defined sampling as the process of gathering information about an entire population by examining only a part of it. According to Sekaran and Bougie (2013), sampling is the process of selecting the right individuals, objects or events as representatives for the entire population. Sekaran and Bougie (2013) detailed the following steps in sampling:

- • Define the population
- • Determine the sample frame
- • Determine the sampling design
- • Determine the appropriate sample size
- • Execute the sampling process.

3.7.1. Description of the population

Sekaran and Bougie (2013) described the population as the entire group of interest that the researcher wishes to investigate and make inferences about, while an element is a single member of the population.

The population of interest in this study comprised all the operations staff at CAP-SA-Poplar branch. The population of the operations staff at CAP-SA-Poplar branch are different age groups, different races, different genders and cultures. The total population for this study consisted of 44 people, which comprised of the entire operations team at CAP-SA-Poplar branch. No sampling was performed as a result of the population being extremely small and the research instrument used was an electronic questionnaire which was inexpensive and easily accessible to all respondents.

3.7.2. The need to sample

According to Sekaran and Bougie (2013), it would be practically impossible to collect data from every element of a large population in the hundreds and thousands. Saunders *et al.* (2009) listed the following reasons for using sampling:

- It would be impracticable to survey the entire population.
- Budget constraints prevent the surveying of the entire population.
- Time constraints prevent surveying of the entire population.
- Once the data is collected results are required speedily.

3.7.3. Sampling design and sampling method

According to Sekaran and Bougie (2013), there are two major types of sampling design, namely probability and nonprobability sampling. Probability sampling is characterised by the elements of the population having some known and therefore having the chance of being greater than zero to be selected as sample subjects. Nonprobability sampling is characterised by the elements all having an equal chance of being selected as sample subjects. For the purpose of this study no sampling was required as the population was extremely small and the research instrument used was an electronic questionnaire which was inexpensive and easily accessible to all respondents. Therefore, the sample size was equivalent to the total population.

3.8. DATA COLLECTION STRATEGY

The selection of an appropriate data collection method is crucial to the success and quality of the information gathered. There are two types of data, namely primary data and secondary data. Primary data refers to information that the researcher obtains first hand on the variables of interest for the specific purpose of the study. Secondary data refers to information that has already been gathered from existing sources (Sekaran & Bougie, 2013). According to Sekaran and Bougie (2013), focus groups, interviews, administered questionnaires or observations are primary sources of data, while archives, government publications, company records, websites and industry analyses are some of the sources of secondary data.

For the purpose of the research study, primary data was obtained by employing the use of an electronic questionnaire. The primary data presented for this study comprised of information collected and analysed about the job satisfaction in the operations department at CAP-SA-

Poplar branch. Secondary data comprised of CAP-SA’s CSI recordings and performance reviews.

According to Sekaran and Bougie (2013), the three most popular methods of data collection are interviews (face to face and telephonic), questionnaires and observation.

Table 3.1: Advantages and disadvantages of data collection methods

Data collection method	Advantages	Disadvantages
Interviews (face to face and telephonic)	<ul style="list-style-type: none"> • High quality rich data can be obtained • Creates an opportunity to establish a rapport with interviewees • Helps to assist in clarifying questions and any doubts • Allows for visual aids to be used 	<ul style="list-style-type: none"> • Time consuming • Potential to become interviewer bias • Can become expensive if the sample size is large
Questionnaires	<ul style="list-style-type: none"> • Less expensive method • Anonymity of respondent is high • Good tool to use when sample is widely dispersed • Instant feedback obtained 	<ul style="list-style-type: none"> • Emailed questionnaires have a low response rate • Excludes respondents who do not have email
Observations	<ul style="list-style-type: none"> • Rich data is obtained • Complex issues can be explained and comprehended 	<ul style="list-style-type: none"> • Very expensive method • Can include observer bias

Source: Adapted from Sekaran, U. & Bougie, R. 2013. *Research Methods for Business: A Skill Building Approach*. 6th ed. John Wiley & Sons, West Sussex.

3.8.1. Instrument

According to Saunders *et al.* (2009), business and management research uses questionnaires most frequently as a data collection instrument. Sekaran and Bougie (2013) defined a questionnaire as “a pre-formulated written set of questions to which respondents record their

answers, usually within rather closely defined alternatives”. The use of questionnaires requires each respondent to respond to the same set of questions. Therefore employing this strategy for the collection of data is extremely efficient in collecting responses from a large sample. The instrument employed for this study was an electronic questionnaire. As a result of surveying the entire population for the purpose of this study, the electronic questionnaire was the obvious choice as it is extremely easy to administer, extremely inexpensive, has global reach, fast delivery and also allows the respondents the opportunity to answer the questionnaire at their own convenience.

The disadvantages associated with the usage of this instrument were mitigated by the fact that all operational staff at CAP-SA-Poplar are computer literate and the use of a computer is a pre-requisite of their job.

3.8.2. Different types of questionnaires

Since different types of questionnaires are available to the researcher, it is relevant to list the advantages and disadvantages of various questionnaires in Table 3.2 below.

Table 3.2: Advantages and disadvantages of different questionnaires

Mode of data collection	Advantages	Disadvantages
Personally administered questionnaires	Can establish rapport and motivate respondent.	Explanations may introduce a bias.
	Doubts can be clarified.	Take time and effort.
	Less expensive when administered to groups of respondents.	
	Almost 100% response rate ensured.	
	Anonymity of respondent is high.	
Mail questionnaires	Anonymity is high.	Response rate is almost always low. A 30% rate is quite acceptable.
	Wide geographical regions can be reached.	Cannot clarify questions.

Mode of data collection	Advantages	Disadvantages
	Token gifts can be enclosed to seek compliance.	Follow-up procedures for non-responses are necessary.
	Respondent can take more time to respond at convenience. Can be administered electronically, if desired.	
Electronic questionnaires	Easy to administer.	Computer literacy is a must.
	Can be reached globally.	Respondents must have access to the facility.
	Very inexpensive.	Respondent must be willing to complete the survey.
	Fast delivery.	
	Respondents can answer at their convenience, like mail questionnaires.	

Source: Adapted from Sekaran. Sekaran, U. & Bougie, R. 2013. *Research Methods for Business: A Skill Building Approach*. 6th ed. John Wiley & Sons, West Sussex.

3.8.3. Construction of the instrument

In order to develop a well-constructed questionnaire, sound principles of questionnaire design should be employed. There are three fundamental elements that must be taken into account in the construction of questionnaires, namely the wording of the questions, the planning of issues with regard to how the variables will be categorised, scaled, and coded, and finally the general appearance of the questionnaire (Sekaran & Bougie, 2013). For this study the questionnaire was linked to the elements of each objective as shown in Table 3.3.

Table 3.3: Questionnaire

SATISFIERS	DISSATISFIERS
Achievement ❖ Questions 8	Company policy and administration ❖ Question 10
Recognition ❖ Questions 20	Supervision ❖ Questions 12, 13, 17
Possibility of growth	Salary

SATISFIERS	DISSATISFIERS
❖ Questions 15,16, 21, 25	❖ Questions 18, 20
Work itself ❖ Questions 6,9,11, 23, 24	Interpersonal relations ❖ Question 13
Responsibility ❖ Questions 7	Working conditions ❖ Question 19
Advancement and status ❖ Questions 15	
Job security ❖ Question 22	

Question 13 and 14 – Linked to level of engagement in the organisation.

Question 26 – Recommendations for improvement in job satisfaction.

3.8.4. Reliability and validity

3.8.4.1. Validity

Sauders *et al.* (2009) asserted that validity pertains to whether the findings are actually what they appear to be. Khalid *et al.* (2012) concurred by asserting that “validity is the extent to which a score truthfully represents a concept”. Valid can take on two forms, internal and external validity. Internal validity refers to tests to ensure compliance in the researcher’s design in that it follows a process of cause and effect, whilst external validity focuses on generalisation (Khalid *et al.*, 2012). Validity tests whether the relationship between the two variables is a causal relationship or not. A valid questionnaire will ensure that accurate data is collected consistently, that the questions are understood by the respondents in the context posed by the researcher, and that the responses are understood by the researcher in the context as replied by the respondent.

Several types of validity tests can be used to test the goodness of measures. Cooper and Schindler (2014) classified validity into the following three categories:

- Content validity – Refers to the extent to which a measure represents all facets of a given concept (Sekaran & Bougie, 2013). For the purpose of this study, eight operations staff members were given the questionnaire to complete in order to establish

the level of the questionnaire as well as time taken to complete the questionnaire. The time taken was between 10 and 15 minutes.

- Criterion-related validity – Refers to the “degree of correlation of a measure with other standard measures of the same construct” (Zikmund, 2003). This category can be divided further into two sub-categories, concurrent validity and predictive validity. The researcher compared the research findings against literature on the topic and results reviewed from previous studies.
- Construct validity – Refers to richness of results obtained utilising the necessary tools to fit the theories around which the research is designed (Sekaran & Bougie, 2013, p.227). According to Foxcroft and Roodt (2009), construct validity employs the use of statistical and quantitative analysis to establish if the results from the instrument used match the theories used to construct the instrument. However, due to the complexity of this method it was not used for the study.

3.8.4.2. Reliability

Reliability refers to the robustness of the questionnaire and whether or not it would produce consistent findings at different times and under different conditions (Saunders *et al.*, 2009). There are two common approaches to assessing stability. They are as follows:

- Test re-test estimates of reliability are obtained by correlating data collected with those from the same questionnaire under as near equivalent conditions as possible. This approach therefore requires the questionnaire to be administered twice to the respondents, which would pose a challenge to convince the respondents to answer the same questionnaire twice.
- Internal consistency involves correlating the response to each question in the questionnaire. Therefore, internal consistency measures the consistency of responses across either all questions or a sub-group of the questions from the questionnaire. The most frequent method of calculating internal consistency is Cronbach’s alpha, which was also used for this study.

3.8.5. Administration of the survey

According to Saunders *et al.* (2009, p.11), the administration of the survey is the last stage in the data collection process. For this study, all respondents received an introductory letter

explaining who the researcher is and detailing the need for the study; an informed consent letter and finally the questionnaire via the online research tool, QuestionPro. Each respondent was sent a hyperlink via email which allowed the respondent to access the survey. Initially participants were given a weeks' time to complete the questionnaire. Follow-up emails were sent after a week to respondents who did not complete the survey after the initial request. The data collection took place between 12 and 27 May 2016.

3.9. ETHICAL CONSIDERATIONS

The general manager of CAP-SA-Poplar branch granted permission for the study to be conducted and a Gatekeeper letter was obtained. Each respondent completed an online consent document in the form of an informed consent letter before embarking on the survey. Finally, ethical clearance was granted to the researcher by the University of KwaZulu-Natal ethics committee.

3.10. ANALYSIS OF THE DATA

Upon completion of the data collection process, the researcher is required to commence with data analysis. The data needs to be coded, keyed in and edited before it can be analysed (Sekaran & Bougie, 2013). Coding of the data is a process of allocating a specific number to each respondent so that it can be entered into the database. The key in process is a data entry process into the database, and finally editing of data allows for corrections to be made to data entered into the database if the initial entry or coding was incorrect (Sekaran & Bougie, 2013).

The researcher made use of an online software instrument called QuestionPro for the collection of the data in this research study. Therefore, the data was automatically coded when the respondents of the study entered responses on the website. Cooper and Schindler (2014) emphasised the use of technology to avoid and limit the manual handling and collection of data. Upon completion of the three said processes, the data for this study was ready to be transferred to SPSS for analysis.

3.11. SUMMARY

This chapter provided the details of the research methodology employed for this study. The areas covered are vast in that the chapter commenced with the aims and objectives of the study, and then discussed the different types of research studies, the type of study chosen for

this study, sampling and the quantitative approach adopted. Thereafter, the chapter discussed data collection methods and data analysis and lastly the ethical considerations concluded the chapter. The following chapter is largely a presentation, graphical analysis and discussion of the data collected.

CHAPTER 4

PRESENTATION OF RESULTS

The self-administered questionnaire was sent to 44 participants. Of them, 43 viewed the questionnaire but only 40 participants completed the questionnaire. Therefore, the response rate was 91%. According to the reliability analysis, the data was reliable as the Cronbach's alpha value was 0.865 (see Table 4.1).

Table 4.1: Reliability analysis output

Reliability statistics	
Cronbach's alpha	Number of items
.865	19

With regards to participants' position at work, more than half of them were site managers (45%) followed by site agents (37%).

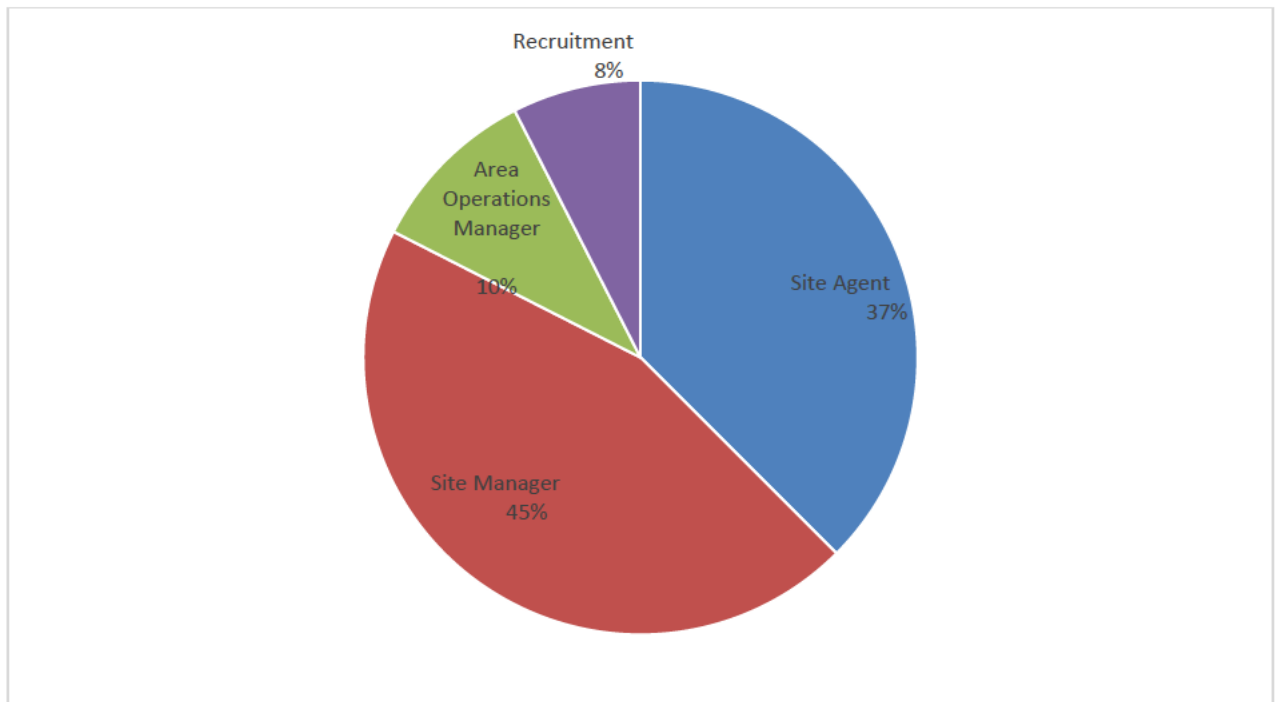


Figure 4.1: Position within the operations department

It was found that the majority of the participants (80%) had been working five years or less in the company (Figure 4.2).

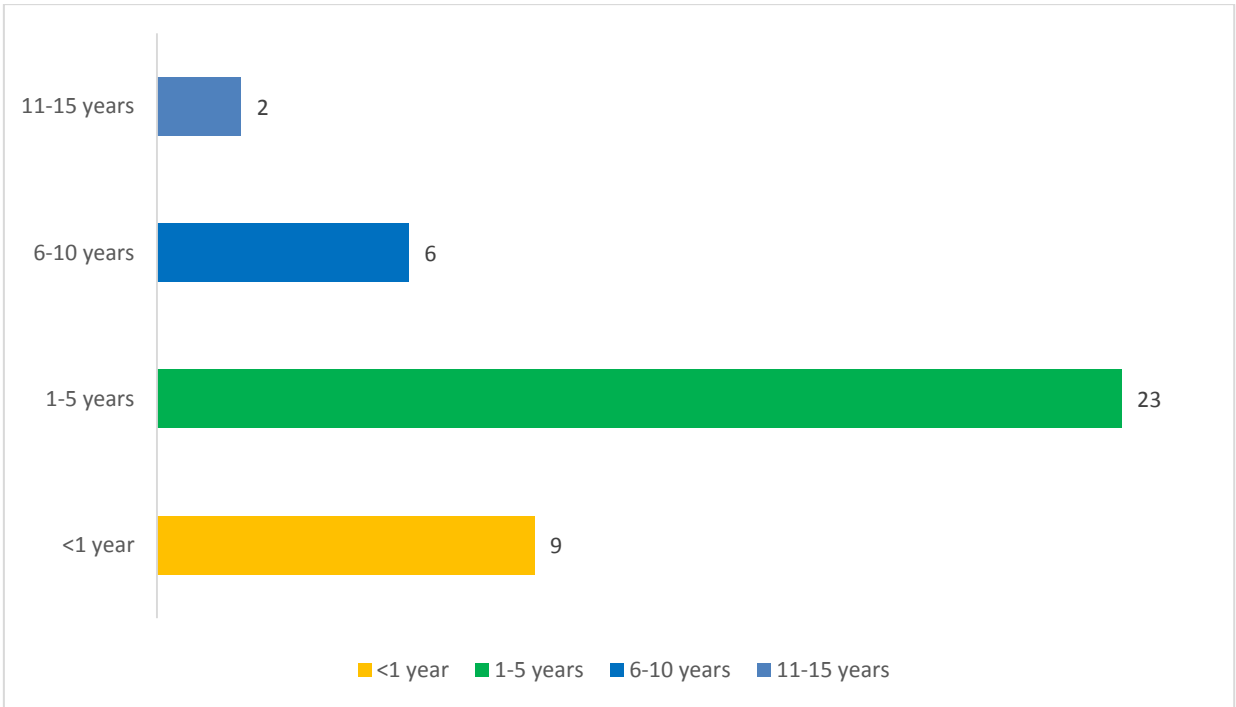


Figure 4.2: Number of years in the company

According to Figure 4.3, about half of them were between the ages of 30 and 39 years (47.5%).

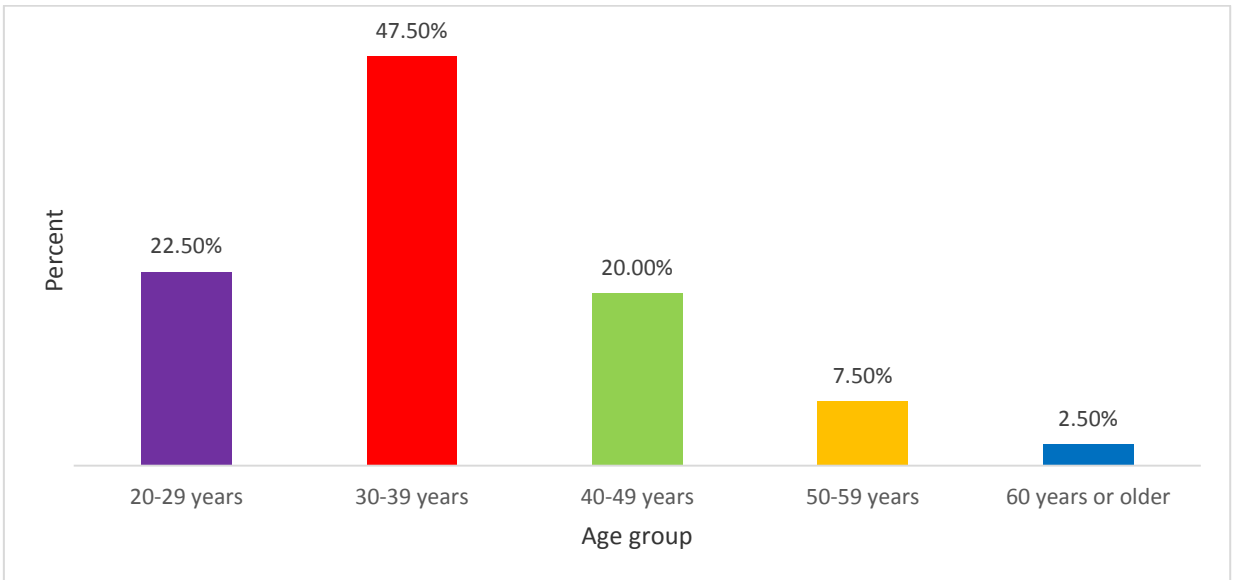


Figure 4.3: Please indicate in which bracket your age falls

With regards to participants' highest qualification, half of them had matric but only 8% had a degree qualification (Figure 4.4).

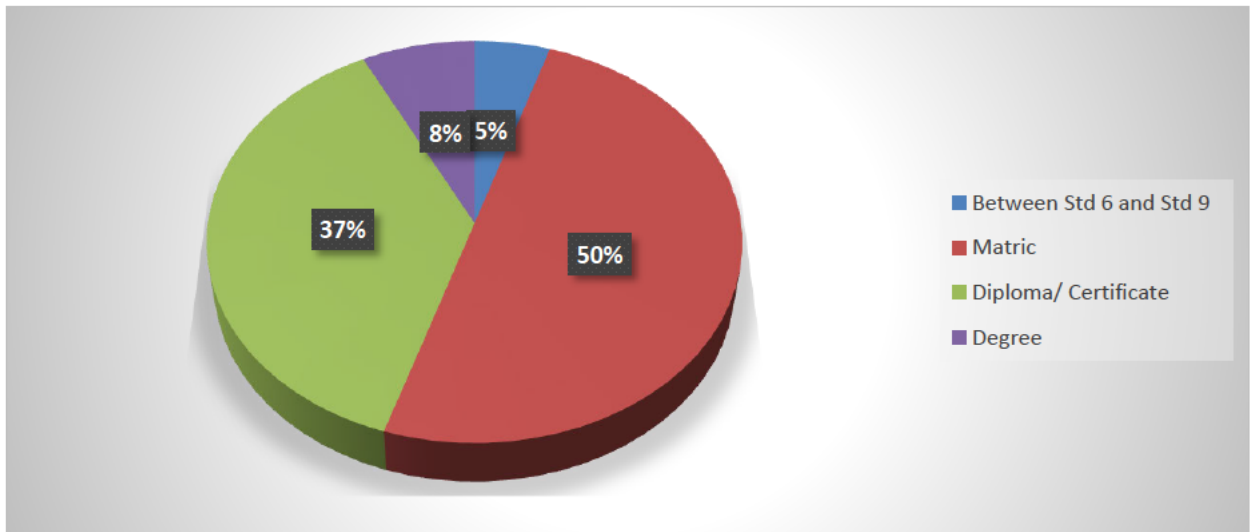


Figure 4.4: Distribution of highest qualification

It was found that 40% of the participants were single and 52.5% were married (Figure 4.5).

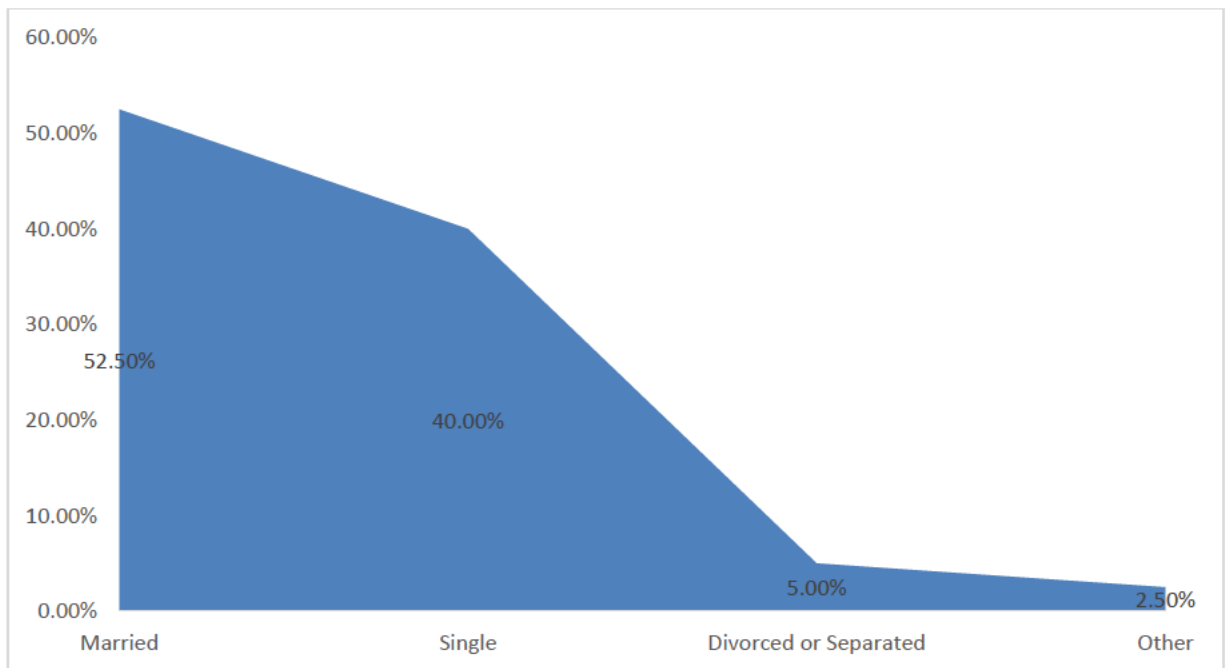


Figure 4.5: Marital status of the participants

The majority of the participants (82.5%) reported positively that they always felt encouraged to come up with new and better ways of doing things (Figure 4.6).

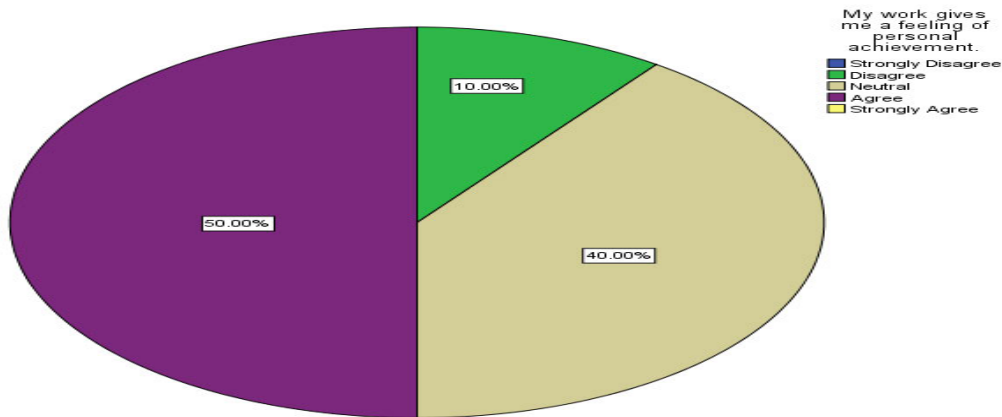


Figure 4.6: I always feel encouraged to come up with new and better ways of doing things (Achievement)

Less than half of the participants mentioned that they were satisfied with the company's recognition and reward scheme for good performance (Figure 4.7).

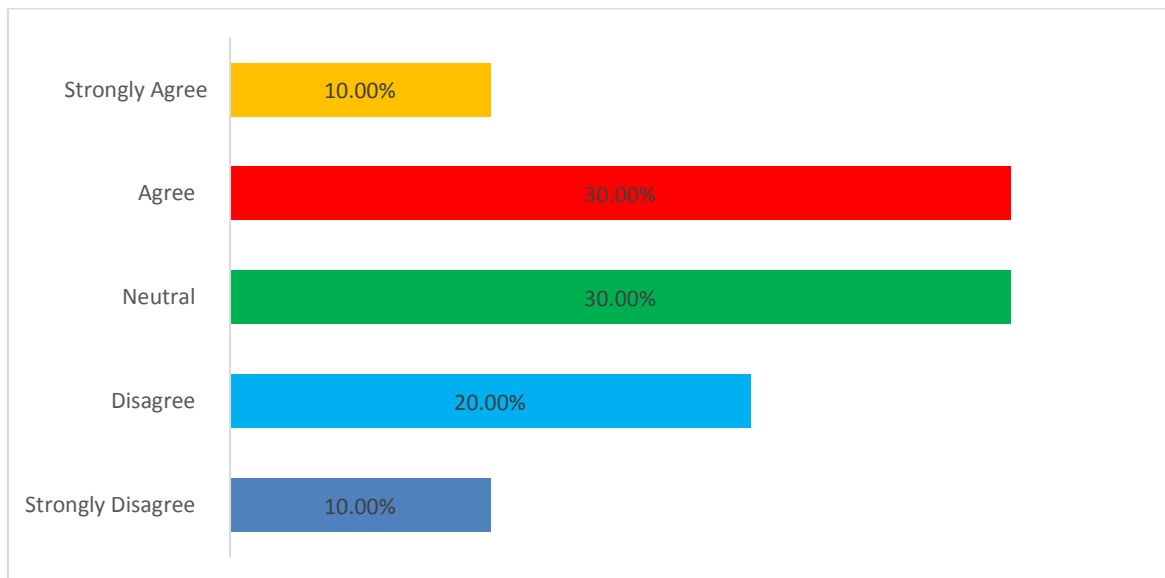


Figure 4.7: I am satisfied with the company's recognition and reward scheme for good performance (Recognition)

With regards to personal growth, the majority of the participants (70%) reported positively that they experienced personal growth, such as updating skills and learning different jobs, but more than a third (34%) did not agree that they had been afforded promotional opportunities during their employment at COG SA (Figure 4.8).

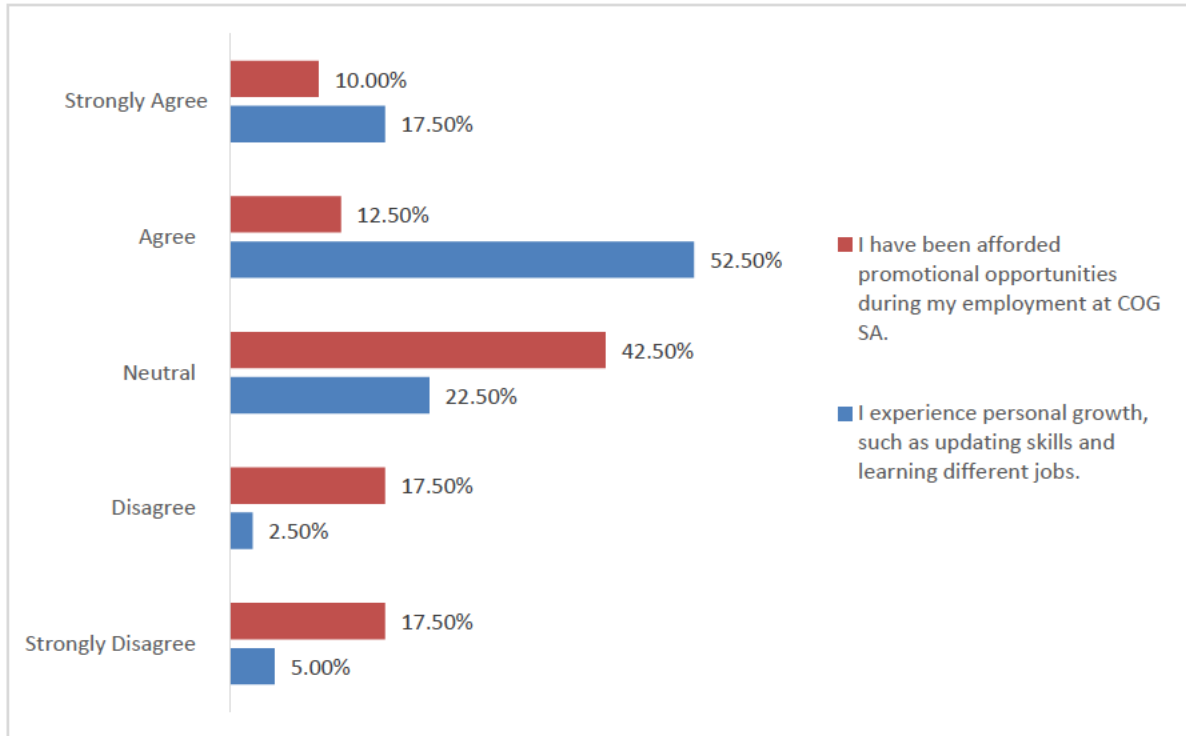


Figure 4.8: Distribution of statements regarding growth

When asked what would make them happy, 75% indicated being promoted to another job to learn new skills (Figure 4.9).

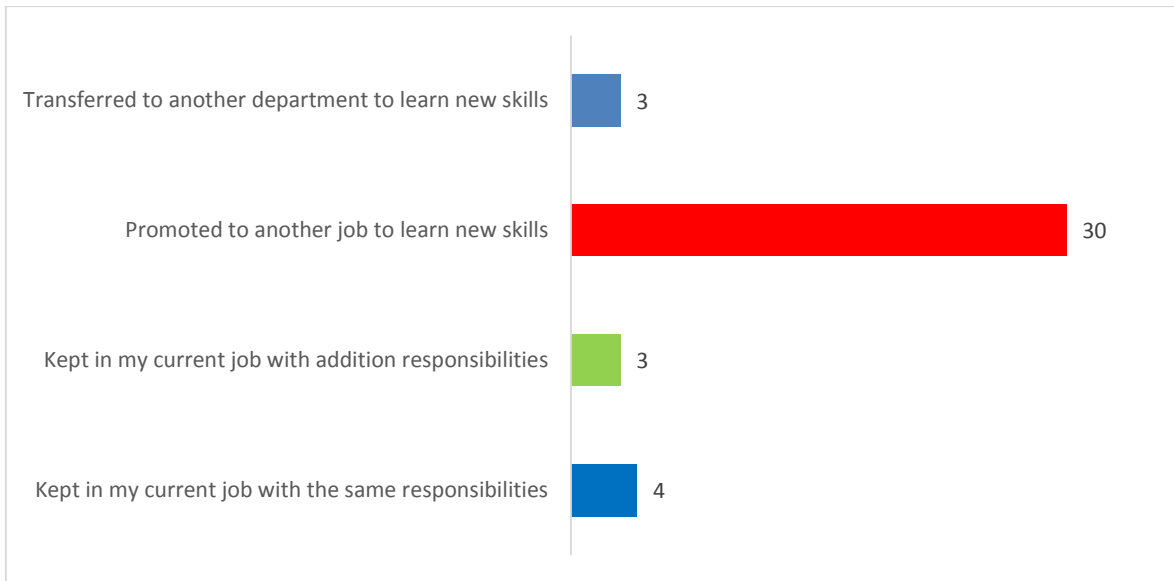


Figure 4.9: Factors that could make the participants happy (n=40)

There were five statements posed to the participants with regards to work itself. The summary of the five statements are shown in Figure 4.10. More participants reported positively regarding the following statements: I enjoy doing my job (80%); My job makes good use of my skills and abilities (62.5%); and My performance in my job is at the best that it could be (80%). On the contrary, a higher number of participants disagreed or strongly disagreed that: On my job, I have clearly defined customer service and operational goals (90%), and I am bored in my job (72.5%).

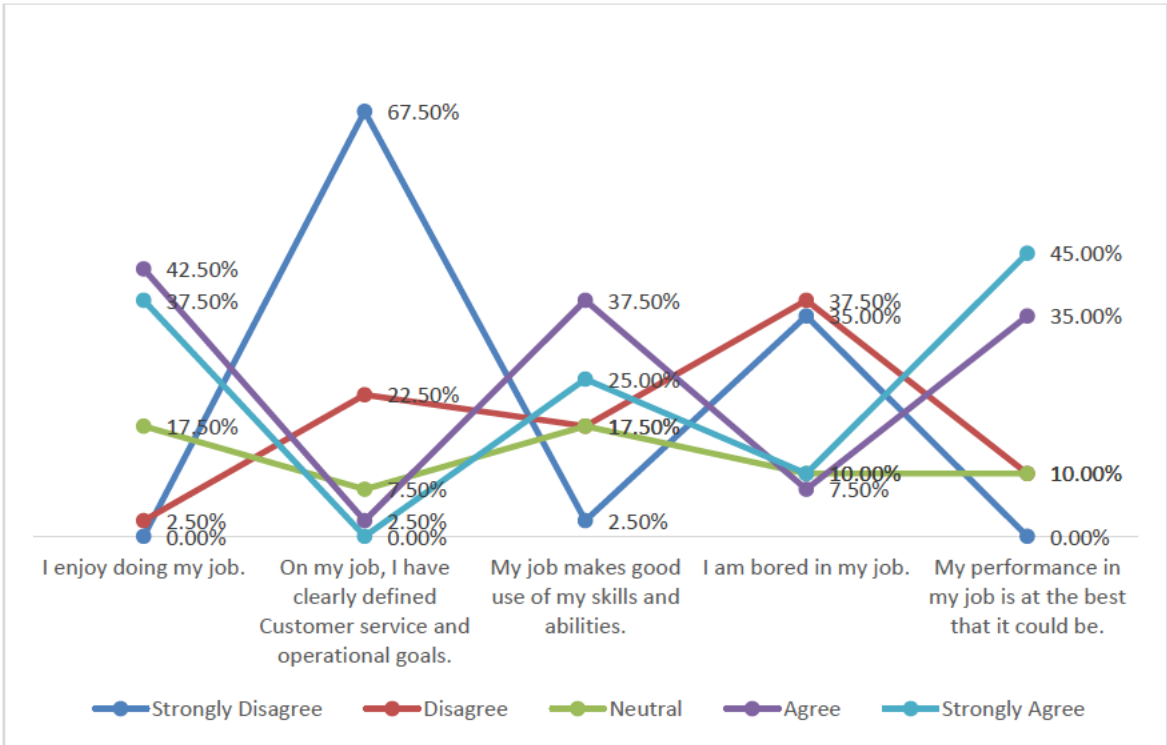


Figure 4.10: Statements regarding work itself

More participants (60%) indicated negatively that they were very satisfied with the opportunity to get a better job at COG SA (Figure 4.11).

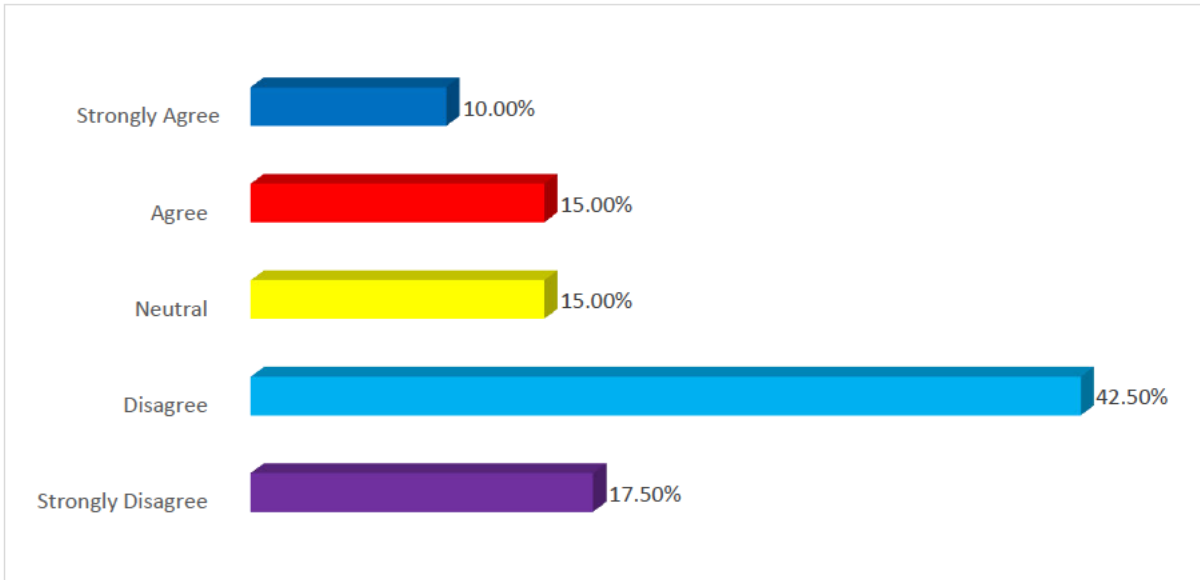


Figure 4.11: I am very satisfied with my opportunity to get a better job at COG SA (Advancement and status)

When asked about the importance of job satisfaction, it was surprising to see that almost all strongly agreed with the statement (90%) (Figure 4.12).

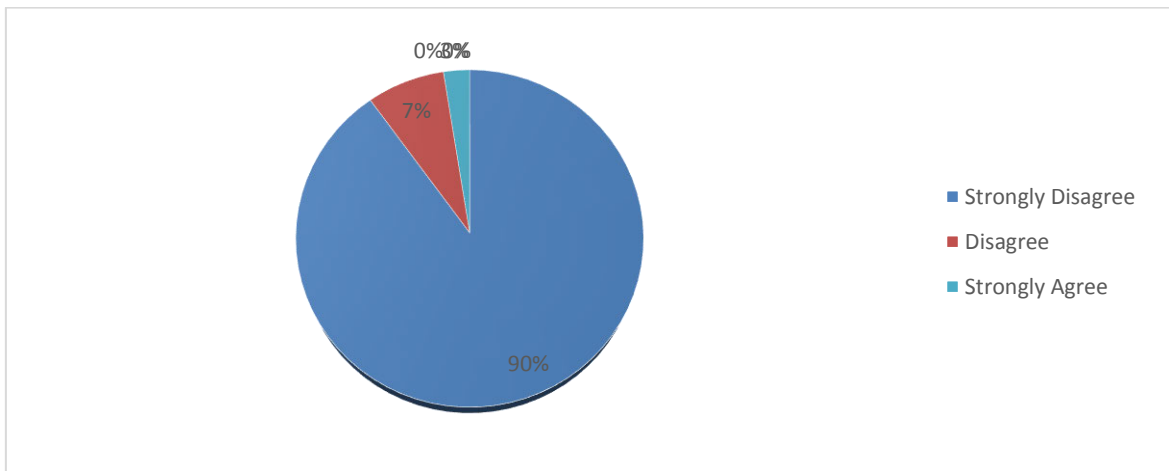


Figure 4.12: Job satisfaction is very important to me (Job security)

To identify the dissatisfying factor, more participants agreed or strongly agreed that COG SA does an excellent job of the following: Keeping employees informed about matters affecting us (52.5%); My supervisor and manager visibly demonstrate a commitment to customer service and operational excellence (62.5%); and My supervisor encourages me to do my best (72.5%). On the other hand, it was found that more participants reported negatively to the following statements: I am rewarded for the customer service and operational efforts I put in (47.5%); I am satisfied with the information received from management on events in my department (82.5%); and I am satisfied with my involvement in decisions that affect my work (62.5%) (Figure 4.13).

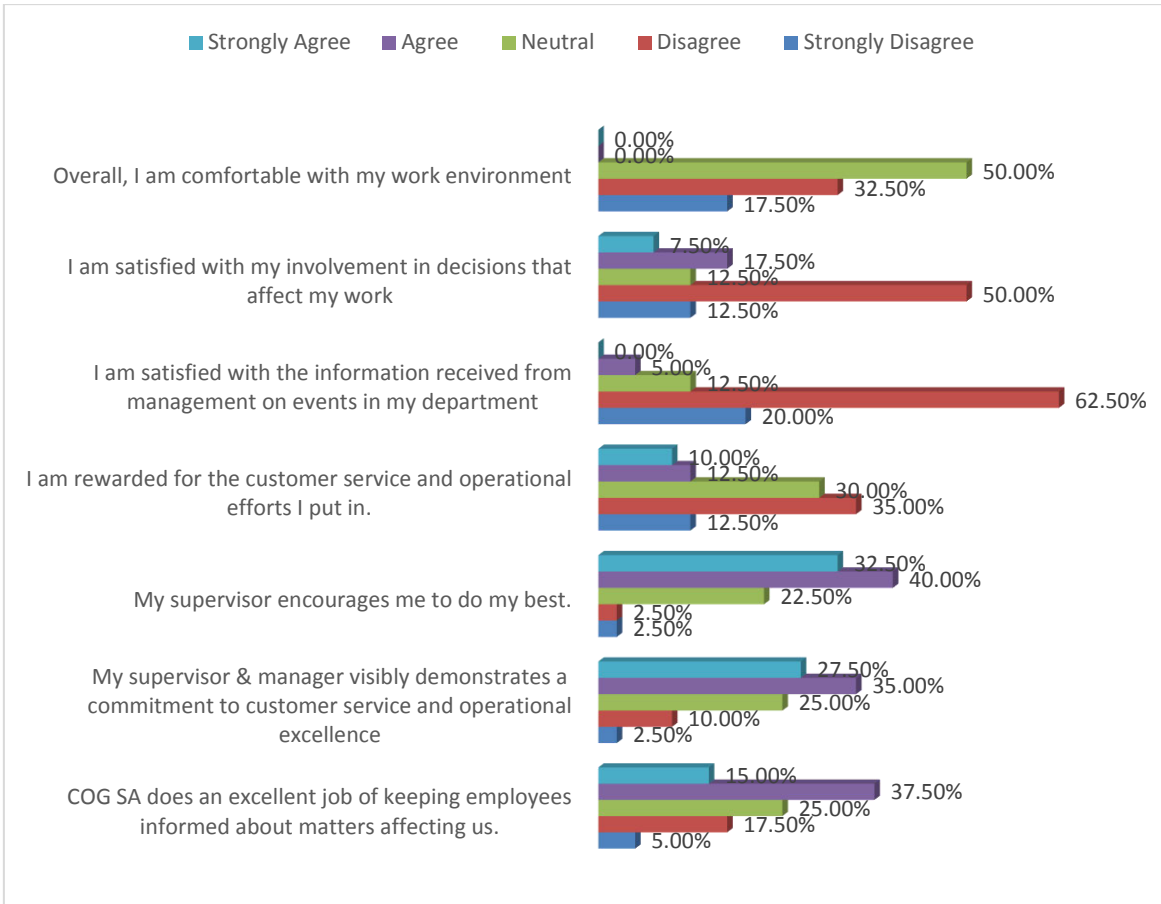


Figure 4.13: Statements regarding dissatisfaction

Factor analysis was conducted to find the dimensions that explained the satisfaction and dissatisfaction of the employees. It was found that the data was adequate for factor analysis (Table 4.2).

Table 4.2: Sampling adequacy for factor analysis with regards to satisfaction

KMO and Bartlett's test		
Kaiser-Meyer-Olkin measure of sampling adequacy	.668	
Bartlett's test of sphericity	Approx. Chi-square	163.738
	df	66
	Sig.	.000

Based on Table 4.3 below, five components were established as they had eigenvalues of one or more. Overall, these five components explained 76% of the variation of satisfaction.

Table 4.3: Total variance explained

Component	Initial eigenvalues		
	Total	% of Variance	Cumulative %
1	4.121	34.340	34.340
2	1.616	13.468	47.809
3	1.279	10.658	58.467
4	1.112	9.270	67.737
5	1.000	8.334	76.071
6	.687	5.721	81.792
7	.606	5.053	86.845
8	.510	4.248	91.093
9	.392	3.266	94.359
10	.290	2.415	96.774
11	.228	1.896	98.670
12	.160	1.330	100.000

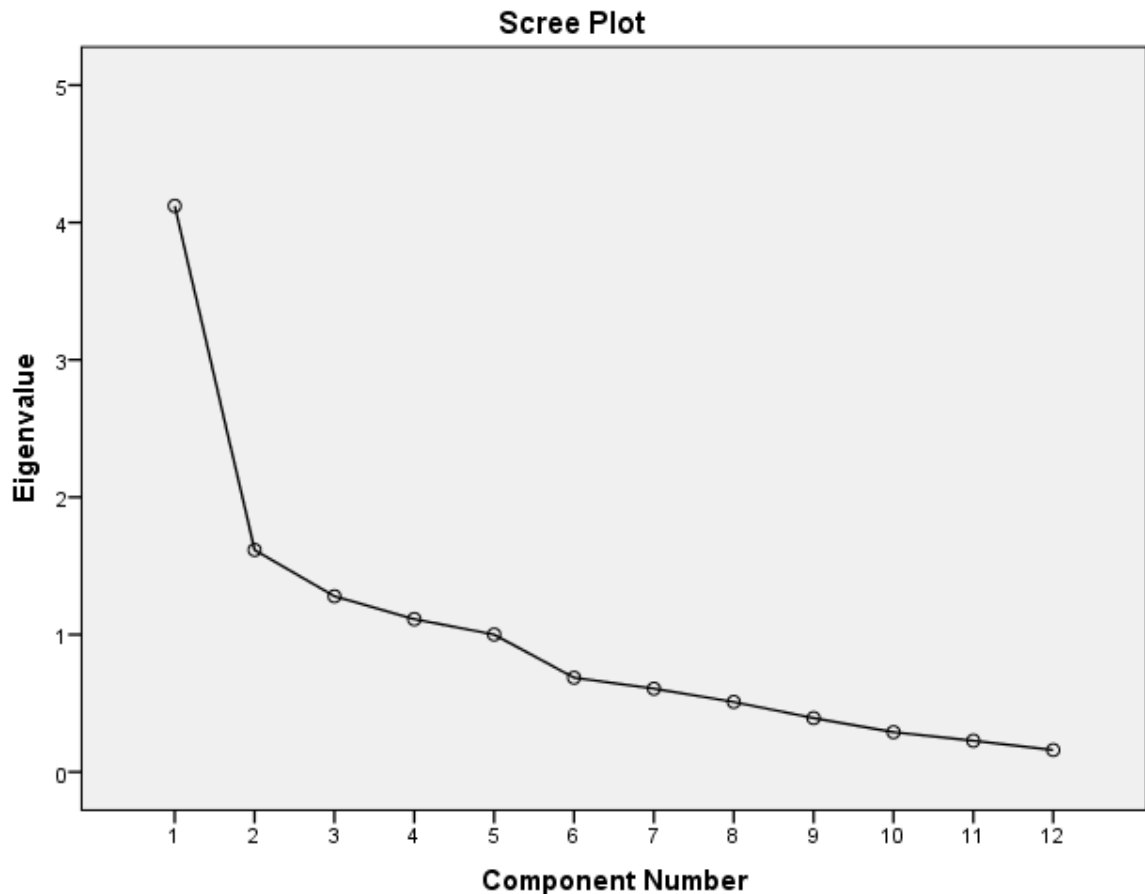


Figure 4.14: Distribution of eigenvalues for satisfaction

The five components were made up of all the statements having 0.5 or more scores. For example, component one should be made up of the following statements: My job makes good use of my skills and abilities; Extremely satisfied with opportunity to get a better job at COG SA; I experience personal growth, such as updating skills and learning different jobs; and I have been afforded promotional opportunities during my employment at COG SA. Similarly, component two would be made up of the following three statements: I enjoy doing my job; I always feel encouraged to come up with new and better ways of doing things; and My work gives me a feeling of personal achievement.

Table 4.4: Rotated component matrix

Rotated component matrix^a					
	Component				
	1	2	3	4	5
I enjoy doing my job.	-.072	.652	.497	.245	.109
I always feel encouraged to come up with new and better ways of doing things.	.329	.778	-.051	.110	-.026
My work gives me a feeling of personal achievement.	.206	.892	.007	.086	-.097
On my job, I have clearly defined customer service and operational goals.	.071	.263	.223	.806	-.154
My job makes good use of my skills and abilities.	.780	.410	.011	.157	.055
Extremely satisfied with my involvement in decisions that affect my work.	.398	.014	.636	.423	-.050
Extremely satisfied with opportunity to get a better job at COG SA.	.577	.332	.469	-.101	.044
I experience personal growth, such as updating skills and learning different jobs.	.871	.060	.062	.159	-.038
I have been afforded promotional opportunities during my employment at COG SA.	.554	.138	.489	-.086	-.244
Job satisfaction is very important for me.	-.032	-.038	-.024	.037	.968
I am bored in my job.	-.094	-.051	.189	-.805	-.193
My performance in my job is at the best that it could be.	.034	-.018	.817	-.079	-.009
Extraction method: Principal Component Analysis.					
Rotation method: Varimax with Kaiser Normalization.					
a. Rotation converged in 6 iterations.					

For dissatisfaction, the data was found to be adequate for factor analysis (Table 4.5).

Table 4.5: Sampling adequacy for dissatisfaction

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.765
Bartlett's Test of Sphericity	Approx. Chi-Square	87.773
	df	21
	Sig.	.000

Regarding the number of factors for dissatisfaction, the study found two factors that contribute significantly to explain dissatisfaction. The two factors overall explain 64% of the overall variation of dissatisfaction as their eigenvalues are greater than one (Table 4.6).

Table 4.6: Total number of factors for dissatisfaction

Component	Initial eigenvalues		
	Total	% of Variance	Cumulative %
1	3.433	49.036	49.036
2	1.040	14.859	63.896
3	.706	10.092	73.988
4	.657	9.379	83.368
5	.527	7.534	90.902
6	.369	5.270	96.172
7	.268	3.828	100.000

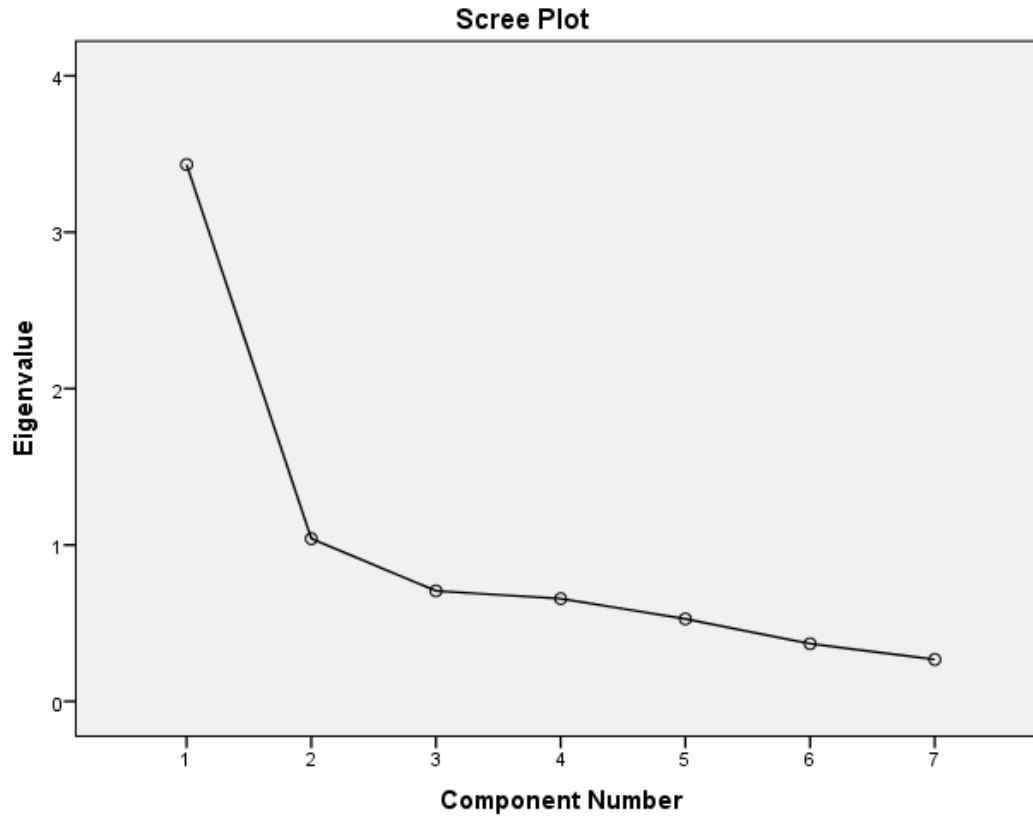


Figure 4.15: Distribution of overall performance

Based on Table 4.7, the first component was made up of the following statements: COG SA does an excellent job of keeping employees informed about matters affecting us; Extremely satisfied with the information you receive from management on events in your department; My supervisor encourages me to do my best; and Overall, I am comfortable in my work environment. The second component should be made up of the rest of the two statements.

Table 4.7: Rotated component matrix for dissatisfaction statements

Rotated component matrix ^a		
	Component	
	1	2
COG SA does an excellent job of keeping employees informed about matters affecting us.	.629	.429
My supervisor and manager visibly demonstrate a commitment to customer service and operational excellence.	.431	.627

Rotated component matrix^a		
	Component	
	1	2
Extremely satisfied with the information you receive from management on events in your department.	.765	.276
My supervisor encourages me to do my best.	.714	.204
I am rewarded for the customer service and operational efforts I put in.	.220	.810
Overall, I am comfortable in my work environment	.807	.046
I am satisfied with the company's recognition and reward scheme for good performance.	.086	.858
Extraction method: Principal Component Analysis. Rotation method: Varimax with Kaiser Normalization.		

a. Rotation converged in 3 iterations.

To find the relationship between satisfaction and dissatisfaction, all the scores for all the statements for each section were added. The overall scores were tested for normality. The normality test (Shapiro-Wilk) showed that the data was normal. A Pearson correlation test was therefore carried out and found that satisfaction and dissatisfaction were significantly positively correlated ($r=0.765$, $p<0.01$).

Table 4.8: Tests of normality

	Shapiro-Wilk		
	Statistic	df	Sig.
Satisfied	.975	40	.521
Dissatisfied	.974	40	.480

Table 4.9: Pearson correlation analysis output

Correlations			
		Satisfied	Dissatisfied
Satisfied	Pearson Correlation	1	.765**
	Sig. (2-tailed)		.000
	N	40	40
Dissatisfied	Pearson Correlation	.765**	1
	Sig. (2-tailed)	.000	
	N	40	40

** . Correlation is significant at the 0.01 level (2-tailed).

Most of the participants (80%) reported positively that their performance in their job is at the best that it could be (Figure 4.16).

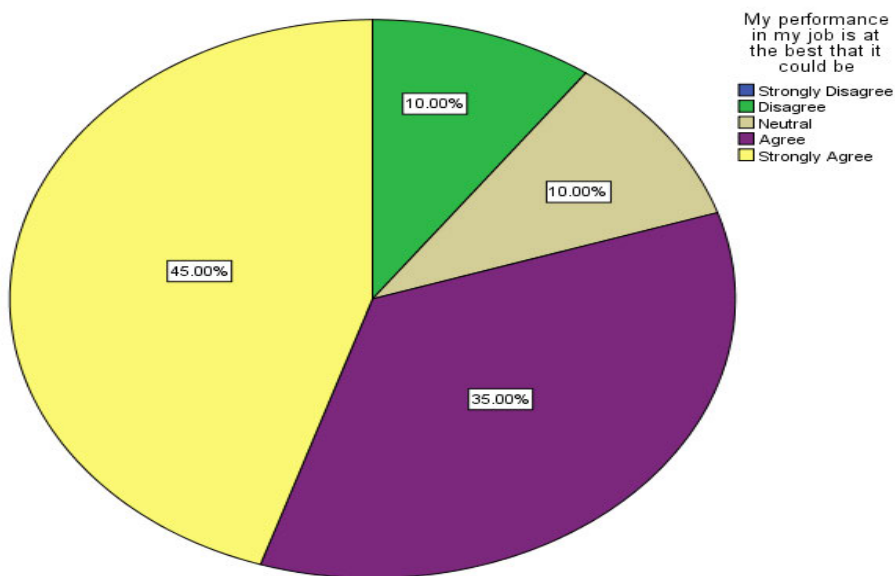


Figure 4.16: Distribution of overall performance

Logistic regression analysis showed that none of the variables (satisfaction and dissatisfaction) had any significant impact on participants' performance ($p > 0.05$) (Table 4.10).

Table 4.10: Backward logistic regression analysis output

Variables in the equation		B	Wald	df	Sig.	Odds ratio (OR)	95% C.I. for OR	
							Lower	Upper
Step 1 ^a	satisfaction	.470	.198	1	.656	1.600	.202	12.694
	dissatisfied	-.223	.061	1	.805	.800	.136	4.702
	Constant	1.139	.856	1	.355	3.125		
Step 2 ^a	satisfaction	.588	.382	1	.536	1.800	.279	11.600
	Constant	.916	1.199	1	.273	2.500		
Step 3 ^a	Constant	1.386	12.300	1	.000	4.000		

a. Variable(s) entered on step 1: satisfaction, dissatisfied.

CHAPTER 5

KEY FINDINGS, RECOMMENDATIONS AND CONCLUSION

5.1. INTRODUCTION

Job satisfaction is undoubtedly one of the most important goals that an organisation needs to achieve in order to have a competitive advantage. However, this factor still poses a major challenge to most organisations because human capital is not considered in organisational strategy formulation. Human capital is an asset that cannot be quantified (Adams, 2007). According to Karp (2003, cited in Adams, 2007), most traditional older companies regarded their money, equipment, and the factory building as assets; today most modern organisations base the value of the organisations on intellectual and human assets. After having reviewed the literature on motivation and job satisfaction, there seems to be a connection between employee job satisfaction and performance. However, in this study, according to the logistic regression analysis, none of the variables – satisfaction or dissatisfaction – had any significant impact on the participants' performance. Various research methods were investigated and the research chose to employ the use of an electronic questionnaire to collect data for this research study. The data was then collected from the target population (operational staff at CAP-SA-Poplar branch) and analysed in detail. The questionnaire was linked to the objectives of the study and aimed to provide the connection between employee engagement and job satisfaction on performance. Based on the empirical findings as highlighted in Chapter 4, this chapter highlights key findings of each objective, followed by recommendations. Finally, the chapter ends with limitations of the study.

5.2. KEY FINDINGS

Table 5.1: Summary of key findings

Objective	Finding
To investigate the various factors affecting job satisfaction	Most of the respondents indicated they are happy with the job itself, felt a sense of achievement in their jobs, experienced reasonable assistance from their direct supervisors and were satisfied with job security. This, however, was coupled with employees indicating dissatisfaction with their salaries, company policy and

Objective	Finding
	administration, possibility of growth and rewards for exceptional work performed.
To investigate employee engagement levels within the organisation	Employees indicated that they do not feel they are adequately engaged in decisions pertaining to their jobs.
To investigate the impact of job satisfaction and employee engagement on employee performance and service levels	Most employees said that they feel that their performance was at the best it could be; however, this was in direct conflict with the organisation's dropping CSI ratings.
To investigate and provide recommendations to improve performance and service levels	82.5% of the respondents indicated that they wish to be either promoted or transferred to another department. This is of great concern as it reflects an element of employee boredom and also the perception that a job in operations is not satisfying although this is the heart of the business and the biggest department.

5.3. CONCLUSIONS ON EMPIRICAL STUDY

The study has been able to meet all the requirements to attain the objectives as set out and answer the question: Can low job satisfaction and low levels of engagement be attributed to the dropping levels in customer service levels at CAP-SA-Poplar branch? The key findings are presented above in Table 5.1, and the following recommendations are made based on the findings.

5.3.1. Factors influencing job satisfaction

The key findings of this study indicated that there is an equal amount of satisfaction and dissatisfaction as reflected by the participants of the study. According to Herzberg's (1959) satisfiers and dissatisfiers, under the category of satisfiers (Intrinsic) participants indicated that they experienced the following: high scores for achievement, responsibility, and the work itself; and low scores for promotion and growth opportunities. Whilst under the category of dissatisfiers (Extrinsic) participants indicated the following: high scores for supervision and job security working conditions; and low scores for pay and benefits (rewards), company policy, status and administration. Participants also indicated they were

extremely dissatisfied with the level of engagement in the organisation. Therefore, the recommendations of this study focus on the areas with low scores and employee engagement.

5.3.1.1. Promotion and growth opportunities

Empirical evidence has strongly revealed that 77.5% of employees at CAP-SA-Poplar branch feel that they are not afforded promotional opportunities and 75% of the participants would like to be promoted to another job.

A further 40% indicated that they are dissatisfied with the level of status they receive in their jobs. The results reflected above indicate that employees are not satisfied with their jobs and would rather move out or into different positions within the business. However, it is interesting to note that although most participants want to be promoted or experience growth within the business, the level of education amongst all the participants is extremely low. Eighty-seven percent of the participants either only have matric or below. This fact presents an opportunity for the organisation to upskill their employees so that they are able to grow within the business and not lose the opportunities to external candidates. The low scores reflected in this category could be as a result of low educational levels and hence the business has had to employ external candidates with higher qualifications as a result of the ever-changing requirements of the business. Participants could be experiencing dissatisfaction in this area as a result of younger, newer co-workers coming into the organisation at higher positions.

5.3.1.2. Pay and benefits (Rewards)

Participants felt that they were not rewarded for exceptional work in the form of incentives or bonuses. Herzberg (1959) indicated that increasing an employee's salary does not lead to job satisfaction. Herzberg (1959), however, recommended that more focus should be placed in increasing the levels of intrinsic motivators which will lead to job satisfaction. Simons and Enz (1995), in the study of hotel employees, challenged Herzberg's theory by stating that hygiene factors such as good wages were considered to be more important than motivators such as interesting work.

5.3.1.3. *Company policy and administration*

The results regarding this element of the study indicated a very close split between participants that scored high, indicating the company keeps employees informed (52.5%), and those who scored low (47.5%), indicating the company does not keep employees informed. Clearly there is an element of dissatisfaction in terms of company policy and administration if the results are so close. The results of this segment of the study reveal that the company mission and vision are clearly not filtered throughout the business and are thus negatively impacting on the goals of the organisation. It is of great concern that almost half the participants indicated dissatisfaction in this area, showing that employees do not understand the organisational policies and their purpose within the various structures. Communication is, by definition, the means by which ideas and information are transferred and therefore effective communication exists when the transfer is clear and the recipient understands the message exactly as it was sent. The results of this research clearly indicate that the respondents do not understand exactly what is required of them in terms of company policy and administration.

5.3.2. **Level of employee engagement**

The results of the study reveal that employees at CAP-SA-Poplar branch are not adequately engaged in decisions that impact their jobs. Employee input into decisions that affect their job is paramount because employees understand their jobs best and changes to the job should be discussed with the people physically doing the job. Empirical evidence in this study suggests that 80% of the participants agree or strongly agree that their performance in their job is at the best it can be. However, this is not evident in the dropping CSI ratings. Therefore, this suggests that the employees' perception of an acceptable standard of performance is not aligned to the expectations of the customer or the business. To this end, it can be concluded that there is no meeting of minds in the form of expected service delivery standards within the business. Employees thus need to be engaged before service levels are agreed with customers.

5.4. **RECOMMENDATIONS**

- ***Promotion and growth opportunities*** - Ramlall (2004) stressed that if managers want to increase the levels of job satisfaction and performance they should focus on providing opportunities for growth and development. Therefore, CAP-SA should focus on developing their staff so that they have the potential to grow within the

business. Almost 60% of the respondents were younger than the age of 40 and indicated that they want to experience growth within the business. Thus, the results of this study tie in with Sutherland (2012) who in a Skills Survey conducted in the United Kingdom in 2006, discovered that younger employees were not satisfied in their jobs due to the lack of promotional opportunities as opposed to employees who had been at the company for long periods.

- ***Pay and benefits (Rewards)*** - Mullins *et al.* (1988) revealed that employees experienced the highest level of job satisfaction when they were rewarded for good work. To this end, it is of vital importance that CAP-SA revise the salary structures of the operational staff. Currently no salary grading exists within the business which poses a major risk for disparities in salaries within groups of staff that are performing the same functions. As mentioned in Chapter 1, COG is owned by a single owner and thus no structures are in place to standardise salary bands. For this reason the older participants in this study are on much lower salaries than their newer counterparts. A huge stride in grading of jobs linked to salary bands is required to ensure equity in compensation amongst employees. Participants also indicated that they are dissatisfied with rewards/incentives for good performance. The business does have a quarterly incentive scheme in place; however, the calculation of such is not transparent and allows for an element of subjectivity. The incentive is not purely based on achieving targets that are made known to all participants. The reward system is one directional and does not allow for creativity and is restrictive in the manner in which employees can be rewarded. Kruse (2013) recommended 25 inexpensive ways to reward employees for outstanding performance, for example gift cards, movie tickets, article in newsletter, special mention in staff meetings, etc. CAP-SA needs to introduce a creative manner of motivating employees through incentives which capture the employees' interest in both the job and the benefits of the reward. The quarterly incentive is a long-term reward; there should be small monthly incentives which are also employed to motivate employees. The author of this dissertation strongly suggests small monthly incentives, such as suggested by Kruse (2013), as it goes a long way in creating a motivated and happy workforce.
- ***Company policy and administration*** - Countrywide road shows are suggested so that employees can be educated in the various aspects of policy and administration of the business. However, the researcher would strongly suggest each branch schedules

quarterly training sessions to refresh employees' knowledge and skills on matters dealing with company policy. Human resources need to become much more involved in this area of the business.

- ***Level of employee engagement*** – In order to improve this area of concern as raised by the participants of the study, a workplace operations forum is suggested so that all matters pertaining to the department can be discussed and the appropriate communication filtered down to the relevant levels within the business. Communication is paramount in employees being engaged through the organisation. Employees who are engaged feel a sense of ownership and responsibility in attaining the common goal as agreed by all.

5.5. LIMITATIONS OF THIS STUDY

During the course of conducting the research a few limitations were identified. Below is a summary of the limitations; however, the limitations should be viewed positively as they will assist in providing a useful frame of reference for future research into job satisfaction.

- Literature on job satisfaction among the permanent staff employed in the TES industry was very difficult for the researcher to locate. Only research literature on job satisfaction for temporary staff outsourced through TES companies is available. Research literature based on other industries was employed and generalised for this research. Therefore, more research into the actual operations of TES companies needs to be conducted to add to the almost non-existent literature in this area of the industry.
- The study was only conducted in one branch of CAP-SA operations and therefore cannot be viewed as the national job satisfaction index within the operations departments of the company.
- There was very limited South African literature available. This posed a challenge as the researcher had to use organisations from the US, U.K and Asia to make inferences about an SA operation which has a totally different work ethic and culture.
- The study was only conducted within the operations department in CAP-SA-Poplar branch and does not reflect the levels of job satisfaction among the sales and administrative staff.

5.6. RECOMMENDATIONS FOR FUTURE STUDY

The limitations identified and the empirical results are used as guidelines for recommendations to assist future studies. The following are recommendations for future studies:

- The study was only conducted in the operations department and therefore the results cannot be generalised throughout the business. It is therefore proposed that a follow-up study be conducted in the other departments of the business.
- The study should be extended to all the operations departments of CAP-SA to obtain a broader indication of job satisfaction within the operations department.
- A combination of models should be used to determine job satisfaction rather than focusing just on Herzberg's (1959) theory.
- From the data analysis in Chapter 4, it is evident that participants felt a need to remain neutral about many important elements, indicating to the researcher that there could be an element of fear to state their opinion on certain questions. Future studies of this nature should aim to set the participants' minds at ease regarding the anonymity of responses.

5.7. CONCLUSION

Empirical evidence regarding the findings of the study has been addressed in detail and recommendations provided. Limitations of the study were highlighted together with recommendations to try alleviating these limitations in future studies. The results of the study have identified several areas of concern within the organisation, to which the researcher has provided recommendations which the business can either adopt or investigate further. The overall findings of the study suggest that no direct correlation was found between job satisfaction and employee performance with special emphasis being placed on CSI ratings. However, there clearly is an element of unhappiness in some areas as discussed under the key findings. Therefore, it is recommended that further investigation be conducted into establishing the root cause of the dropping CSI ratings.

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APPENDIX 1: QUESTIONNAIRE

TOPIC: Job satisfaction in the operations department at Capital South Africa-Poplar Branch.

Please tick the relevant blocks for each of the questions/ statements. The question will require only a tick in a single block per question unless specified otherwise.

1. Please indicate your position within the Operations Department

Site Agent	Site Manager	Area Operations Manager	Recruitment	Transport
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Number of years in the company

< 1 year	1 – 5	6 – 10	11 – 15	16 – 20	> 20 years
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Please indicate in which bracket your age falls.

Under 20	20 – 29	30 – 39	40 – 49	50 -59	60 and more
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. What is your highest qualification?

No formal education	Less than Std 6	Between Std 6 and Std 9	Matric	Diploma/ Certificate	Degree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Please indicate your marital status

___ Married

___ Single

___ Widowed

___ Divorced or Separated

___ Other (Specify)

6. I enjoy doing my job

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

7. I always feel encouraged to come up with new and better ways of doing things

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

8. My work gives me a feeling of personal achievement

___ My work always gives me a feeling of personal achievement

___ My work sometimes gives me a feeling of personal achievement

___ My work seldom gives me a feeling of personal achievement

___ My work never gives me a feeling of personal achievement

9. On my job, I have clearly defined customer service and operational goals

___ Customer service and operational goals are always clearly defined

___ Customer service and operational goals are sometimes clearly defined

___ Customer service and operational goals are seldom clearly defined

___ Customer service and operational goals are never clearly defined

10. COG SA does an excellent job of keeping employees informed about matters affecting us.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11. My job makes good use of my skills and abilities.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. My supervisor's manager visibly demonstrates a commitment to CUSTOMER SERVICE and OPERATIONAL EXCELLENCE.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

13. How satisfied are you with the information you receive from management on events in your department?

- ___ Extremely satisfied
- ___ Somewhat satisfied
- ___ Neither satisfied nor dissatisfied
- ___ Somewhat dissatisfied
- ___ Extremely dissatisfied

14. How satisfied are you with your involvement in decisions that affect your work?

- ___ Extremely satisfied
- ___ Somewhat satisfied
- ___ Neither satisfied nor dissatisfied
- ___ Somewhat dissatisfied
- ___ Extremely dissatisfied

15. How satisfied are you with your opportunity u get a better job at COG SA?

___ Extremely satisfied

___ Somewhat satisfied

___ Neither satisfied nor dissatisfied

___ Somewhat dissatisfied

___ Extremely dissatisfied

16. I experience personal growth, such as updating skills and learning different jobs.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

17. My supervisor encourages me to do my best.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

18. I am rewarded for the customer service and operational efforts I put in.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

19. Overall, how comfortable do you find your work environment?

___ Extremely comfortable

___ Very comfortable

___ Moderately comfortable

___ Very uncomfortable

___ Extremely uncomfortable

20. How satisfied are you with the company's recognition and reward scheme for good performance?

- ___ Extremely satisfied
- ___ Somewhat satisfied
- ___ Neither satisfied nor dissatisfied
- ___ Somewhat dissatisfied
- ___ Extremely dissatisfied

21. I have been afforded promotional opportunities during my employment at COG SA?

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

22. How important is job satisfaction to you?

- ___ Extremely important
- ___ Somewhat important
- ___ Neither important or unimportant
- ___ Somewhat Unimportant
- ___ Extremely unimportant

23. I am bored in my job.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

24. My performance in my job is at the best that it could be.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

25. I would be very happy if I were to be:

___ Kept in my current job with the same responsibilities

___ Kept in my current job with addition responsibilities

___ Promoted to another job to learn new skills

___ Transferred to another department to learn new skills

26. Please give suggestions as to what COG SA can do to improve your job satisfaction at work.

Thank you for your participation in the research!!!

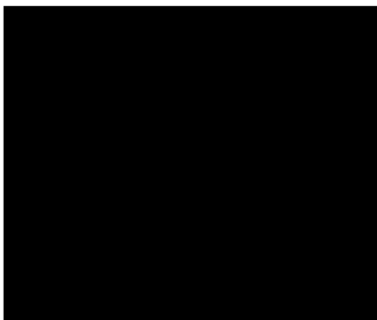
APPENDIX 2: GATE KEEPERS LETTER



04 April 2016

GATEKEEPERS LETTER

I, **Mr David Francis, General Manager** of Capital South Africa-Poplar Branch, hereby give consent for **Mr. Rishi Takurparsad** to conduct research entitled, "**Job satisfaction in the operations department at Capital South Africa-Poplar Branch**". This is subject to the researcher, **Mr. Rishi Takurparsad** signing a letter concerning our ethics and issues of confidentiality concerning employee and operational information. It is also subject to our receiving copy of the final dissertation and subject to our employees and clients not being mentioned in the final draft.



CAPITAL SOUTH AFRICA, a division of Kelly Group Limited

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APPENDIX 3:

INTRODUCTORY LETTER

Rishi Takurparsad
Graduate School of Business &
Leadership, University of KwaZulu-
Natal,
Westville Campus

Dear Respondent

INFORMED CONSENT LETTER

My name is Rishi Takurparsad (**Student No: 212561097**). I am a Master of Business Administration student studying at the University of KwaZulu-Natal and I am researching;

Job satisfaction in the operations department at Capital South Africa-Poplar Branch

- Your confidentiality is guaranteed as your inputs will not be attributed to you in person, but reported only as a population member opinion.
- The questioner may last for about 20 minutes.
- Any information given by you cannot be used against you, and the collected data will be used for purposes of this research only.
- Data will be stored in secure storage and destroyed after 5 years.
- You have a choice to participate, not participate or stop participating in the research. You will not be penalized for taking such an action.
- The aim of this research is to establish the factors that are influencing job satisfaction amongst the operational employees at Capital S.A-Poplar Branch.
- Your involvement is purely for academic purposes only and there are no financial benefits involved.

I can be contacted at: Email: shanet@cog.co.za Cell: +27 83 228 10 52

My supervisor is Dr M.E Hoque Contact details: email: Hoque@ukzn.ac.za Phone number: +27 82 592 84 88

You may also contact:

Mariette Snyman at the Research Office on: Tel: 031 260 8350, snymanm@ukzn.ac.za

Thank you for your contribution to this research.

Rishi Takurparsad

**APPENDIX 4:
CONSENT LETTER**

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

MBA Research Project

Researcher: Rishi Takurparsad (031) 362 8017

Supervisor: Dr.M.E Hoque (031) 260 8690

Research Office: Ms M Snyman (031) 260 8350

INFORMED CONSENT DECLARATION

I..... (full names of participant) hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participating in the research project.

I understand that I am at liberty to withdraw from the project at any time, should I so desire.

If you are willing to participate in this survey, please indicate (by ticking as applicable) whether or not you are willing to allow the survey to be processed online via Question Pro

	Willing	Not willing

SIGNATURE OF RESPONDENT

DATE

.....

.....

APPENDIX 5: ETHICAL CLEARANCE



04 May 2016

Mr Rishi Takurparsad (212561097)
Graduate School of Business & Leadership
Westville Campus

Dear Mr Takurparsad,

Protocol reference number: HSS/0463/016M

Project title: Job satisfaction in the Operations Department at Capital South Africa – Poplar Branch

Full Approval – Expedited Approval

With regards to your application received on 26 April 2016. The documents submitted have been accepted by the Humanities & Social Sciences Research Ethics Committee and **FULL APPROVAL** for the protocol has been granted.

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

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

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

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

You are,

.....
Dr Sheenuka Singh (Chair)

/ms

Cc Supervisor: Dr Muhammad Hoque
Cc Acting Academic Leader Research: Dr E Mutambara
Cc School Administrator: Ms Zarina Bullyraj

APPENDIX 6:
CERTIFICATE FROM LANGUAGE EDITOR

PROOF OF EDITING

TO WHOM IT MAY CONCERN

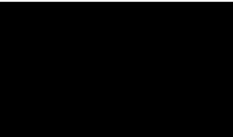
Language editing

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

The title of the dissertation is:

**Job satisfaction in the operations department
at Capital South Africa - Poplar Branch**

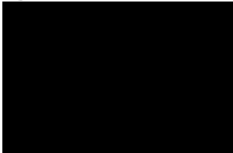
If any text changes are made to the electronic document that I sent to Rishi on 29 June 2016, the document needs to be returned to me to check the language of the changes. Feedback about the work done has been provided to Rishi.



Jeanne Enslin
Language editor
082-6961224.

Technical editing

I, Ronel Gallie, acknowledge that I did the technical formatting, checking of reference list and cross-referencing of Rishi Takurparsad's dissertation submitted in partial fulfilment for the degree of Master of Business Administration. Feedback about the work done has been provided to Rishi.



Ronel Gallie
Technical editor
084 7780 292

J H Enslin BA (US); STD (US); Hons Translation Studies (UNISA)

