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Levels of job satisfaction amongst municipal employees and their propensity to leave jobs.

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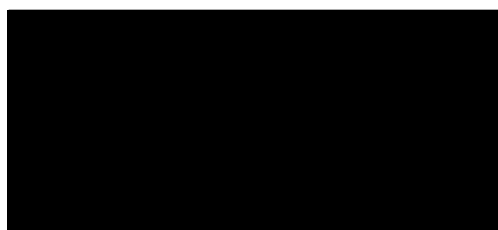
By

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Declaration

This dissertation is the work of the author and has not been submitted in part, or in whole, to any other university. Where use has been made of the work of others, it has been duly acknowledged in the text.



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Various authors are quoted in this dissertation and it should be acknowledged that their insight and information has contributed towards this dissertation.

ABSTRACT

The organisation uses resources to achieve results which include the supply of people, money, machines and material. People apply ideas, leadership, inspiration and confidence. The management ensures support and maintain a welcoming and pleasant atmosphere in the organisation. Most people work to earn money but others earn less but they stay in their jobs while they can earn more if they can be employed elsewhere. Some people work to full capacity while others do the bare minimum in a day. South Africa is marked by a problem of unemployment but people do resign in well established, protected environment like Parks, Recreation, Cemeteries and Culture Unit to consider possibilities relating to their self esteem. It is in this regard job satisfaction and staff propensity to leave jobs has been studied in this research.

The study will examine the levels of job satisfaction among Parks, Recreation, Cemeteries and Culture employees and their propensity to leave jobs. Job satisfaction within the spheres of government need to be researched further rather than relying on external sources. As a highly unionised country, the on-the job performance is important for the future success of the country to turn different perception about the labour force in SA.

A sample of 51 completed questionnaires assessing the levels of job satisfaction and staff propensity to leave. The questionnaires are based on a descriptive study of job analysis. The questionnaires were administered to current staff at supervisory, middle and senior management level. The questionnaires were in a Likert scale type format. Correlations between the scores on job satisfaction, working conditions and propensity to leave has been conducted. The study will attempt to capture the historical policies and procedures related to employee job satisfaction.. The role played by management, councillors, union and various stakeholders, and lastly, the study will report on human Resource challenges in relation to job satisfaction and how they attempt to address the question of employee resignations.

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CHAPTER 1

1.1. OVERVIEW OF THE ORGANIZATION

The interest to the subject came from the manner the public service is organised. There are no clear support functions such as sales, marketing, and you do not need to have any formal qualification to work in some of the departments. Various systems have been introduced at the expense of employees including the job evaluation system, local labour forums, skills development, HIV/ AIDS forums, customer service initiative and restructuring system. The concept of job satisfaction becomes central to the tendency and issues surrounding change.

The Parks, Recreation, Cemeteries and Culture (PRCC) is responsible for the maintenance of Ethekwini Beaches and Pools, Parks, Cemeteries and Crematoria, Libraries and Museums. The competition is not very high within the province, but rate payers need first class service .

The organization is marked by high levels of turnover, absenteeism, and different supervisory styles. Herzberg, (1975), in his book, demonstrated, the increased cost of employees absenteeism and turnover as a result of job dissatisfaction, outweigh the advantages of high productivity and quality, the challenge is to balance the employee's human needs and the employer's economic goals.

The study examines the levels of job satisfaction as an approach that an organisation have to follow in their effort to foster productivity and improve quality with competent and successful workers. Job satisfaction is the engine for driving the human resource and foundation of job design.

1.2. BACKGROUND OF THE STUDY

1.2.1 Choice of variables

Previous researchers have shown that job satisfaction is affected by employee behaviours (Steers & Porter, 1979), and research into this field is still being conducted in the 2000s (Armstrong, 2003). Through this period the levels of job satisfaction and the employee propensity to leave has been seen to be significant in understanding the employee behaviours (Carell et al, 1998) . Very little research in this subject has been done within the municipality structures.

Ohmae, (1982), studied the reasons as to why the Japanese researchers have been overlooking job satisfaction, and realised that because of national cultures typified by Japan, their loyalty, obedience, motivation of employees can be taken for granted in a manner not possible in Africa and Western countries.

Wilson, (1973) concluded that motivation and reward feature increasingly on most known researchers in Europe. Two dimension of job satisfaction have created this concern, the cost and the realisation that competitive advantage and customer service can only be achieved if employees are satisfied and motivated to pursue organizational goals. Armstrong (1994) realised that job satisfaction has been studied extensively as a process of developing and implementing strategies, policies and systems which help organization to achieve its objectives and retaining staff, attending their needs thereby increasing their level of motivation and commitment.

Jane Smith, (2000, 99), draw similar attention to her studies, job satisfaction was due to managers not giving recognition and support not being able to follow through on problems and not helping but criticizing in a crisis. In this study, it was found that besides providing recognition and support, managers who create a positive climate in the work environment helped staff to be more creative and conversely, criticizing staff , especially under stress causes staff to be less productive and to leave jobs.

Cascio, (1995), Herzberg (1979), Steers & Porter, (1979), Mowday, (1979) linked job satisfaction directly and positively with desirable outcomes such as low turnover, low absenteeism, improved performance, quality work, and commitment.

Finnigan, (1983) conducted a meta analysis investigating empirical evidence with regard to the relationship between job satisfaction and staff propensity to leave, and questioned the relevance of job satisfaction and labour turnover. As a result of this meta analysis, suggested that the absence of other environmental factors may be deterrent to employee satisfaction.

Survey questionnaires have been used to elicit responses from 51 managers, supervisors, and top management belonging to PARKS RECREATION CEMETERIES AND CULTURE (PRCC). Data collected included demographic characteristics and the degree to which the employee behaviours were perceived. In addition, the level of job satisfaction, and staff propensity to leave are described.

1.3. REASONS FOR THE STUDY

1.3.1 Aims

The aim of the study is to explore the levels of job satisfaction amongst municipal employees and their propensity to leave jobs. The dissertation has a dual aim, both to contribute toward the academic understanding of the levels of job satisfaction within the Human Resources context, and to provide management with an insight to the levels of job satisfaction within PRCC unit. Based on the research results, appropriate action may be taken to alter management and/ or employee attitude.

1.3.2. Objectives

The objective of the study is to establish whether there is a relationship between job satisfaction amongst municipal employees and their propensity to leave jobs.

Having established that, the study will then explore the extent to which the various intrinsic and

extrinsic working conditions influence job satisfaction and turnover within Parks, Recreation, Cemeteries and Culture Unit.

1.3.3. Dissertation Purpose.

The purpose of this dissertation is to summarise the theories, practices, principles, advantages and disadvantages underlying the levels of job satisfaction amongst municipal employees. This knowledge will then be used to analyse the employees within the PRCC unit, assess their levels of job satisfaction whether it has any relationship to their propensity to leave.

1.3.4. Levels Of Job Satisfaction

Many studies have examined the importance of job satisfaction. Herzberg, Mausner (1957) proposed two basic classes:-

Intrinsic factors such as achievement, recognition and advancement.

Extrinsic rewards such as pay, working conditions, and job satisfaction.

Beckard & Harris, (1987) refer to the link between job satisfaction, motivation, empowerment, commitment and productivity.

Locke (1976) studied job satisfaction as a level and direction of an emotional state or affective orientation resulting from the appraisal of one's work and work experiences.

Mottaz and Pottz (1988) found that the perceived model appropriate for predicting job satisfaction has five extrinsic rewards, supervisory, co-workers, working conditions, salary, and promotional opportunities.

Mowday (1974) established a relationship between job satisfaction and turnover intentions, he concluded that individuals committed to the organization are less likely leave their jobs and tend to perform at a higher level, thus decreasing turnover and increasing organizational effectiveness.

There are a multitude of variables that lead to the levels of job satisfaction, and therefore this dissertation will focus on four of the variables that are of most interest to management as they impact organisational productivity. The variables in question are (1) The job itself, (2) Recognition and Rewards, (3) Supervision, (4) Propensity to leave.

a) **The Job Itself**

Many academics have studied the job itself as a motivator to employees but have often come with rather narrow conclusions Turner and Lawrence, 1965, Cooper, 1973, Davis 1966.

Carrel et al (1998, 115), concluded that worker dissatisfaction diminishes with age, old workers have accrued more of the kinds of job enrichment that unions have fought for, better wages, shorter hours, vested pension, right to have a say in the working conditions, right to be promoted on the basis of seniority.

Cascio, et al (1995, 313) advised the job hoppers to always leave at their own conveniences, not the organisations, and need to establish networking relationships while still having a job. Leave your current organisation on good terms and not under questionable circumstances. Do not leave your current job until you secured another one, because it is easier to find a new job when you are currently employed, jobs often go to people who don't see the need then.

A survey by *People's dynamics* (1998) on job satisfaction recommended that when the staff have an opportunity to express their views about their tasks, working conditions, management, and supervisory styles whether it contributes to high employee turnover and lowered productivity, the results of an attitude survey will lead into concrete directions for change.

The study conducted by Beer et al (1984) and Walton (1985) refers to employee commitment to their jobs only when there are intrinsic benefits, such as functional flexibility, reduction of hierarchy and reliance on quality circles.

Wood and Albanese (1995) added to this by claiming the job design, permanent employment, merit pay and profit sharing create a positive behaviour that lead to job satisfaction.

Kochan and Dyer (1993) suggested the changes in productivity, quality of work life, and job satisfaction is an effective voice extort management to consider the tasks performed by workers. Hackman and Oldham (1974) suggested that the critical psychological states of work meaningfulness, knowledge of work outcomes influence employee satisfaction and performance. Robertson et al (1992) pointed out the reward and reinforcement obtained when a person becomes aware of the job results, creates the element of satisfaction.

Robertson and Smith (1985) suggested the opportunities to do several tasks and establishing relationships and open feedback channels become relevant to job satisfaction.

b) Recognition and reward

Various motivational theories attempt to explain the effect of recognition and rewards on employee behaviours. Some succeed in explaining behaviour in general but fall short of explaining the behaviour of specific individuals.

Cowling (1996, 297) studied recognition and reward and concluded that it is dangerous to treat recognition and reward management as a secondary consideration, the job satisfaction is important in determining the correct structure and methods of achieving tasks, therefore, should be prioritised on the list. The range of rewards that can satisfy employees to work even harder include direct pay and indirect benefits such as holiday pay, pension.

According to Lundy O, (1996) there are extrinsic reward being tangible expression of the employer's side of the contract with employees in return for their contribution of time effort and skill. Organizational rewards include both intrinsic and extrinsic rewards. Intrinsic rewards include

status, recognition, companionship, security, feeling of selfworth, career development, sense of achievement and purpose.

Extrinsic rewards can be measured directly by costs and therefore tend to be given higher priority by management, they also become the primary focus of industrial relations and collective bargaining. Lundy O, (1996) continued with his study in that workers attach a high priority to intrinsic rewards and these can have a major bearing on the satisfaction and productivity of employees.

The need to relate recognition and reward to job satisfaction has been a persistent theme in recent years amongst leading authorities. Kanter (1987) in a special report, indicated pay reflected input, not output, factors such as status are the basis, recognition of the job in the hierarchy of organizational relations and giving staff a piece of entrepreneurial action, will determine their reward based on value attached to their effort.

Armstrong,(2003) suggested recognition and reward must be congruent with and support corporate values and beliefs. According to Trevor (1990) when considering recognition for high performance, characteristics of the environment must be determined, an employee failing to perform to the set standard is unrecognizable. He recommended to be recognised, superior achievement is expected, better than average skills and capabilities, commitment to the objectives of the organization, employee going an extra mile by expanding the limits of the job through personal contribution, achieving good results and promote effective teamwork, and being consistent.

According to Lawler (1990) it is important to establish first strategic objectives in areas such the behaviours to be motivated and recognised, people to be attracted and retained, structure which an organization wants to cooperate with, then will be possible to have successful, recognisable employees that when reward system is introduced will add value to the organisation.

Brading et al , (1990) in his study realised the single important objective of performance related pay is to improve performance by being responsive and sensitive to employee needs. He concluded that this can be achieved if management reward the right people, support a performance related

culture, motivate all people and emphasize individual performance and team work.

c) Supervision

Many authors refer to the link between job satisfaction and supervision as a major element to motivate workers. Lundy et al 1996, Herzberg, 1975, Mottaz and Pottz (1988).

Cascio, (1995) identified factors that contemporary supervisors in consultation with staff make use to promote teamwork, which is a list of tasks or projects, and that list is shared by employees, and have an opportunity to suggest new ways to approach tasks or offer help to each other.

Trevor (1990) studied supervision as an element of job satisfaction, and concluded that the organisation that create a platform where employees are encouraged to form work teams to tackle critical issues have satisfied workers than an organisation with pure downward communication,

According to Carrell et al (1998) supervisors must hold meetings with all staff to provide them with an opportunity to raise questions that interest them, if such meetings are held regularly employees will develop a sense of positive attitude and motivated to work even harder.

Mottaz and Pottz (1988) studied the relationship workers have with their managers including the level of trust, respect and consideration that managers show toward them on daily basis help to make exceptional employees performance a reality. All employees want to feel they have an important role to play in an organization, if their roles are clearly defined, the vision, and mission suppose to be visible to staff at all times.

According to Burruss, (1997, 97) supervision involves effective coaching and developing direct reports, understanding principles of staff motivation and good leadership style.

d) Propensity to Leave

Apart from isolated examples, there has been little research evidence of the success of human resources planning, people leave for behavioural reasons known by them, Rothwell (1995).

Casson (1978) pointed out the human resource movement takes place through employee promotions, demotions, transfers, while turnover refers to the movement of employees out of the organisation by means of resignations, transfers out of organisational units, discharges, retirement and death. Marchington and Wilkinson (1996) made a distinction between organisational goals and employee values, beliefs and behaviours that result in employee turnover.

Wood (1996) identified the costs associated with high turnover may be acceptable if it does not have an adverse effect on services, the newly hired employees are paid less than predecessors and the section will operate understaffed, saving a lot of money while the position is in the process of being filled..

Litt (2000) commented the human resources planning should be applied to long term assessment of supply and demand, and noted the shift from reconciling the numbers of employees towards a greater concern with skills, development and deployment.

According to Bulla and Scott (1994) high labour turnover is based on the belief the organisation does not regard labour as the most important resource.

Reilly, (1999) studied employment and suggested a certain amount of turnover is expected, unavoidable and considered beneficial to the organisation by introducing new ideas, methods, and effective ways of doing things. It may help rectify poor hiring and placement decision and renews stagnating departments, but excessive turnover create unstable work force and increase human resource costs and organisational ineffectiveness.

Hendry (1995) perceive a low degree of job security in employees present jobs as a motivator to seek employment in organisations where they believe a greater degree of security exists.

Capelli (2000) studied retention plan and concluded that the labour turnover may stem from a variety of causes and is important to research the problem using a variety of data collecting methods, job dissatisfaction is a significant cause of turnover, and the market not the company ultimately determine the movement of employees.

Bevan et al (1997) argued that job enrichment and the programmes designed to enhance job satisfaction may reduce staff turnover because of the link between job satisfaction and turnover, such programmes may include fair wage and salary structures, competitive benefits, training and development, opportunities for advancement, employee grievance procedures, and open communication.

For the purpose of this study the focus is on resignations, to learn more about voluntary turnover, the reasons why good employees quit, those who retire or get terminated for unsatisfactory reasons are generally not the focus of the research.

1.3.5. Limitations of the study

The essential limitation of the study is that it only looks at the Ethekewini municipality, furthermore, the sample comprised a population of all staff with different levels of education, cultural background and ethnic groups. This implies:-

The findings can be generalized within the Ethekewini Municipality structure, and that can be questioned since the sample does not represent the population of other local sub structures including South local council, Inner West city council, North local council, and Outer West local council.

The findings are not indicative of the general attitude or perception of municipal employees of KwaZulu Natal as the sample is not a representative of all employees in the province.

The term level of job satisfaction can be very broad, but the study has been limited and will be generalized within the three most important factors, namely:- the job itself, recognition and reward, and supervision.

The secondary data to be analyzed have no limited period, and that can be interpreted as being inappropriate to the fact that information may be outdated.

1.3.6. Hypothesis

- H1 There exist a relationship between levels of job satisfaction and propensity to leave amongst municipal employees.

- H2 Favourable working conditions (intrinsic and extrinsic) are positively related to employee job satisfaction

2. JOB SATISFACTION

Job satisfaction has been for many years of interest to researchers around the globe. Most studies associate high levels of job satisfaction with increased productivity lower turnover. The study as to how individuals can best be motivated through the job itself, recognition and rewards, and supervisory style has been examined by Armstrong, 2003, Carell & Grobler, 1998, Lundy & Cowling, 1997, Cascio, 1995, Lawler, 1990, Brading & Wright, 1990, Locke & Latham, 1990, and Herzberg, 1975.

2.1. Definition of Job Satisfaction

Various researchers have defined job satisfaction as an attitude, belief or a feeling and have concluded that it is evaluated by the individual. Smith et al , (1995), describes job satisfaction as a feeling employees have about their jobs in general, and is a multifaceted construct encompassing specific facets of satisfaction related to pay, work, promotional opportunities, benefits.

McNeese- Smith, (1997), extended his research by conceding results of organisational research that shows employees who experience job satisfaction are more likely to be productive and stay on the job. The meta analytical study by Irvine and Evans, (1995) supported a relationship that exists between job satisfaction and labour turnover. It was found that the variables related to employees job satisfaction that is extrinsic, the work content , work environment variables, which workers have more control over, have a stronger relationship with satisfaction, than the economic or individual difference variables. Lawler, (1990) stated the results of job dissatisfaction that leads to absenteeism, grievance problems, low morale, and high turnover, and finally to high employment costs.

Noe et al (2000, 364) defined job satisfaction as a pleasurable feeling that results from the perception that ones job fulfills or allows for the fulfilment of one's important job values, it is a

function of values of what a person consciously or unconsciously desires to obtain and values are differently measured by individual's , perception of situation relative to one's values, and maybe very satisfied, satisfied, neutral, dissatisfied, and very dissatisfied.

Wayne Cascio,(2000) suggested that individuals have physical and psychological needs they attempt to satisfy , motivation is a force that result from an individual's desire to satisfy these needs, conversely, a satisfied need is not a motivator. Job satisfaction may be a result of reinforcement or operant conditioning where a behaviour that is rewarded tends to be repeated, while a behaviour that is not rewarded will be avoided. Management rewarding behaviours such as high productivity, high quality work, timely reports, creative suggestions and better customer service, these behaviours are likely to increase.

However, the converse is also true, management should not expect sustained high performance from employees if they constantly ignore performance and contributions.

Herzberg, (1975), identified two theories of motivation, the motivator and hygiene factors and concluded that satisfaction and dissatisfaction are not opposite. Poor working conditions resulted in dissatisfaction, yet ideal working conditions did not necessarily result to satisfaction. The salary and working conditions reflect the context of the job , they are external to the employee and to the job, therefore, are extrinsic conditions , they are controlled by someone other than the employee.

Hygiene factors include holiday, attendance rules, grievance procedure, performance appraisal, pay. Herzberg (1975) argues that none of these factors will motivate people and contends that hygiene factors are difficult to control effectively and do not provide long run motivation but are necessary to prevent dissatisfaction and their absence keeps the employee from concentrating on higher level needs. The two factor theory states the more resources that are poured down the hygiene , for example by increasing fringe benefits, the more resources will be required in the future , because ever increasing amounts are needed to produce the same effect for example salary issues never appeared to be resolved.

Motivators are intrinsic in nature , they reflect the content of the job. No superior dispenses them

to employees instead each employee controls and administers them personally. No one can give another person the satisfaction that comes from accomplishing a particularly challenging job.

According to Porter and Lawler (1990), employees are more satisfied when they feel they are rewarded fairly for the work they do, employees responsibilities, the effort they have put forth, the work they have done well and have challenging opportunities. They continue to define job satisfaction as a unidimensional construct, that is, you are generally satisfied or dissatisfied with your job. The desire to stay is affected by other factors such as employees job security, expectations about the future success in the organisation. Dissatisfaction seems to be more motivating than satisfaction, people react more immediately and visible to pain than to a pleasant stimulus.

2.2. Influence of Job Satisfaction

Bavenden Research Inc, (2000), identified six factors that influence job satisfaction, when these factors are high job satisfaction will be high , again , when they are low satisfaction at work will be low.

- **Opportunity**

Employees are more satisfied when they have challenging opportunities at work, this include chances to participate in interesting projects, jobs with a satisfying degree of challenge and opportunities for increased responsibility.

- **Stress**

When negative stress is continuously high, job satisfaction is low, jobs are more stressful if they interfere with employees' personal lives or are a continuing source of worry or concern Work must be distributed evenly and fairly within the work teams, and work procedures to be reviewed to remove unnecessary red tapes or bureaucracy.

- **Leadership**

Employees are more satisfied when their managers are good leaders. This includes motivating employees to do a good job, striving for excellence or just taking action. People respond positively to managers that they can trust and who inspire them to achieve meaningful goals.

- **Work standards**

Employees are more satisfied when their entire work group takes pride in the quality of its work. Communication must be encouraged between employees and customers, quality gains importance when employees see its impact on customers

- **Fair rewards**

Employees are more satisfied when they feel they are rewarded fairly for the work they do. Consider employee responsibilities, the effort they have put forth, the work they have done well and the demands of their jobs.

- **Adequate authority**

employees are more satisfied when they have adequate freedom and authority to do their jobs, able to make decisions

2.3. Job Satisfaction and Pay

Grobler et al (2002) in his survey suggested job satisfaction is linked to attitude and morale, whilst pay is linked with absenteeism and turnover in many studies, the relationship between job satisfaction and performance remains controversial. Gobler mentioned various factors that contribute to employee satisfaction include , the job itself, the kind of work employees perform whether it is challenging and interesting and the freedom they have to determine how the work is done., co-worker relations, the quality of relationship within the work group is important to employees, especially the extent to which the individual is accepted as part of the work unit and fundamental support of his fellow employees. Good supervision includes fairness, helpful, competent and effective supervisor. The supervisor skill as a problem solver, coach, trainer and listener. Opportunity to grow includes advancement opportunities to continue learn new things.

2.4. Job Satisfaction and Retaining Employees

Louis Levy Garboua, (1997) studied job satisfaction and other experiences on individuals that they do not explain real feelings, instead, they expresses the past preferences over available alternatives. Past behaviours are found to be the best predictor of reported job satisfaction. This explains why so many people usually report themselves as happy or satisfied, why younger age

groups are sensitive to current earning discrepancies. Garboua, (1997) concluded that you cannot ask an employee whether is satisfied with tasks that has never been performed or experienced before, so, the satisfaction or dissatisfaction must be conditional to the person and must have had experience of it.

Employment review, (2002) report that the workplace is becoming a happier and more consensual place to be. This study claims that what really matters to most employees is not pay, but relationships with managers and colleagues, recognition for contribution, and job satisfaction. Only younger workers put pay issues high on their list of important issues.

2.5. Factors Contributing to Job Satisfaction

Through numerous studies, Herzberg developed a theory of motivation that he referred to as 'the motivation -hygiene theory'. According to Herzberg the increase in job satisfaction will improve staff performance.

2.6. Performance Management

Grobler et al 2002), described employee performance as the process of ensuring that all employees participate in setting targets which contribute to the goals of the organization, are rewarded if they achieve these targets and provided with training and resources needed to achieve their targets. It includes organisational values and objectives, employee personal goals, and performance reviews throughout the year. The worker behaviour is built upon a foundation of common human needs, security, esteem, degree of independence and self development plus gratification of which is inherently rewarding. The needs for social approval, self esteem and achievement are likely to be gratified in so far as people conform to the norms of behaviour of their work environment.. Satisfying behaviours tend to be repeated and actions which are expected to be rewarded are preferred and sought out.

McNeese- Smith, (1997) defined employee performance as the contribution made towards

achieving a particular task and can be qualitative or quantitative such as goal attainment, work accomplished.

Cascio, (1995) in his study describe performance management as a continuous orientation of employees toward effective job performance, this includes regular assessment of progress toward goals, removing job obstacles, providing the means and adequate resources for performance, and carefully select employees. He concluded that the indirect payment or system rewards that employees receive simply for being members of the system may not satisfy staff, such as tuition fees payment, housing subsidy, medical aid, stop order facility. Sufficient amount of reward must be offered to motivate employees to put more effort.

2.7. Merit Rating System

According to Herzberg, (1975), the incentive value of the reward must be attractive and competitive. If performance is measured annually on a dimensional scale, employees will remain unclear about just what is being rewarded, therefore, their morale will be low and there will be high turnover rate. Armstrong, (2003), realised that the timing of merit pay award may have little or no correlation with the timing of desirable behaviours, and few supervisors are trained in the art of giving feedback accurately, comfortably, and with a minimum likelihood of creating other problems, therefore, they do not want to commit themselves by giving poor, or outstanding performance of employees.

Noe et al, (2000), researched merit payments as a motivational factor when incorporated into individual's base salary, the payments form an annuity, and allow individuals to slack off for a number of years and still earn high pay, once reached to top notch, pay no longer serves as a motivator because it cannot increase as a result of performance. McNeese- Smith, (1997), research on the effect of merit pay practices on performance in middle management indicated that not all merit reward systems are equal, those that tie performance closely to rewards are likely to generate high levels of job performance after some time.

Grobler et al (2002) describe guidelines for effective merit pay increase that each manager must establish high standard of performance, develop accurate performance appraisal systems, focussing on job specific, results oriented criteria, consider using multiple raters and appraisal formats that focus on the employees behaviours, then train supervisors in the mechanics of performance appraisal and in the art of giving feedback to subordinates, ineffective performance must be managed constructively. The rewards closely link to performance, use quarterly performance appraisals to reward or to deny merit increases, and use a wide range of increases, and make pay increases meaningful.

Finnigan (1983) poor work performance that leads to job dissatisfaction, begins from the recruitment process, where the organisation has a goal of locating suitable qualified applicants who will remain with the organisation , and trying to avoid , underqualified individuals who will later be terminated nor should over qualified individuals who will become frustrated and eventually leave the organization. Employing a false positive employee that is disenchanted with the organisation and spreading low morale should be avoided.

2.8. Empowerment

*I can't trust anyone to do anything around here , if you want something done, do it yourself that is my motto,
Jane Smith, 2000, 27*

According to Smith, (2000) empowerment means encouraging people to become more involved in the decisions and activities that affect their jobs. To provide staff with the opportunity to come up with good ideas and have authority to demonstrate their skills to put these ideas into practice. Smith, in his study focussed on whether staff leaving the organization were encouraged to play an active role in their work, nor, involved in taking responsibility for improving the way things are done, and to enable them to make decision without having to refer to seniors.

Hatfield, (2000), argued that empowerment is foremost about changing the role and behaviour of management where everyone feels respected and valued and people offer the best at all times, it cuts the relationship between managers and subordinates. . Organisation need empowered people to help them fight off the competitive threat, to find innovative ways of improving the public service, implement policy changes and ensure goals are achieved with commitment and energy of the entire work force, therefore, empowered people are satisfied employees.

The success of any organisation depends on its employees. No job, regardless of its design, can overcome an employee's lack of interest, or willingness. If the employee does not care about his or her job, then no effort will be exerted, and nothing else matters- not even a boss who cracks a whip. Motivation is the engine for driving the human resource , - Carrell et al, (1998)

Smith, 2000 realised that empowerment offers employees enhanced job satisfaction, cooperating more closely with others, working with clear purpose and gaining a sense of achievement when goals are achieved. Empowered people gain the sense of job satisfaction, recognition, acquisition of new understanding, skills and career advancement. By giving people responsibility, you will make them feel that they own the work processes and will put 100 percent effort.

2.9. Evidence for and against the model

Over the last few years, the value of studying job satisfaction has come to be questioned.

Lawler, (1995) questions whether job satisfaction is a sensible goal. He argues that dissatisfaction can be creative and lead to a change in behaviour but positive instead of negative.

Armstrong, (2003), argues that job satisfaction is affected by culture, the people's background, which will include the environment and culture in which they have been brought up and now exist.

Levinson (1978) argued that job satisfaction is influenced by inherent differences between people such as sex, race, age, and degree of disability. Arnold et al (1991) established that working women as a whole experienced more daily stress, job dissatisfaction and are less likely to show overt anger than men.

Davis and Cherns (1975) argued that job dissatisfaction arises because the relationship between measures of job satisfaction and factors of economic importance are unachievable.

According to Carrell et al (1998) employees may be dissatisfied because of the demands from the environment that the organization has no control. He concluded people are born different, there are achievers and loafers, therefore, individuals must be hired according to their abilities, which must match the needs of job design.

Mausner, (1957) reviewed job attitude and it was evident that dissatisfied employees will always leave, and new employees with potential get opportunity to advance themselves, the cycle is important for the survival of the organization.

Various researchers study different areas of job satisfaction, and arrive at different conclusions, Davis, (1971).

Workers do not look upon their work as fulfilling their existence. Their reaction to their work is the opposite of what the behaviouralist predict. It is only because workers choose not to find fulfilment in their work that they are able to function as healthy human beings. By rejecting involvement in their work which simply cannot be fulfilling , workers save their sanity..... the concept of MacGregor and Herzberg regarding workers needs to find fulfilment through their work are sound only for those workers who choose to find fulfilment through their work.....Contrary to their postulates, the majority of workers seek fulfilment outside their work

Fein (1970), *Study of Worker Motivation*.

CHAPTER THREE

This chapter examines the theory of motivation in the workplace. It is argued that motivated employees are satisfied with their jobs, therefore, perform better than dissatisfied employees.

3.1. Motivation Defined

Contemporary researchers have defined job motivation as a factor that influence people to behave in certain ways. Arnold et al (1991) describe three major components of motivation, the direction, effort and persistence . He concluded that well motivated people are those with clearly defined goals who take action that they expect will achieve those goals. According to Carrell et al (1998) employees expect their performances to correlate with the rewards and compensation to be received if certain levels of performance is achieved, and they set these goals and expectations based on prior experience within the organization.

3.2. Relationship between motivation, job satisfaction and performance

Cowling, (1997) believed the basic requirement for job satisfaction include comparatively higher pay, equitable payment system, real opportunities for promotion, considerate and team management, a reasonable degree of social interaction at work, interesting and varied tasks and a high degree of autonomy, control over work pace and work methods. The degree of satisfaction obtained by individuals, however, depends largely upon their own needs and expectations, and the working environment.

Armstrong (2003) stated that previous researchers have not established any positive connection between satisfaction, motivation and performance. A satisfied worker is not necessarily a high producer, and a high producer is not necessarily a satisfied worker. The claim that good performance results in satisfaction rather than vice versa has not been approved.

According to Smith (1994), motivated employees are needed in our changing environment to help

the organization to survive, but has not related motivated workers to performance. According to Noe et al (2000) motivated employees are more productive and effective. Grobler et al (2002) suggested employees wages as reward becomes less important as a motivator as employees gets older, interesting work, and other benefits becomes a motivator. Grobler's theory has been regarded inconclusive since people's attitudes and perceptions differ.

3.3. Motivational Theories

In the old industrial paradigm, laid out by Adam Smith, Frederick Taylor and Henry Ford, success was based on efficiency and economies of scale, not quality or customer service.

There are numerous studies, research reports, and theories that attempt to explain the attitude of staff towards work. This section briefly introduces a number of motivational theories from the field of industrial and organisational psychology. Theories of job satisfaction have been divided by Carrell et al (1998) into two categories, content and process theories. Content theories give an account of the factors which influence job satisfaction, Maslow's hierarchy of needs and Herzberg two factors theory fall into this sector. Process theory try to give an account of the process

3.3.1. Content Motivational Theories

The basis of this theory is the belief that an unsatisfied need creates tension and a state of disequilibrium. To restore the balance, a goal that will satisfy the need is identified and a behaviour that will lead to achievement of the goal is selected, therefore, all behaviours are motivated by unsatisfied needs, Armstrong, (2003).

Needs theory was developed by Maslow (1954) who postulated the concept of hierarchy of needs which he believed were fundamental to employee personalities. Herzberg (1957) two factor model cannot be classified as needs theory but he identified a number of fundamental needs.

Alderfer (1972) developed his ERG theory which refers to the need for existence, relatedness and growth.

3.3.1.1. Maslow's Hierarchy of Needs.

One of the most popular theories on job satisfaction relates to that of Maslow, this is therefore discussed in detail as it relates to the study on hand.

This chapter reviews a sizable proportion of those research studies which have used content motivational theories as a tool of investigating job satisfaction. One of the common denominators in these studies was a valid measure of Maslow's hierarchy of needs who identified 5 levels of needs which are physiological, safety, social, ego and self actualization. He argued that lower level needs had to be satisfied first before the next higher level need would motivate employees. People spend their entire lives seeking to satisfy certain needs, the satisfaction of a need happens in a particular order

1. **Physiological needs** These are basic needs for survival like food, shelter, sleep, and other physical essentials. Money makes it possible to satisfy these basic needs. To satisfy these needs employees must work under pleasant and comfortable working environment, provided with ample leisure time, and earn competitive salary.
2. **Safety needs** People need to be assured they are safe from dangers and insecurities of their environment. Most importantly job security and other security factors may include salary increase and benefits. To be safe they must adhere to protective rules and regulations, and must be provided with well defined job description, clear chain of command, information about the financial position of the firm, compensation and supportive benefits applicable to all employees.
3. **Social need** Employees desire social relationship inside and outside the organization. Peer group acceptance within the workforce is often an important psychological need for employees. Team spirit must

be encouraged to satisfy this need, organizational feedback, and task groups to used to execute projects

4. Ego need

Once employees have formed relationships within the organization and feel part of the peer group, the need for self esteem takes precedence. Organizational factors such as job title, office space, office size, level of responsibility become important to the employees. Employees in goal setting and decision making process must be provided with opportunity to display skills and talents, and be recognised for advancement.

5. Self actualization need At this level employees seek a fulfilling useful life in the

organization and in society. Employees seek challenging and creative jobs to achieve self actualization. Maslow contends that individuals will climb the ladder of need fulfilment until they have become self actualized. If any need not fulfilled, the individual will continue to strive to fill that need, therefore, the need becomes a motivational factor at any level need may be fulfilled outside the organization as well as within the organization.

a) **Limitations to Maslow's theory**

Abraham Maslow theory reveals many methodological and conceptual problems. According to Maslow, needs are in a hierarchical order from ascending that is physiological to the higher order self actualisation need. No real evidence exist to support this theory. Again peoples attitudes differ and therefore, their needs differ. The evidence on dissatisfaction is not clear whether pay is a motivator only at lower order need.

3.3.1.2. Herzberg Two Factor Theory of Motivation

Herzberg applied a theory of needs to the workplace and job design, after asking a group of accountants and engineers about their feelings towards their jobs. Herzberg noticed that respondents identified different things as sources of work dissatisfaction subsequently called hygiene than they did as sources of satisfaction which he called motivators. He concluded that satisfaction and dissatisfaction were not simple opposites, poor working conditions resulted in dissatisfaction, yet ideal working conditions did not necessarily lead to satisfaction or motivation. Herzberg referred to the factors that prevented dissatisfaction as hygiene factors.

1. **Hygiene factors** such as salary, working conditions, reflect the context of the job. They are external to the employee and to the job, therefore, can be thought of as extrinsic conditions because they are controlled. other than employee. Herzberg contends that hygiene factors are difficult to control effectively and more importantly do not provide long run motivation but they are necessary to prevent dissatisfaction and their absence keeps employees from concentrating on higher level needs.. Further more, the two factor theory states that the more resources that are poured down the hygiene drain, such as increasing fringe benefits, the more resources will be required in the future, because hygiene factors ever increasing amount is needed to produce the same effect.
2. **Motivators** are intrinsic in nature and reflect the content of the job. No superior dispenses them to employees, instead each employee controls and administers them personally. No one can give another person the satisfaction the comes from accomplishing a particularly challenging job. Herzberg theory is criticised in that it was administered to a certain class of engineers and accountants, it confuses the relationship between satisfaction and motivation.

a) Limitations to Herzberg Study

Herzberg's two factor model has been strongly attacked by most researchers.

- The basic study reported in his book, *The Motivation To Work* (1959) investigated engineers and accountants and did not represent the entire work force
- Herzberg conclusions has been drawn from wide and unwarranted inferences from small and specialized samples that there is no evidence to suggest that the satisfies do improve productivity.
- There was no attempt made to measure the relationship between satisfaction and performance. It has been suggested that the two factor nature of the theory is inevitable result of the questioning method used by the interviewers.
- Vroom (1964) argues that Herzberg theory is debatable because of the two factor conclusion. People are more likely to assign satisfaction to their own achievements and attribute dissatisfaction to organisational structures, systems and policies.

Armstrong, (2003, 164). In spite of these criticisms, Herzberg theory continues to thrive, partly because for the layman it is easy to understand and seems to be based on real life rather than academic abstraction and partly because it fits in well with the highly respected ideas of Maslow and MacGregor in its emphasis on the positive value of the intrinsic motivating factors.

According to Armstrong, (2003) Herzberg had immense influence on the job enrichment movement which sought to design jobs in a way that will maximize the opportunities to obtain intrinsic satisfaction from work and thus improve the quality of working life.

3.3.2. Process Theory

The emphasis of process theory is on the psychological processes that affect staff motivation as well as basic needs.

According to Guest (1992) the process theory provides a much more relevant approach to motivation that replaces the theories of Maslow and Herzberg. Armstrong (2003) concluded that process theory can certainly be more useful to managers than needs theory because it provides more realistic guidance on motivation techniques. The most known processes are expectations that are originally contained in the valency-instrumentality-expectancy (VIE) theory which was formulated by Vroom (1964) .

Adams (1965) studied two forms of equity, the distributive and procedural equity which is concerned about employee perceptions when they compare themselves with others.

3.3.2.1. Vroom Expectancy Theory

Vroom (1964) believed that if we do one thing it will lead to another, and expectancy is the probability that action or effort will lead to an outcome.

Vroom's theory is based on individual choices between alternatives which involve uncertain outcomes, and the behaviour will be affected not only by individual preferences among these outcomes but also by the degree to which these outcomes are believed to be possible.

Armstrong, (2003, 161), reiterated that the strength of expectations may be based on past experiences (reinforcement), but individuals are frequently presented with new situations- a change in job, payment system or working conditions imposed by management where past experience is an adequate guide to the implications to change.

According to Vroom motivation is only likely when a clear, perceived and usable relationship exists between performance and outcome, and the outcome is seen as a means of satisfying needs.

Grobler et al (2002), concluded that the extrinsic financial motivation can only work if the link between effort and reward is clear and the value of the reward is worth the effort, while intrinsic motivation are more under control of individuals, who can place greater reliance on their past experiences to indicate the extent to which positive and advantageous results are likely to be obtained by their behaviour.

Porter and Lawler (1968) suggested two factors determining the effort people put into their jobs following Vroom's ideas, that is the value of the rewards to individuals as they satisfy their needs, and the probability that rewards depend on effort, as perceived by individuals.

According to Lundy (1996) difficult goals only lead to higher performance when individual is committed to them. Commitment to goals can be considerable be increased if employees participate in the goal setting process.

3.3.3. Equity Theory

Adams (1965) identified two forms of equity ,

- The distributive equity which is concerned with the fairness with which people feel they are rewarded in accordance with their contribution and in comparison with others, and
- The procedural equity which is concerned with the perception employees have about the fairness with which company procedures in such areas as performance appraisal, promotion, and discipline are being operated.

He concluded that interpersonal factors are linked to feelings about procedural fairness. Tyler and Bies (1990) identified factors such as personal bias, consistent criteria, feedback that contribute to perceptions of procedural fairness.

a) **Limitations to Adams theory**

Adams study did not include any reference group for accurate comparison

Equity involves feelings and perceptions and is always a comparative process, therefore, people's attitude differs depending to the existing situation.

According to Adams (1965) people will be better motivated if they are treated equitably and demotivated if they are treated inequitably, therefore, it explains only one aspect of the process of motivation and job satisfaction, although it may be significant in terms of morale, Armstrong, (2003).

3.4. Distinction between Job Satisfaction and Dissatisfaction

Research has shown a distinction between job satisfaction and dissatisfaction and different factors are considered when analysing these two important elements of working environment.

Previous researchers concluded that the absence of job satisfaction is not dissatisfaction but is no job satisfaction, similarly the absence of job dissatisfaction is not satisfaction but is no job satisfaction. This theory is confusing but has been analysed by Herzberg (1966) and considered the different human needs that serves as basic drives to achieve and experience psychological growth. Herzberg (1966) identified hygiene factors that are extrinsic to the job such as supervision, working conditions, pay, and security, whilst the intrinsic factors include recognition for good performance, the job itself, and opportunity for growth Carrell et al (1998).

CHAPTER 4

This chapter describes PARKS, RECREATION, CEMETERIES AND CULTURE in which the study has been undertaken. The levels of job satisfaction indicated by the results of this research cannot be seen in isolation, the context in which the organisation operates is important in the interpretation of the results.

4.1. Ethekwini Municipality

Parks, Recreation, Cemeteries and Culture Unit belong to Health, Safety and Social Services Cluster of the Ethekwini Municipality. This include units such as Emergency Services, Police, and Health. This cluster is aimed at ensuring the citizens of Ethekwini Municipality Area live longer and happier lives in a climate of tolerance and acceptance. They must enjoy access to cultural, leisure and education opportunities within the vibrant communities, and must live in a healthy and safe environment.

The Ethekwini Municipality has a vision whereby 2020 all citizen will enjoy the reputation of being Africa's most caring and livable city, where all citizens live in harmony. The vision will be achieved by growing its economy and meeting people's needs so that all citizens enjoy a high quality of life with equal opportunities, in a city that they are proud of. The purpose of the Ethekwini Municipality is to facilitate and ensure the provision of infrastructure, services, and support thereby creating an enabling environment for all citizens to utilize their full potential and access opportunities, which will enable them to contribute towards a vibrant and sustainable economy with full employment, and thus create a better quality of life for all.

4.2. Parks, Recreation, Cemeteries and Culture (PRCC)

The organisation objective is to positively influence the 'Quality of Life' of the citizens and visitors of the Ethekwini Municipality so as to instil a sense of pride, ownership of services leading to an optimisation of the services, thus satisfying the needs. Their purpose is to enable the community at large to benefit and enjoy equitable opportunities to participate in culture, leisure, and education which would lead to an improved and sustainable quality of life.

The organisation consists of 5 departments, (1) Parks with a total of about 1500 staff, is responsible in partnership with stakeholders to improve the physical and mental well being of all users through access to and benefit of sustainable parks, open spaces and natural environment. The most number of staff at lower levels in unit are employed by Parks Department in sections such as mechanical services, verges, production, display and parks maintenance.

(2) Recreation is the second department which is labour extensive with a total of about 600 staff is aimed at contributing to an improved quality of life through the provision of recreational and sporting facilities and activities in such a way that Ethekwini is internationally recognised, acclaimed sports and recreational centre in Africa. The purpose of the department is to ensure all citizens are to participate in and enjoy the sports, cultural and recreational activities of their choice thereby increasing/ improving their wellness/ well being, development and potential for local, national and international participation, with pride, and that the numbers of people having access to employment and business opportunities will have increased. Recreation have sections such as marine safety, recreation development, sport amenities, beach maintenance, pools and law enforcement.

(3) Library is the third largest department but with academics. Their purpose is to enable all citizens to enjoy a culture of reading thereby widening their horizons and empowering them to access all library resources and activities within a conducive environment, improve literacy levels, experience arts and cultural heritage and contribute to the socioeconomic and political

development of the Ethekekwini. At least 500 workers are employed by this department

(4) Cemetery department with about 400 staff, ensures the diverse bereaving customers with their cultural and religious needs are satisfied.

(5) Heritage department have about 100 staff, and ensures the art and culture of the Ethekekwini area is preserved.

(6) Human Resources department, according to Bendix, (1999) is responsible for ensuring the well being and development of employees at their places of work. To achieve this, salaries are correctly and timeously paid, annual and sick leave, and other benefits are provided, jobs properly graded and their career planning, commitment training and development is monitored and appraised.

PRCC have a Human Resources department with 40 staff, and most departments have shop stewards from the two recognised unions, SAMWU and IMATU, they ensure processes and practices are fair and equitable, they monitor conformity to legislation, employee problems are dealt with and they facilitate the resolution of conflict in an organisation. The Human Resource department has a duty to establish policies and procedures which guide behaviour and deal with cases of unfairness or discrimination. They have sexual harassment policy, conditions of service, job evaluation processes, employment policy practices agreement (EPPA). Within the unit performance management is monitored but employees under performing do not get terminated unless all processes have been exhausted as detailed in LRA. Employees that are on duty but not performing failing to meet the required standard are provided with their job descriptions, get training, coached, and counselled and performance standards are clearly communicated.

The staff compliment of the entire department is 3 140 with the majority of staff being at lower level, followed by technical specialist level then middle management. The head of the Unit is a top manager, and have deputy heads reporting to him, some of the departments like Heritage require unique skills such as paper and art painting conservation.

4.2.1 Unit Stakeholders

a) The councillors

The local government work with councillors in identifying community needs. The councillors request services to the unit and review those services. They facilitate partnership and report the efficiency and effectiveness of service provided.

b) Trade unions

At present an agency shop agreement exists where employees are required to join at least one of the two unions Independent Municipal and Allied Trade Union (IMATU) and South African Municipal Workers Union (SAMWU), failing to join the two unions, a certain amount of money will be deducted as a levy to overcome free riders. The union have enough powers to amend rules and meet management at bargaining council, local labour forums, and cluster forums to discuss procedural agreement incorporating disciplinary codes, grievances, grading procedures, affirmative action and other issues of interest to all parties. Wages are negotiated at national level, but workers do strike when the need arises.

4.3. Employment Equity

Finnemore, (1998), 481 in his study on employment equity and affirmative action realized these terms have become synonymous within the new South African workplace. Both terms evoke different reactions from different people. To some means “reverse discrimination and the lowering of standards” to others they mean improving performance standards and competitiveness. More importantly, the majority of South Africans see these terms as moral imperative, the right thing to do.

Further studies have been conducted on affirmative action, Neville, (2000) investigated whether employment equity act causes staff to leave. The implementation of employment equity plan has been done in consultation with the union representatives, the analysis of the work force profile, the establishment of the numerical goals and concomitant strategies to achieve a more representative work force as an employer, they work hard as an employer in eliminating barriers to the employment of the targeted groups, and institute measures to promote diversity and to

provide reasonable recommendation for previously disadvantaged employees.

People in PRCC understand the history of discrimination in their departments, since they were administering services like beaches, pools that were demarcated to certain race groups in the past, and a vast number of persons were not regarded as equals in the unit services, nor, were granted equal opportunity to employment and advancement.

At present, whites in management positions constitute 20% of the unit population, followed by Indians and lastly Africans. There is a growing number of whites, Indians, leaving this unit. The unit has an obligation to its policies, procedures and practices that they do not contain or involve any form of discrimination or unjustifiable differentiation. This include the different pension fund, flexible working conditions, car allowance and parking, mobile phones and development opportunities. Managers regard affirmative action appointments as a 'window dress' or a quota to support development. They have to leave because they do not want to coach or mentor affirmative action candidates.

There is a fear from existing non affirmative action workers that their needs have been neglected by management and are excluded from opportunities and development. There are other barriers that include the non availability of facilities for the disabled people awkward working hours, the decision making process in the selection, arbitrary criteria for entry and promotion in other positions.

What you do sends a clear message to the people around you, your behaviour is noted and judged by the people you are responsible for. To change a behaviour, you must prove yourself to be reliable, be prepared to take risks and push yourself harder, Jane Smith, (2000, 38).

4.4. Culture

PRCC have its culture of doing things, behaving, relating to each other, language, and people personalities. Divisions, branches, and teams tends to have their own unique cultural pattern that conversely influenced by the unit culture. The culture and values includes empowerment and support for high expectation, people who expect the best from themselves are encouraged, people as individuals must maintain positive relationship with communities as users of services. A Batho pele principle (people first) is a life blood of the organisation.

According to MacGregor theory X and Y, managers believe that people have inborn dislike of work of effort, prefer to be told what to do and will avoid taking responsibility at all costs while theory Y , managers believe that people enjoy physical and mental effort just as much as leisure activities or resting if they are committed to achieving something, people will exercise self direction and self control, under the right condition, people will accept and seek responsibility, the vast majority of the population are capable of imagination, creativity and ingenuity., therefore, Y leaders produce better results than theory X leaders.

Within the PRCC Unit, there are workers with a negative attitude towards the cluster, the unit or the municipality as a whole. They criticise the organizational style, bureaucratic style, and inefficient management processes. There is a lack of pride, urgency, and efficiency. This attitude may stem from the changes that have been taking place since 1994, again, in that there is no commitment because the council is state owned and there is no real loss that can affect employees as individuals. This perception stem from ongoing problems encountered for other activities including inviting all managers in a meeting, some will find excuses to be away from that meeting, sending an e-mail request input to any activity, very few will respond.

The unit culture that makes it different from other units within the cluster is its strategic plan which include performance appraisals that are done quarterly, ongoing monthly meetings between management and staff to discuss operational issues, training and development policy and the

establishment of the advisory team constituted staff who are not in positions of influence to advise the senior management team.

People assume municipal workers as people lacking organisational commitment in that they are not willing to exert considerable effort on behalf of the organisation. McDermott et al, (1996) viewed organisational commitment as a dimension of organisation effectiveness which contributes to increase effectiveness through work performance and reducing turnover, Research has shown that increased commitment improves work performance and reduces absenteeism and turnover, Steers, 1979.

Porter, 1991, identified organisational commitment as a better measure of staying intention than job satisfaction. Tett and Meyer, 1993, in a meta analysis of 155 studies, discovered that organisational commitment and job satisfaction are different and each contributed uniquely to turnover intentions.

In Porter studies, job satisfaction correlated more strongly with intention, whereas organisational commitment had the strongest correlation with actual turnover.

4.5. Job Evaluation System (T.A.S.K)

The Ethekwini Municipality have a training agreement with FSA contact to train staff in administering job evaluation system. The objective is acquire the necessary skills to evaluate jobs according to given evaluation system on the basis of consensus in order to establish a hierarchy of jobs for the organisation based on the intrinsic value of jobs . This establishes salaries that have relationship and competitive with the private sector. . according to FSA contact employers expect the pay and fringe benefits they offer to attract people of the right calibre, retain employee services and loyalty and reward employees fairly (motivation) while employees expect competition for their skill and knowledge, fair reward for their services and loyalty and to recognise individual performance

Skilled and competent performers are paid at the midpoint of a pay scale, exceptional performance at the upper end of the pay scale, and again the pay varies depending to the years of service.

Job evaluation does not review employees within their positions but rather assesses the worth of

the position to the organisation. Therefore, employees in position of less worth are paid less than employees in positions of greater worth.

There was a perception from employees that the system of evaluating tasks will increase both motivation and productivity. Jobs that were traditionally routine and dull were graded accordingly, but were to be renewed through Customer Service Initiative (CSI) whether they can be improved by giving employees more varied tasks to perform and better system to satisfy customers. Any job design programme should have objectives of increasing the general morale of employees in order to bring greater productivity and lower costs to the organisation and increase employee job satisfaction

Certain employees do not want increased responsibility, authority or increased scope. They prefer specialised jobs so that they can easily learn their work, become proficient and not worry about their job security.

The expertise and varying backgrounds in different committee members contributed to the accuracy of the evaluation process., their decisions involved establishing minimum and maximum pay levels for each pay grade and determine how individuals will advance in pay grades Cascio, (1998, 379).

At present the review committee is considering applications for review, although, this has taken over than a year, staff still hoping after reviews there would be improvement in their grades. Individuals perform differently in relation to job specification, therefore, can be assessed at different levels of merit, outside the scope of job evaluation.

The T.A.S.K uses four factors, complexity, knowledge, influence, and pressure and each of the factors is scored on a rating scale. There are 26 grades in the T.A.S.K system, 26th being the highest for Heads, while 1 being the lowest for tea stewards.

SKILL LEVEL	GRADES
BASIC	1-3
GENERAL STAFF	4-8
SPECIALIST/ TECHNICAL	9-13
MANAGEMENT	14-18
STRATEGIC	19- 26

This is how PRCC staff have been graded, for the purpose of the study we have ignore the basic and general staff level, and aimed at specialist/ technical to strategic level. The department has over 3140 employees mostly at lower level, but less of them resign, they get medically boarded, retire, dismissed, abscond and deceased. The other level is where there have been preponderance of staff leaving their jobs. Task grades show the rank order of jobs within an organisation and some grades are the same in different departments.

The organisation opted for T.A.S.K evaluation system to create innovative and benefit practices that advance their strategies and motivate high employee performance. Remuneration strategies expected to be inherently flexible, therefore, an integrated approach to evaluate the job, then reward staff for their performances was introduced.

4.5.1 Unicity Restructuring

An aspect that cannot be undermined is unicity restructuring of the Metropolitan council to Ethekwini Municipality. The restructuring exercise has led to the appointment of the new Deputy City managers, and Heads, which were previously called Executive Directors without any formal interviews. The deputy heads had to apply for their positions and get appointed on a performance contract for at least five years.

The changes included new job designations, changes in reporting lines, changes in power and authority, geographical relocation, and some senior managers became redundant. Individuals that cannot be accommodated in the structure or being offered alternative employment will be retrenched and be paid severance package. Apart from senior managerial appointments, the unicity

service provision changed to area based management. The departments that were operating in different hierarchical structures were organized and lumped under one deputy head based on the assumption of the efficient service delivery.

Staff have appeared to be unhappy with the changes. The organisational structure has been flattened, there are less promotional opportunities, but more friendly management style is promoted.

The unicity restructuring within PRCC has contributed to the hypothesis that the levels of job satisfaction both intrinsic and extrinsic will be low, the culture of the organisation is affected by the changes. The employment equity is applied to positions that were initially filled, therefore, you may apply for your substantive position and due to the demographic requirement and be excluded from the appointment.

5.1. Methodology

The methodological approach adopted in this research is a quantitative. Statistical analysis are performed on the results obtained from respondents and conclusions are drawn from this quantitative information. In order that this approach may be executed satisfactorily certain norms must be followed in terms of data collection, analysis and inference. Information, facts, attitudes, opinions and expectations were noted from technical/ specialist level, managerial level, and senior management level both formal and informal. The results of questionnaires conducted were key development of many ideas.

5.2. Research Method

The study makes use of exploratory research methods in a cross sectional study. Quantitative information was gathered from respondents to describe and explain the current situation, and was analysed statistically in order to obtain an idea of the statistical significance of the observed information. The method of research is cross sectional in that broad sampling of different employees within the organisation strata was carried out once and represented a snapshot of one point in time rather than being repeated over an extended period as in longitudinal studies, Cooper et al, (2000, 136) . Quantitative information obtained from the questionnaires administered to respondents was used to describe current observed levels of job satisfaction and staff propensity to leave jobs. The quantitative information was then analysed in order to provide an understanding of the nature of who, where, why, how employees within the municipality leave employment.

5.3. Research Design

To determine whether to administer the research instrument on the entire population, the costs associated with conducting a study became too high, the time at my disposal to complete the study was minimal and the size of the research population was too big. For this reason, I find it appropriate and acceptable to use a sample of 51 employees in six departments to draw generalisation about the entire population. The design represent the characteristics of the population from which it was drawn. This ensures the validity of the sample i.e there is no over/ under estimation of the research population.

After the selection of the research problem, a questionnaire method was used. . It was decided to make use of Likert scale format as a measure of job satisfaction and staff propensity to leave. It was decided the information was to be obtained from each respondent with regard to their biographical information. Thereafter research samples and sample size was identified and determined. Questionnaire were in English and the technical/ specialist level to senior managerial level was the sample size, therefore, there was no need for translation to other languages. Questionnaires were e-mailed, and hand delivered to respondents.

The exploratory study will provide sufficient understanding of likely determinants of the elements of job satisfaction, a research was undertaken through making use of quantitative data obtained from questionnaires. Quantitative data obtained provided information on current levels of job satisfaction whether intrinsic or extrinsic and staff propensity to leave jobs.

The research design therefore aimed to provide information which would allow the author to either support or reject the following hypothesis:-

- H1 There levels of job satisfaction and staff propensity to leave amongst municipal employees.
- H2 Favourable working conditions (intrinsic and extrinsic) are positively related to employee job satisfaction.

5.4. Research Sample

The sample consisted of professional staff, supervisors to senior managers of the unit. Staff in according with the job evaluation system regarded as graded employees from T.A.S.K grade 9 upwards. This is to ensure the study has an accurate boundary to determine the sample size. Cooper and Schindler, (2001) argues that for the sample to be a true reflection of the population from which it comes, the sampling design should ensure that the elements are selected in a manner that eliminates bias and they are considered objective on the basis each element in the research population would have equal chances of falling into the sample. Such assurance would only come into fruition if the sampling design favours probability versus non probability sampling. Each element in the sample was given equal chances of falling into the sample. This is reflected by the equal number of staff drawn from different departments.

Because strata are unequal in terms of numbers, a proportional stratified simple random sampling technique has been used. The department like Heritage and Cemeteries are smaller than others in size, may not receive fair treatment if proportional sampling is not resorted to. Therefore, the sampling method is stratified since the population has more than one stratum.

The research respondents were 51 employees in various departments and at various levels in the Parks, Recreation, Cemeteries and Culture Unit. The response rate for the administration of the questionnaires was 61% for the Technical/ Specialist level, 35% middle management, then 3.9% senior management level. There is one position of the top manager, therefore, it was difficult to complete the form, therefore, chose to remain anonymous. The survey highlights the strong representation of males within the organisation, 56.86% were males, whilst 35.29% females completed the questionnaire.

Most employees selected in the sample participated in this survey, there were less omissions since the survey was conducted at my current place of employment and it was possible to follow up on missing returns.

5.5. Sample Profile

1. Employee years in service

Years	less than 5	6 to 10	11 to 15	16 to 20	21 and over	Total
Respondents	11	15	7	6	13	51
Percent	21.56	29.41	13.72	11.76	25.49	100

Part of the biodata questionnaire was the inclusion of employee years of service. 29.41% of employees had only been with the organisation for 6 to 10 years, whilst another proportion of 25.49% had been employed for over 21 years. There were at least 21.56% employees completed the form with less than 5 years of service, whilst the less number 13.72% were employees with 11 to 15 years of service.

2. Age

Age	Under 25	26 to 30	31 to 35	36 to 40	41 or older	Unknown	Total
Respondents	1	6	6	10	26	2	51
Percent	1.96	11.76	11.76	19.61	50.98	3.92	100

The majority of employees are in between 41 years or older, that is 50.98%, whilst 19.61% were in between 36 to 40 years. These employees seem to be in moderate stage of their careers. Employees at early ages were under 25, 1% and 26 to 30 years, 11.76% and 31 to 35 years again 11.76%. At least 3.92% of employees who did not indicate their age group.

3. Gender

Gender	Male	Female	Unknown	Total
Respondents	29	18	4	51
Percent	56.86	35.29	7.8	100

The survey highlights the strong representation of males within the organisation, 56.86% are males, whilst 35.29% females completed the questionnaire, and the unknown represent the respondents who did not want to be identified.

4. Career Planning

Career Planning	Less than a year	1 to 2 years	3 to 5 years	6 to 10 years	11 or over	Unknown	Total
Respondents	3	5	10	13	17	3	51
Percent	5.88	9.8	19.6	25.4	33.33	5.88	100

33.33% of employees that are planning to continue with their careers within the unit for 11 years or until they retire, whilst 25.4% were planning to continue with their careers for the next 6 to 10 years. 19.6% were planning to continue with their careers for the next 3 to 5 years, 9.8% was for 1 to 2 years, less than a year was 5.88%. 5.88% of employees did not indicate their career plans.

5. Departments

Departments	Parks	Recreation	Cemetery	Human Resources	Heritage/Library	Unknown	Total
Respondents	10	4	3	6	26	2	51
Percent	19.6	7.8	5.88	11.76	50.9	3.9	100

Heritage and Library department completed 50.9% questionnaire, whilst, Human Resources completed 11.76% then Parks, with 19.6% and Recreation and Cemeteries with 7.8% and 5.88%.

6 Job level

Job Level	Technical Specialist	Middle Management	Senior Management	Top Management	Unknown	Total
Respondent	31	18	2	0	0	51
Percent	61	35	3.9			100

Technical/ Specialist level completed 61% survey questionnaires, 35% middle management, then 3.9% senior management level. There is one position of the top manager, therefore, it was difficult to complete the form, therefore, chose to remain anonymous.

5.6. Measuring instrument

The instrument used in this study is the questionnaire which was administered at all applicable levels within Parks, Recreation, Cemetery, and Culture Unit. The questionnaire was accompanied by a brief preamble explaining the purpose of the study and assuring respondents of absolute confidentiality and how the questionnaire form needed to be filled.

The questionnaire attempted to highlight the levels of job satisfaction and staff propensity to leave by focussing on the important variables, namely (1) the job itself, (2) Recognition and Reward, (3) Supervision and (4) Staff Propensity to Leave. The questionnaires were e-mailed and hand delivered to other respondents.

Biodata included gender but excluded race for reasons of ease of completion otherwise respondents wouldn't have been too eager to complete it, again, in other departments there were few people and it would have been too simple to identify the respondents, therefore, they may have felt less sheltered to answer freely and truthfully.

A Lickert five point scale was chosen to provide an opportunity for greater sensitivity of measurement, accuracy and extraction of variance, ranging from 'strongly disagree, disagree, neutral, agree, and strongly agree.

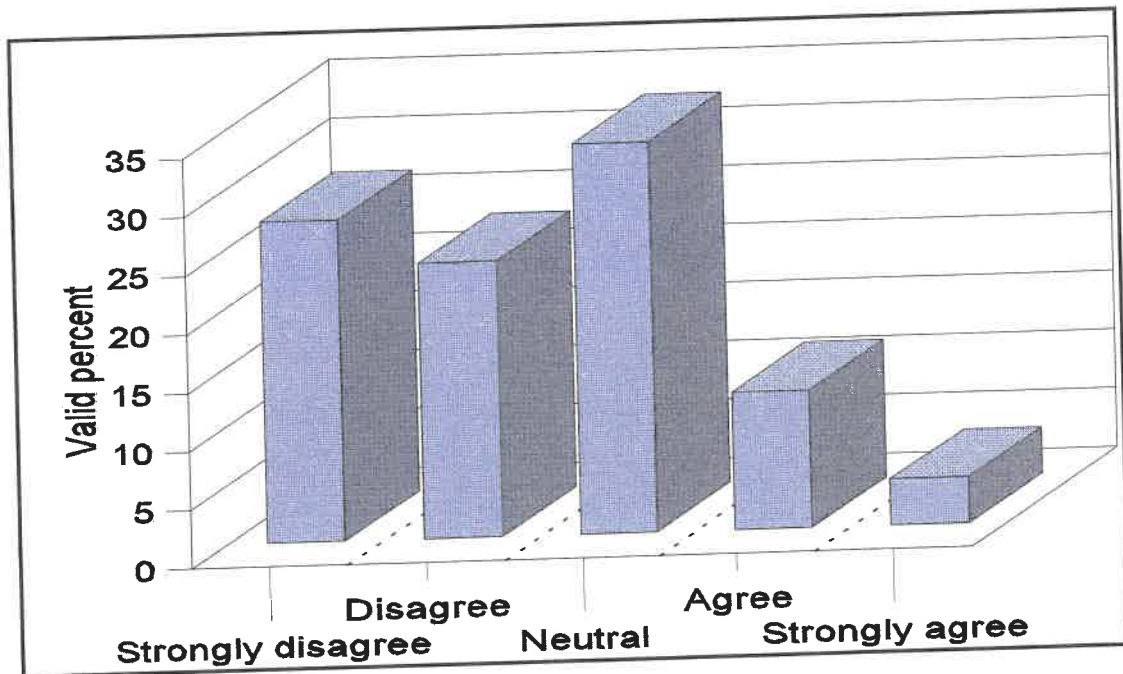
5.7. Validity and Reliability Analysis

The questions on job satisfaction and staff propensity to leave jobs have been drawn from various secondary sources, the authors, Internet and previous research studies. Content validity is reflected to the extent to which the study provides adequate coverage of the investigative questions guiding the research process.

The reliability of the study to the notion of consistency emerges in that there are no transient and situational factors interfering.

1. I have confidence in the organisation leadership

Graph 1

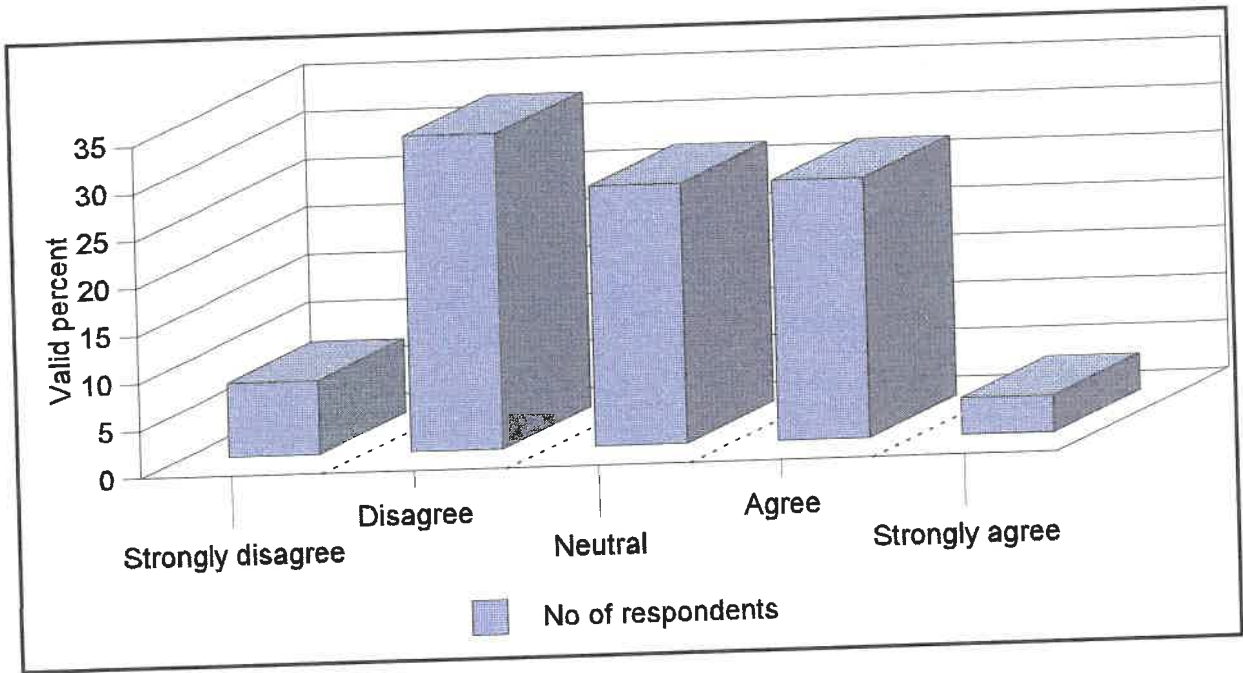


Thi

s questionnaire drew different conclusions to the study. A large percentage of 33% remained neutral while 27% strongly disagreed with the statement. Validated percentage shows 24% of respondents disagreed with the statement, while 12% agreed and 4% strongly agreed.

2. There is adequate planning of corporate objectives.

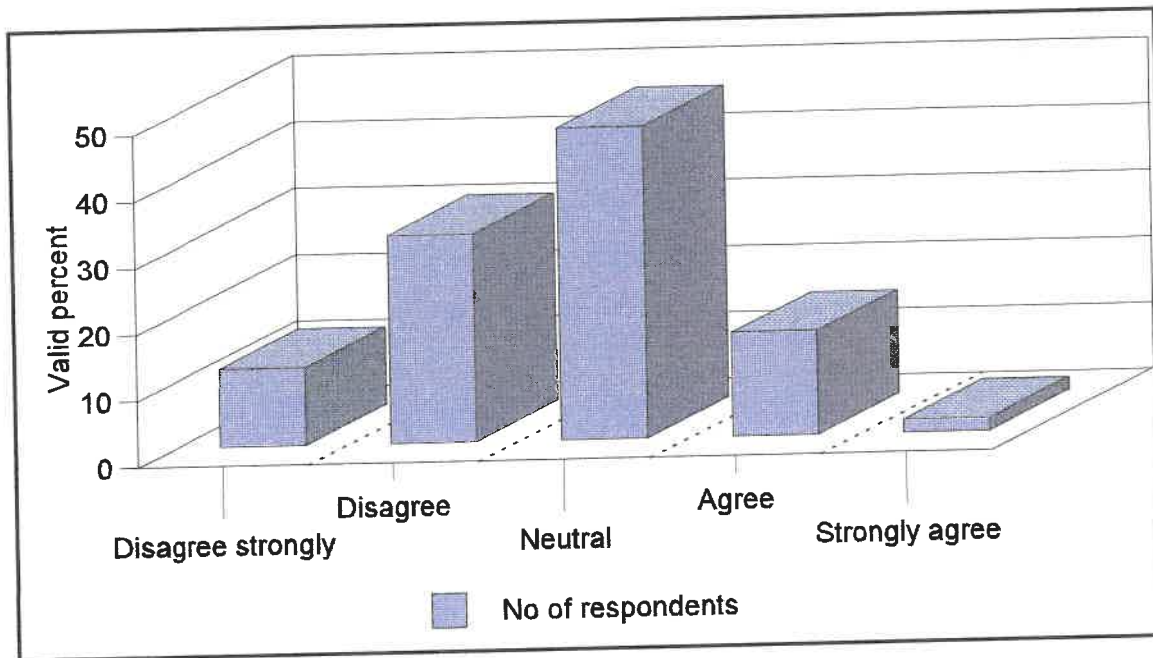
Graph 2



Graph 8 indicates that 4% of respondents strongly disagreed, whilst 33.33% disagreed, 27.24% remained neutral, and 27.45% agreed and 3.9% strongly agreed with the statement. Therefore, more people disagreed with the statement, they felt there is no adequate planning of corporate objectives..

3. There is adequate communication between departments

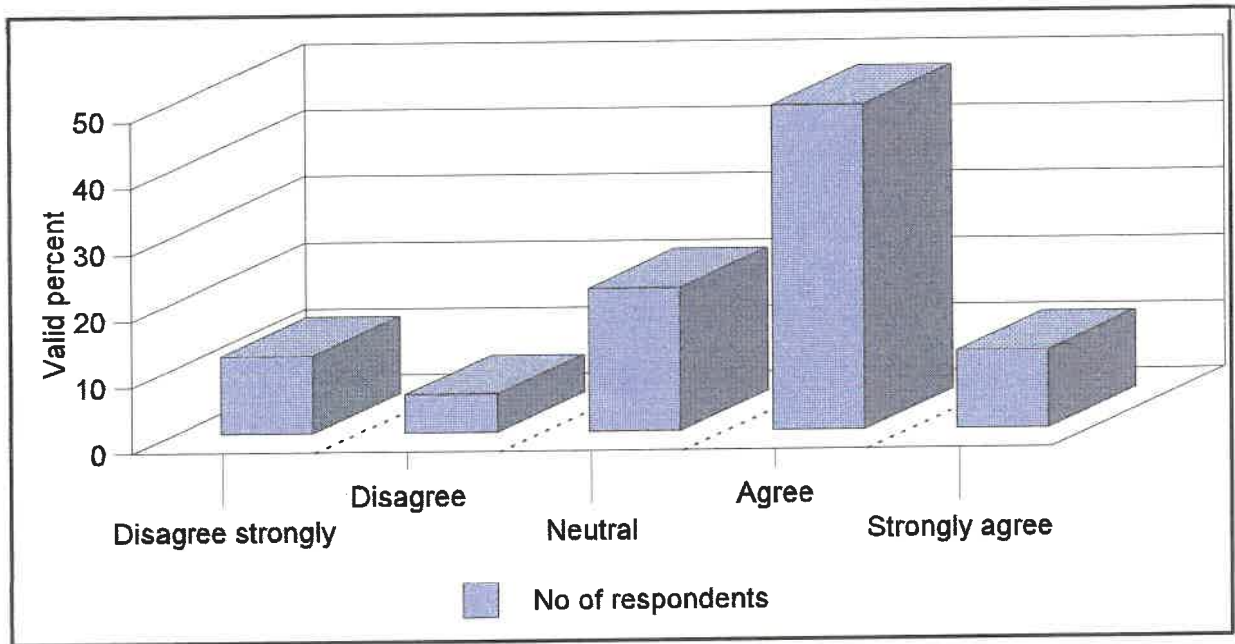
Graph 3



Graph 3 indicates that 11.76% of respondents strongly disagreed with the statement whilst 31.37% disagreed, 47.05% were neutral and 15.68% agreed, and 1.96% strongly agreed. More staff remained neutral in answering the above statement, and less people strongly agreed.

4. I have opportunities to learn and grow

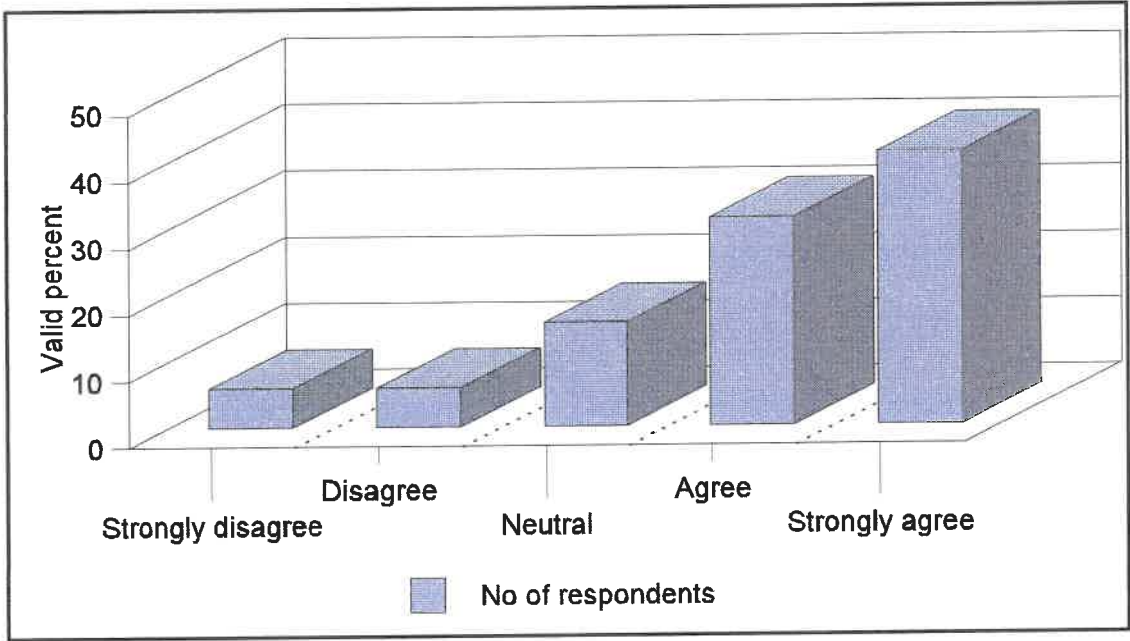
Graph 4



Graph 4 indicates that 11.76% of respondent strongly disagreed, whilst 5,8% disagreed, 21.6% remained neutral, and 49% of respondents felt they have opportunities to learn and grow, 11.77% strongly agreed.

5. My last performance appraisal accurately reflected my performance

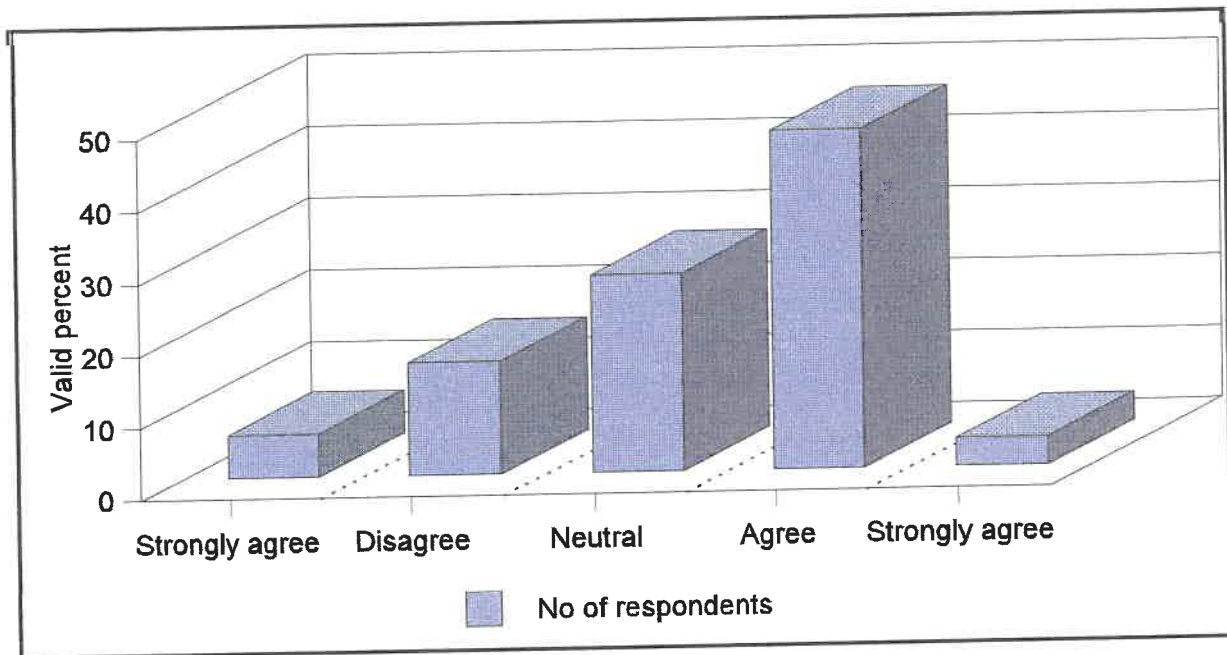
Graph 5



Graph 5 indicates that out of 51 respondents, 6% strongly disagreed with the statement, 6% disagreed, whilst 15.68% were neutral, then 31.37% agreed, and 41.17% strongly agreed. More people concur that their performance appraisal accurately reflected their performances.

6. The performance appraisal system is fair.

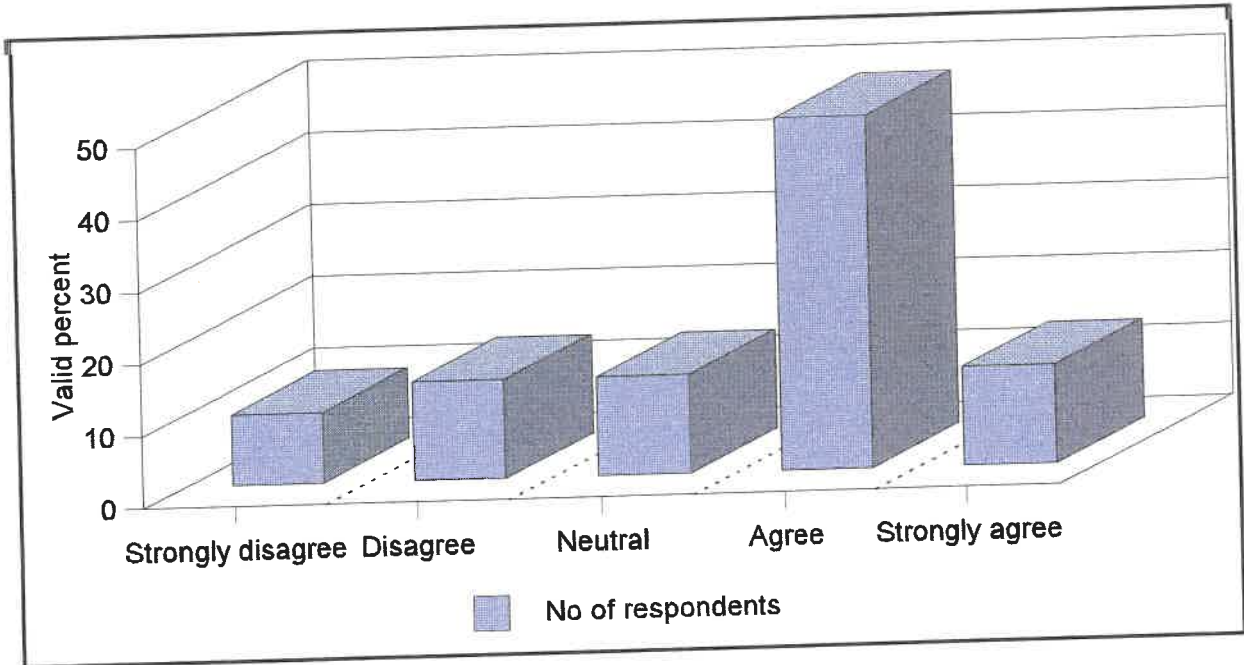
Graph 6



Graph 6 indicates that 6% of the respondents strongly disagreed with the statement, 15.68% disagreed, 27.45% remained neutral whilst 47.05% agreed and 3.92% strongly agreed with the statement in that the performance appraisal system is fair.

7. I am given enough authority to make decisions I need to make

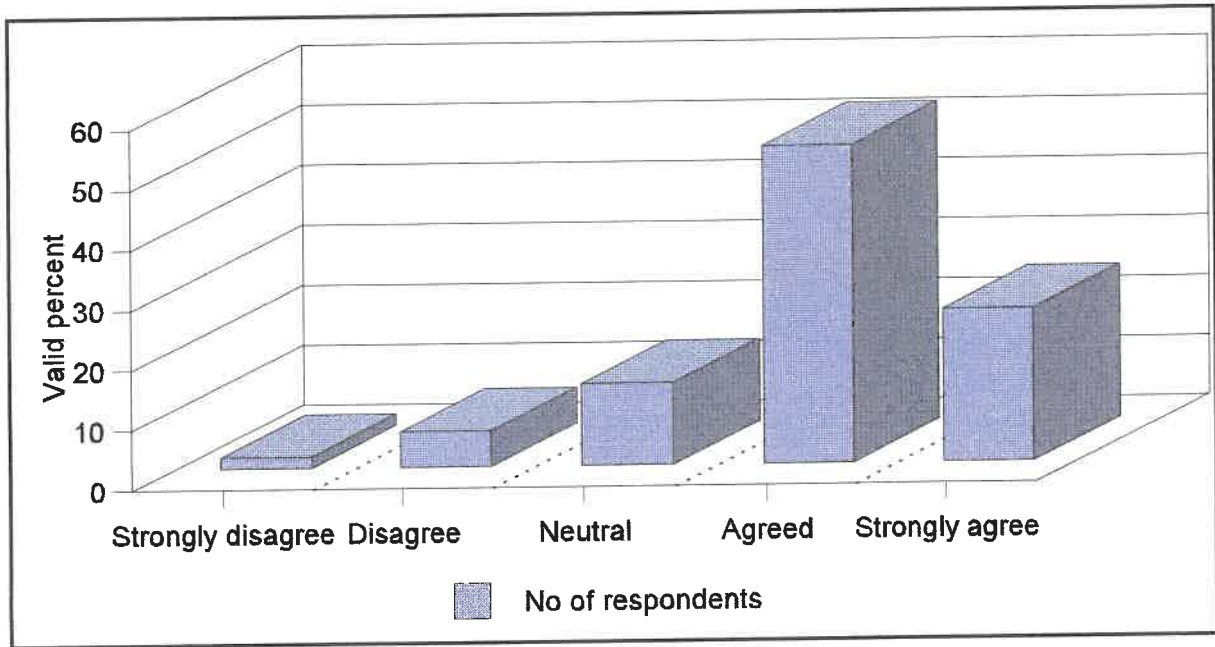
Graph 7



Graph 7 indicates that 9.8% of respondents strongly disagreed with the statement, 15.68% disagreed, 13.72 remained neutral, 49% agreed with the statement and 13.72 strongly agreed in that they are given enough authority to make decisions.

8. I feel I am contributing to the company mission

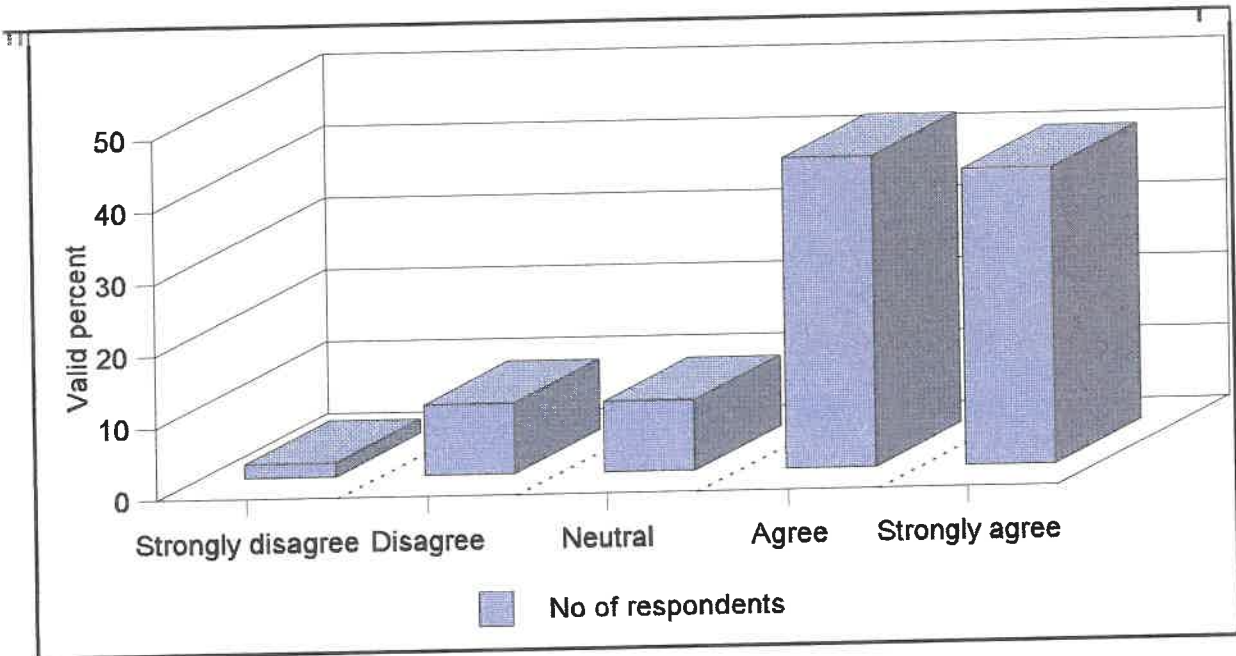
Graph 8



Graph 8 indicates that 1.96% of respondents strongly disagreed with the statement, 6% disagreed, 13.72% were neutral, 53% agreed and 25.49% strongly agreed with the statement in that they feel they are contributing to the company mission.

9. My job is challenging

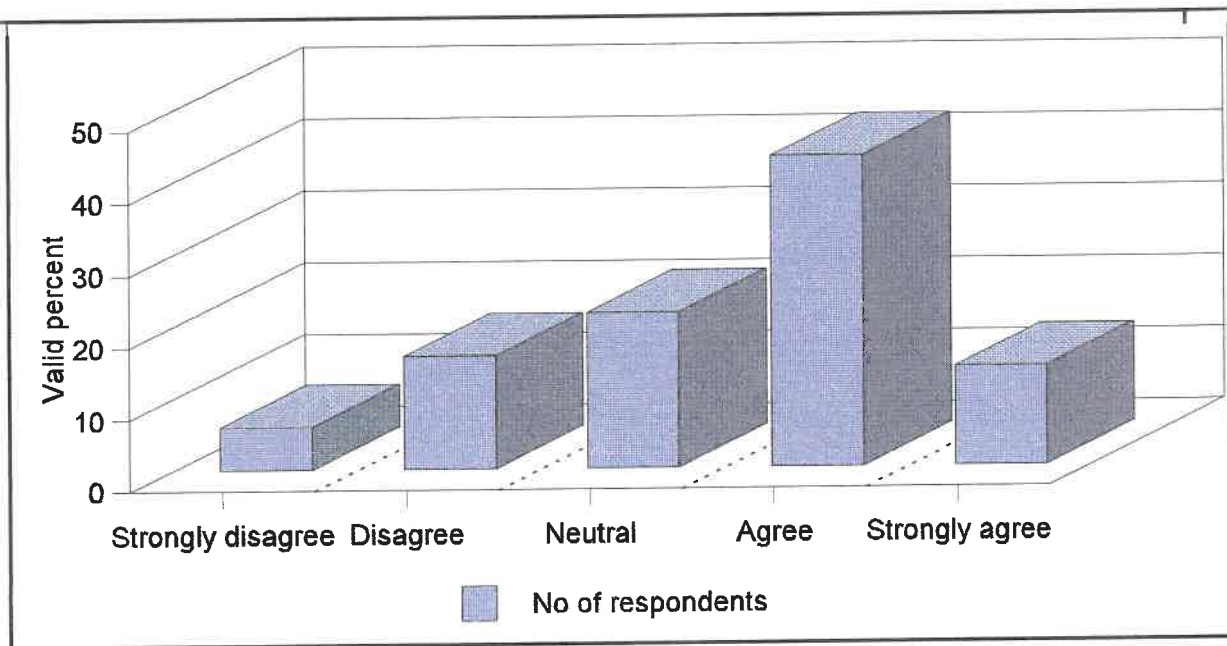
Graph 9



Graph 9 shows 1% of respondents strongly disagreed with the statement, whilst 9.8% disagreed, and 9.8% remained neutral, 43.13% agreed and 41.1% strongly agreed with the statement in that their jobs are challenging.

10. My job description best describes my duties

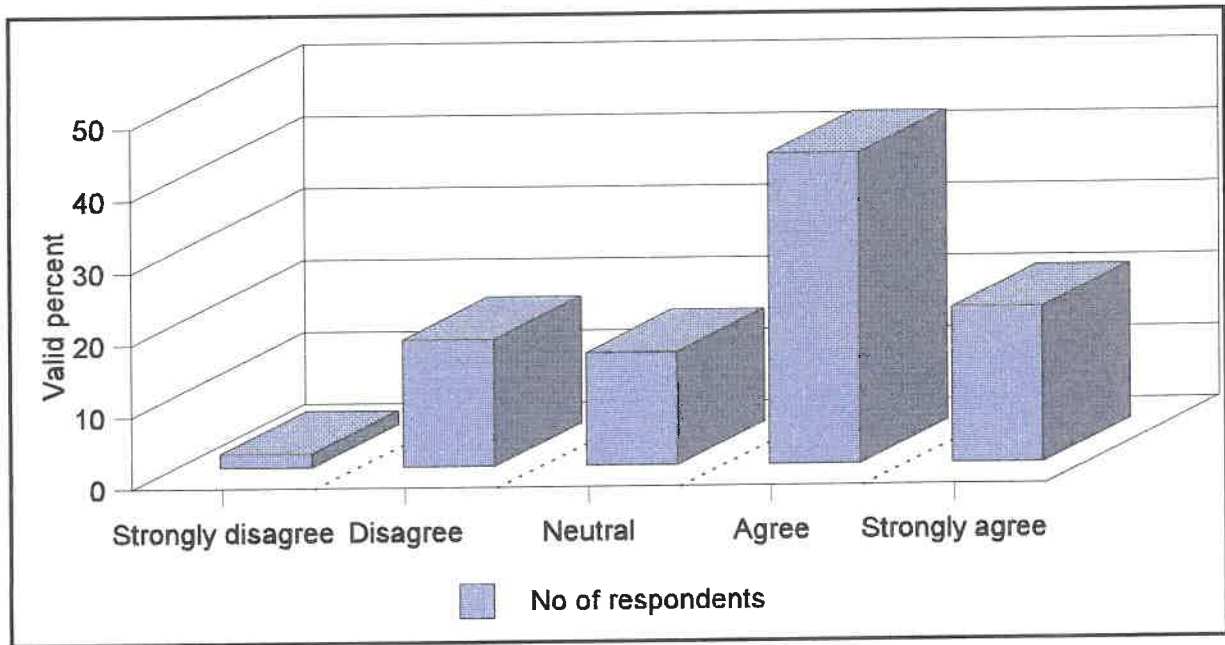
Graph 10



Graph 10 indicates that 6% strongly disagreed with the statement, whilst 15.68% disagreed, 21.56% remained neutral, 43.13% agreed and 13.72% strongly agreed with the statement in that their job descriptions best describe their duties.

11. I have enough authority to rearrange work, scope and depth

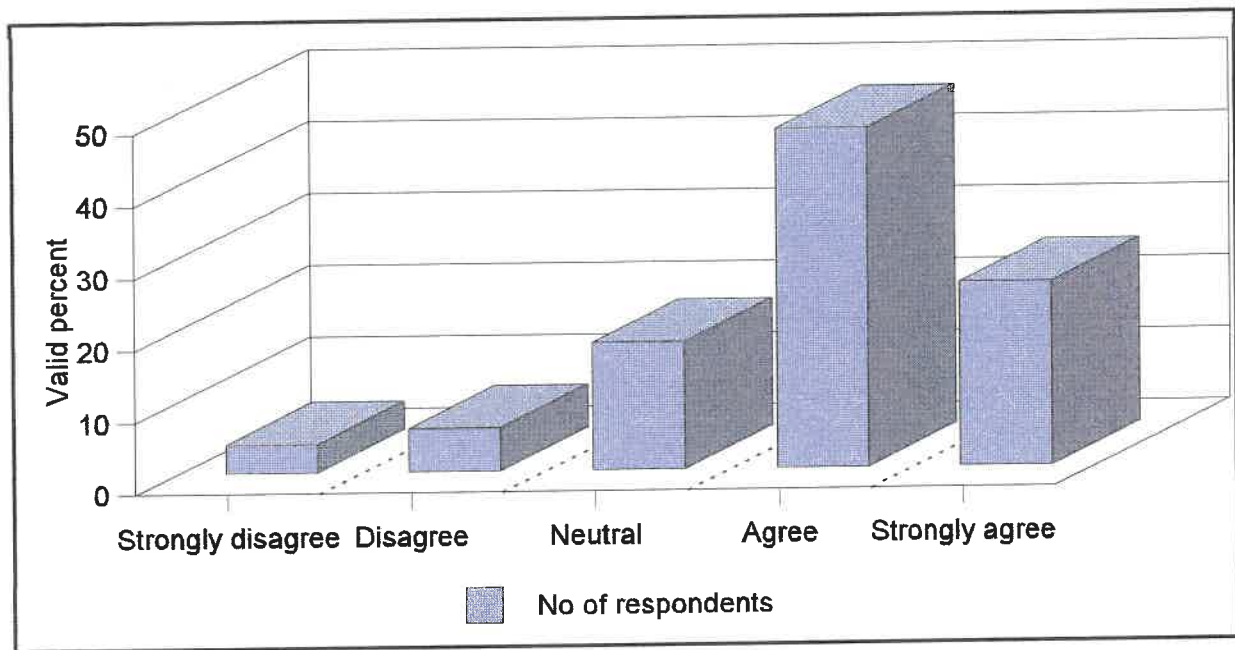
Graph 11



Graph 11 indicates that 1.96% strongly disagree, 17.64 disagree, whilst 15.68% remained neutral, 43.13% agreed and 21.56% strongly agreed with the statement in that they have enough authority to rearrange work, scope and depth.

12. The job itself motivate me to work harder/ smarter

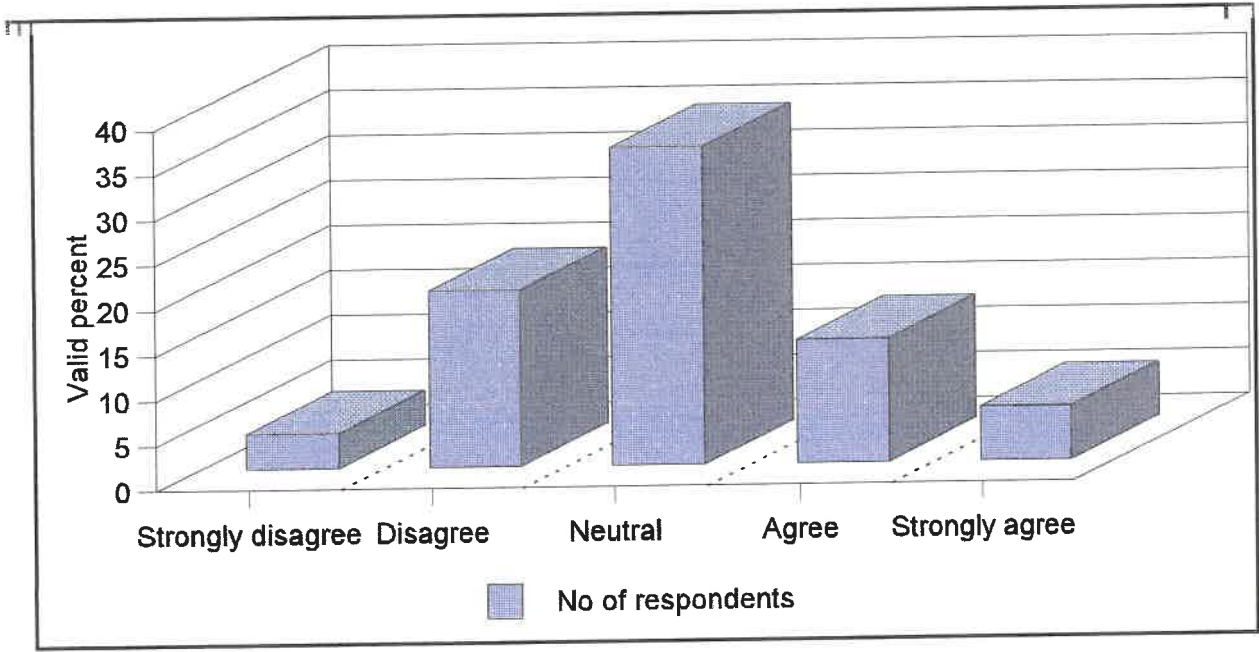
Graph 12



Graph 12 indicates that 3.92% of respondents strongly disagreed, 6% disagree, 17.64% were neutral, 47.05 agreed and 25.49% strongly agreed with the statement in that the job itself motivate them to work harder or smarter.

13. If I do good work I will be rewarded

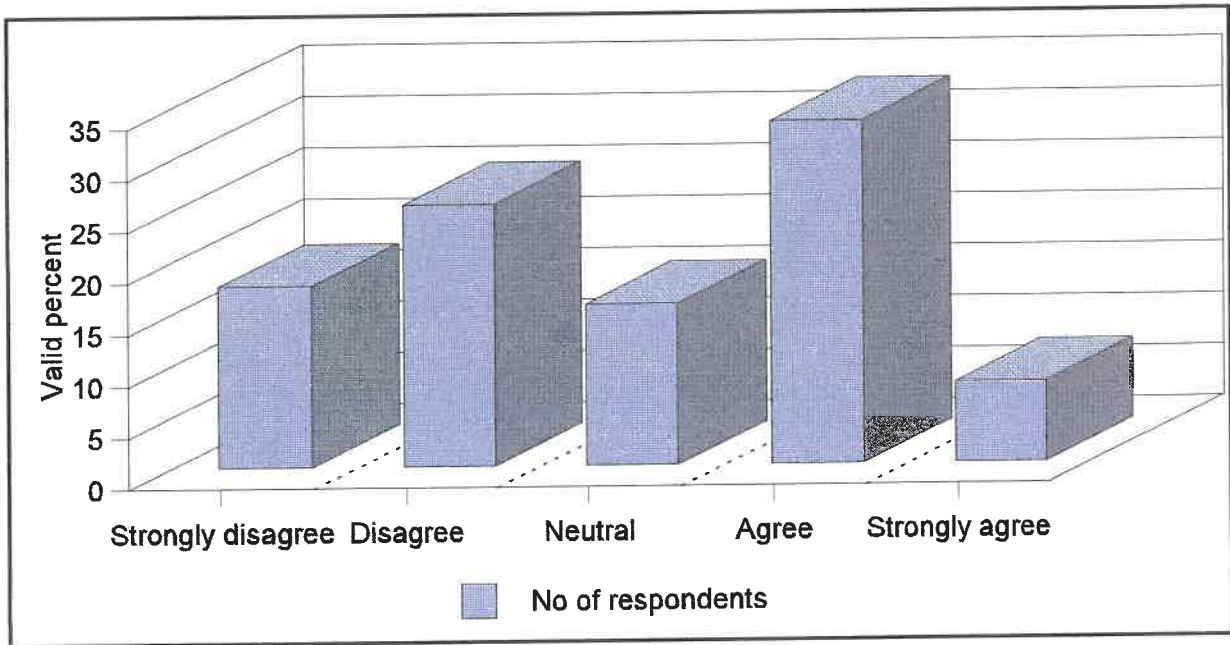
Graph 13



Graph 13 indicates that 3.92% of respondents strongly disagreed, whilst 19.6% disagreed, 35.29% remained neutral, 13.72% agreed and 6% strongly agreed with the statement in that if they do any good work, they will be rewarded.

14. My salary is fair for my responsibilities

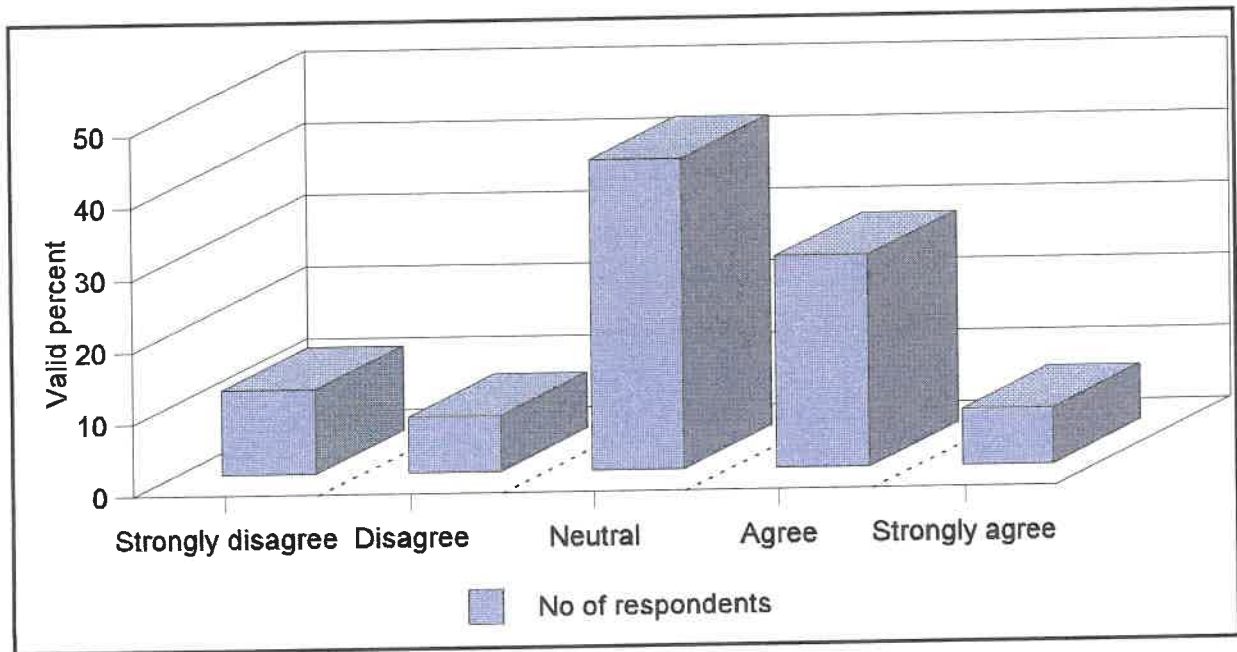
Graph
14



Graph 14 indicates that 17.64% of respondents strongly disagreed with the statement, 25.49% disagreed, 15.68% remained neutral, whilst 33.33% agreed and 7.8% strongly agreed with the statement in that their salaries is fair for their responsibilities.

15. I believe my job is secure

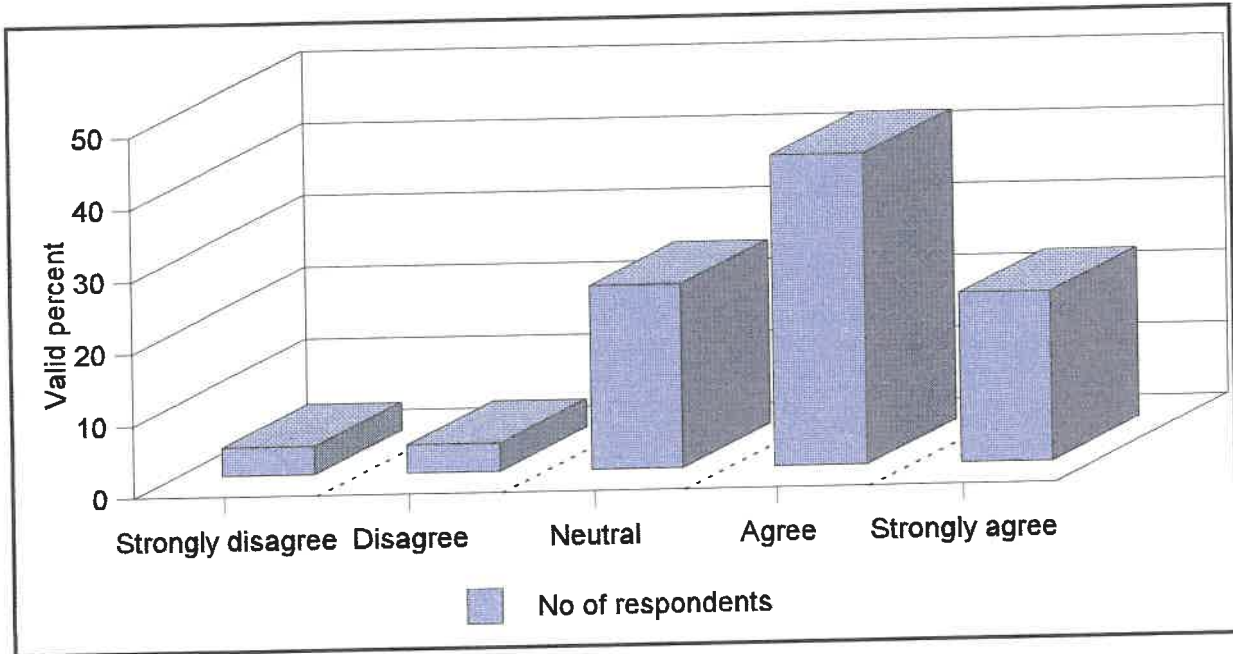
Graph 15



Graph 15 indicates that 11.76% of respondents strongly disagreed with the statement, 7.8% disagreed, 43.13% remained neutral, whilst 29.4% agreed and 7.8% strongly agreed with the statement in that they believe their jobs are secured.

16. I am proud to work for this organisation

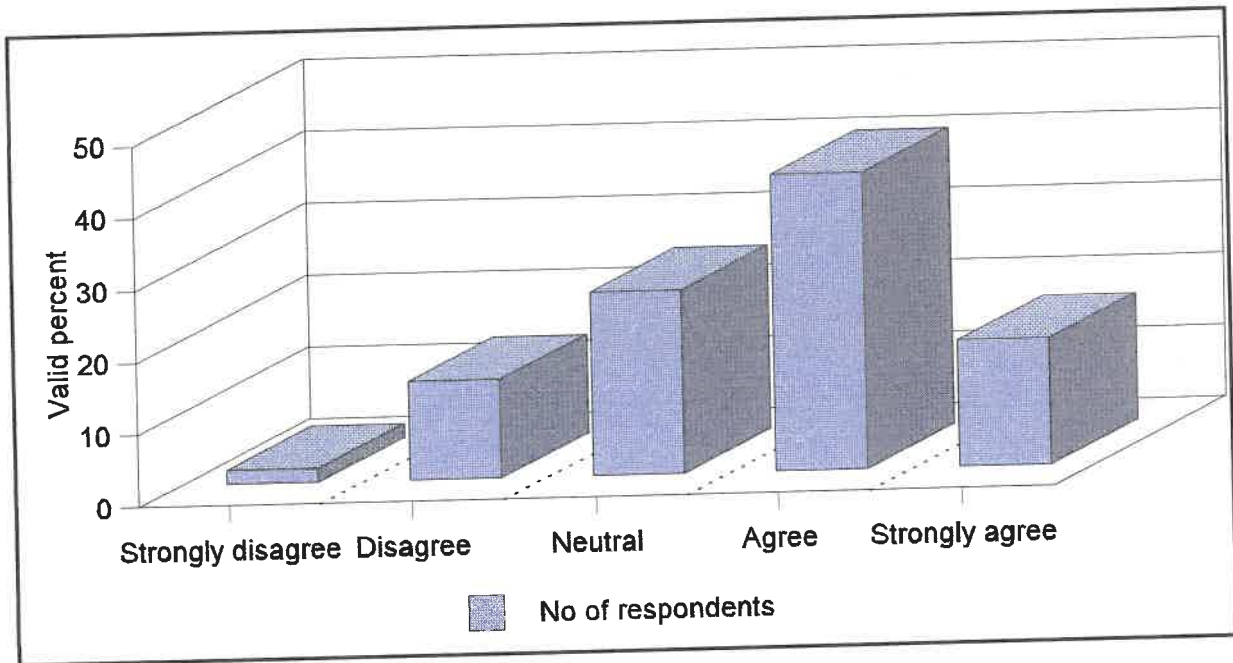
Graph 16



Graph 16 indicates that 3.92% of the respondents strongly disagreed with the statement, 3.92% disagreed, whilst 25.49% remained neutral, 43.13% agreed and 23.52% strongly agreed with the statement in that they are proud to work for the organisation.

17. My physical working conditions are good

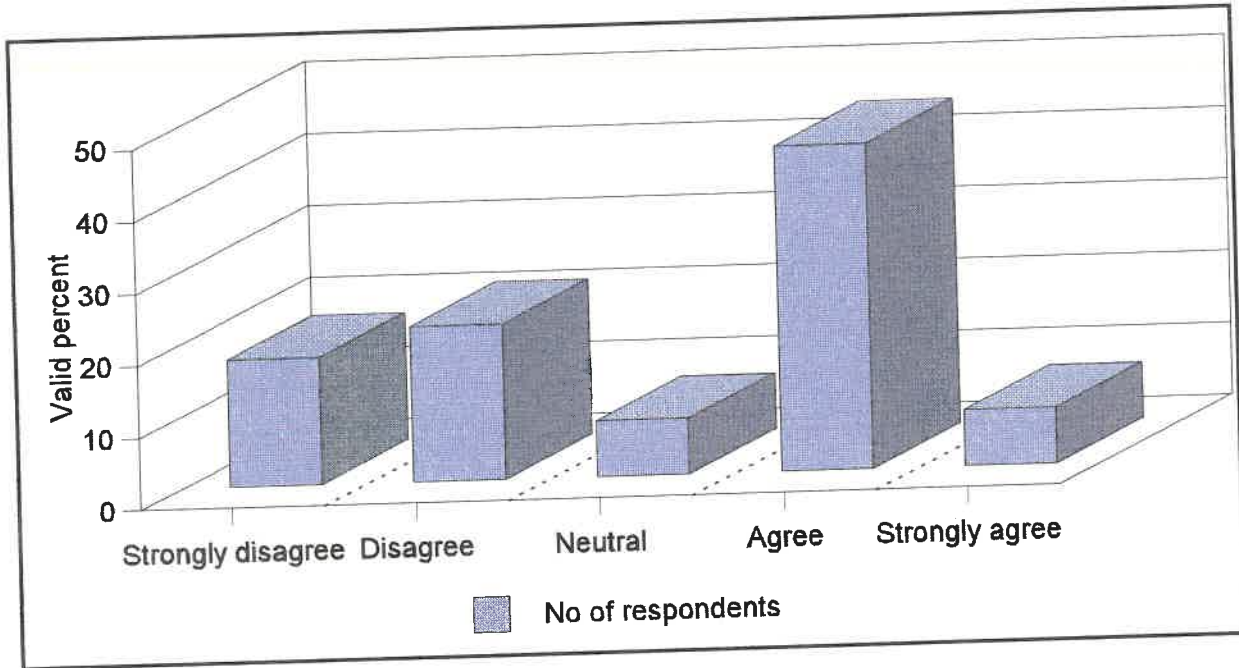
Graph
17



Graph 17 indicates that 1.96% of the respondents strongly disagreed with the statement, 13.73% disagreed, whilst 25.49% remained neutral, 41.18% agreed and 17.6% strongly agreed with the statement in that their physical working conditions are good.

18. My workload is reasonable

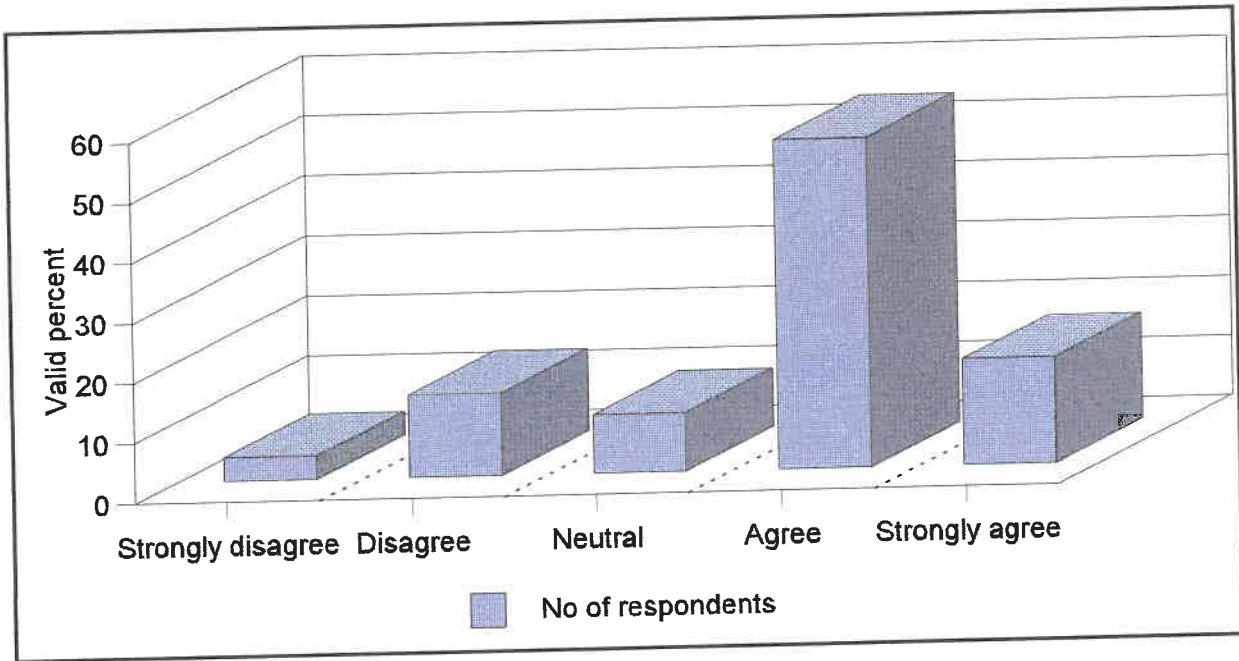
Graph 18



Graph 18 indicates that 17.64% of respondents strongly disagreed with the statement, whilst 21.56% disagreed, 7.8% remained neutral, 45.09% agreed and 7.8% strongly agreed with the statement in that the workload is reasonable.

19. I can keep a reasonable balance between work and personal life.

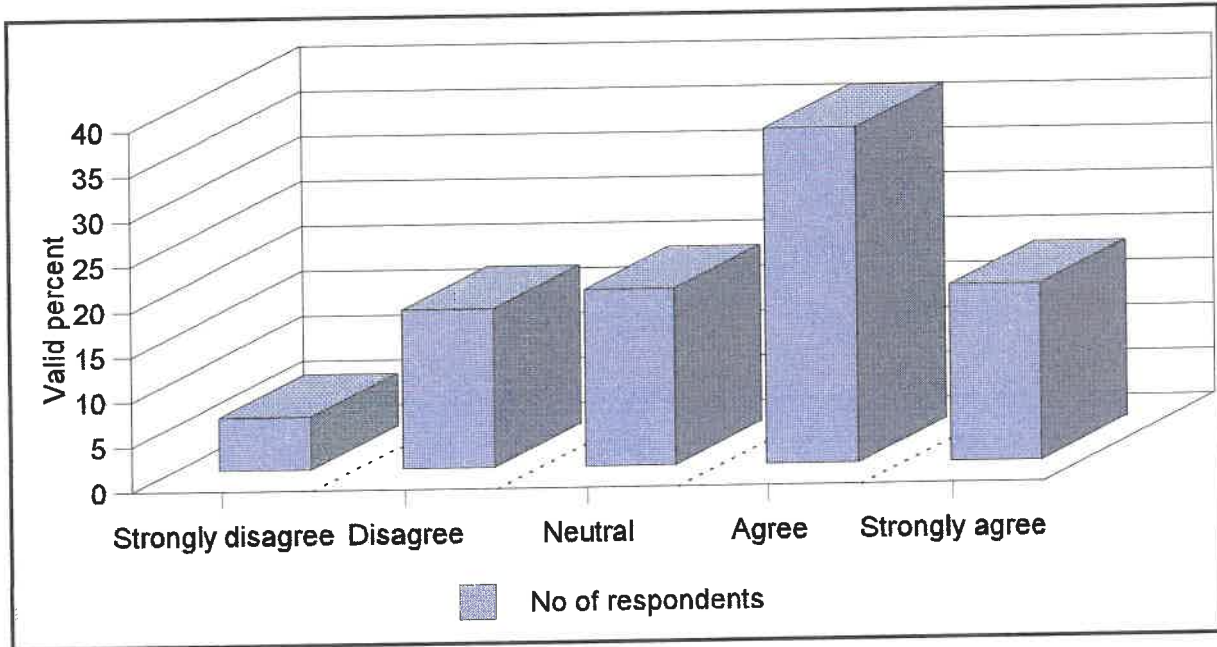
Graph 19



Graph 19 indicates that 3.92% of the respondents strongly disagreed with the statement, 13.73% disagreed, whilst 9.8% remained neutral, 54.9% agreed and 17.64% strongly agreed with the statement in that they can keep a reasonable balance between work and personal life.

20. It is unfair to be recognised without any reward

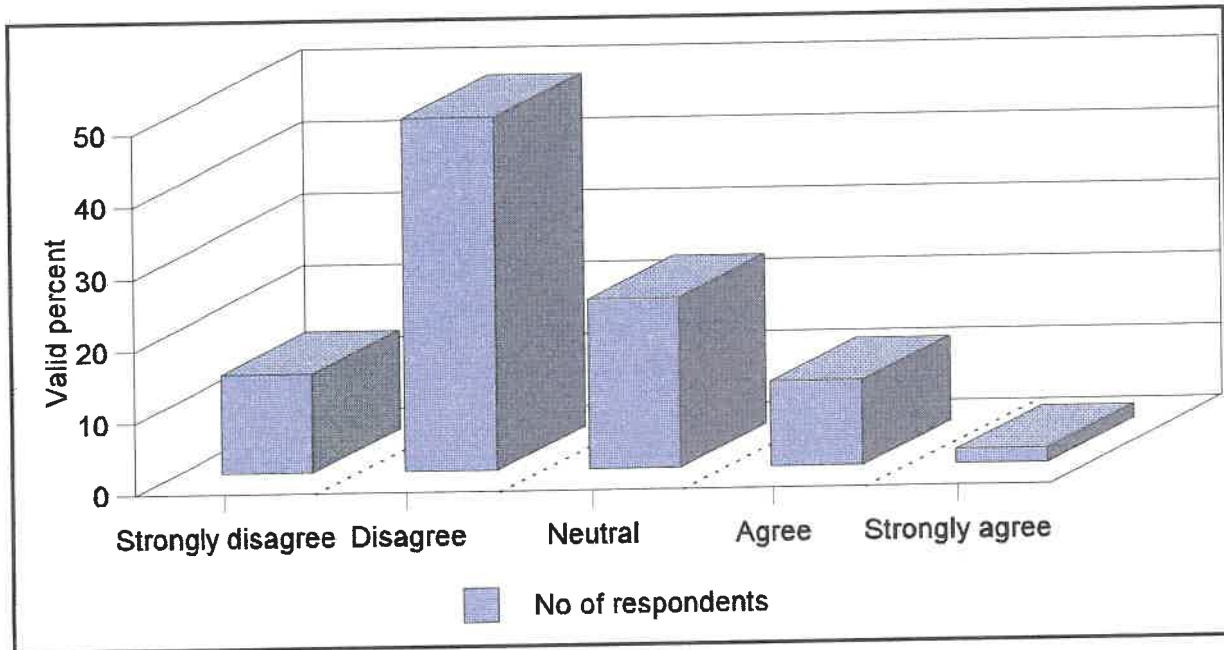
Graph 20



Graph 20 indicates that 5.88% of the respondents strongly disagreed with the statement, 17.65% disagreed, whilst 19.60% remained neutral, 37.25% agreed and 19.60% strongly agreed with the statement in that they feel it is unfair to be recognised without any reward.

21. Salary increase is the only reward that can satisfy me.

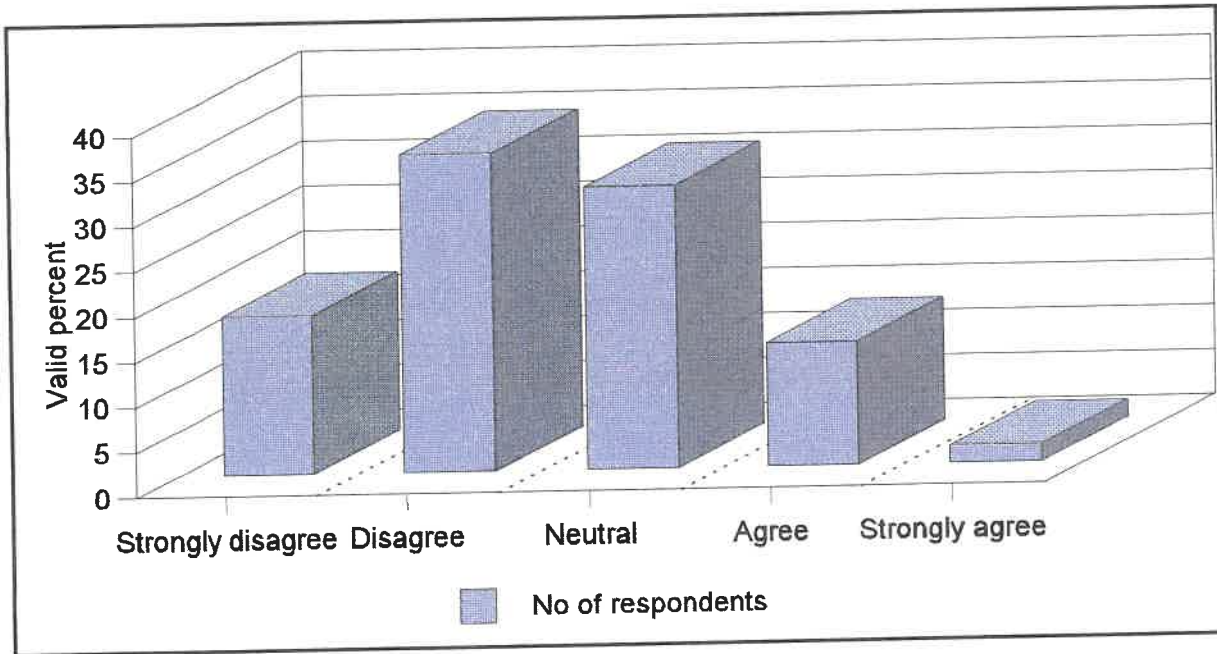
Graph 21



Graph 21 indicates that 13.73% of the respondents strongly disagreed with the statement, 49.01% disagreed, whilst 23.53% remained neutral, 11.76% agreed and 1.96% strongly agreed with the statement in that the salary increase is the only reward that can satisfy them.

22. The organisation is consistent in the application of reward system.

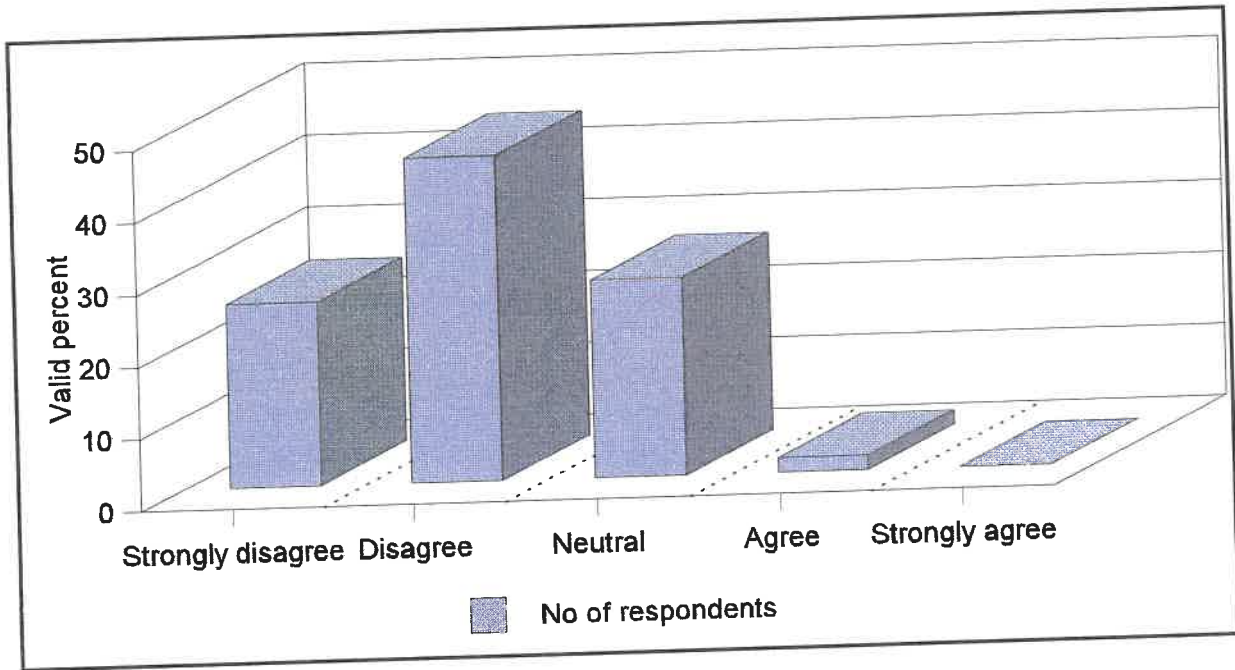
Graph 22



Graph 22 indicates that 13.73% of the respondents strongly disagreed with the statement, 49.01% disagreed, whilst 31.37% remained neutral, 13.73% agreed and 1.96% strongly agreed with the statement in that the organisation is consistent in the application of reward system.

23. I am attracted to this organisation because of reward system.

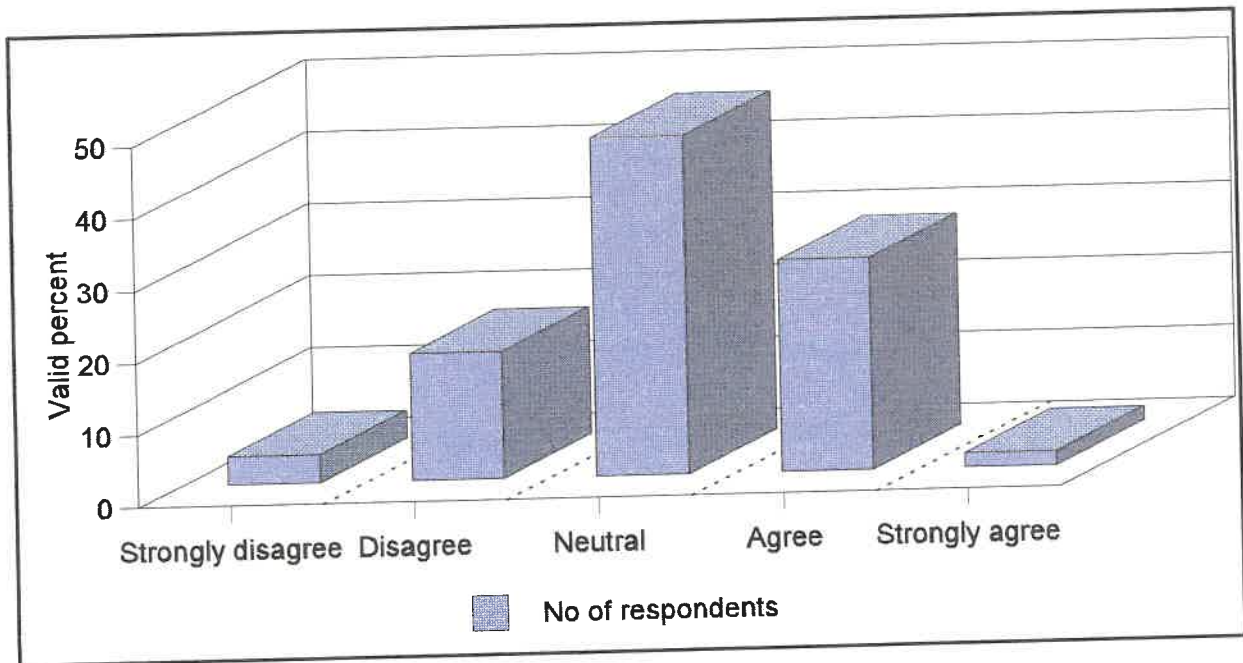
Graph 23



Graph 23 indicates that 25.49% of the respondents strongly disagreed with the statement, 45.09% disagreed, whilst 27.45% remained neutral, 1.96% agreed and nobody who strongly agreed with the statement in that they are attracted to the organisation because of reward system.

24. Management do not know what the reward system is.

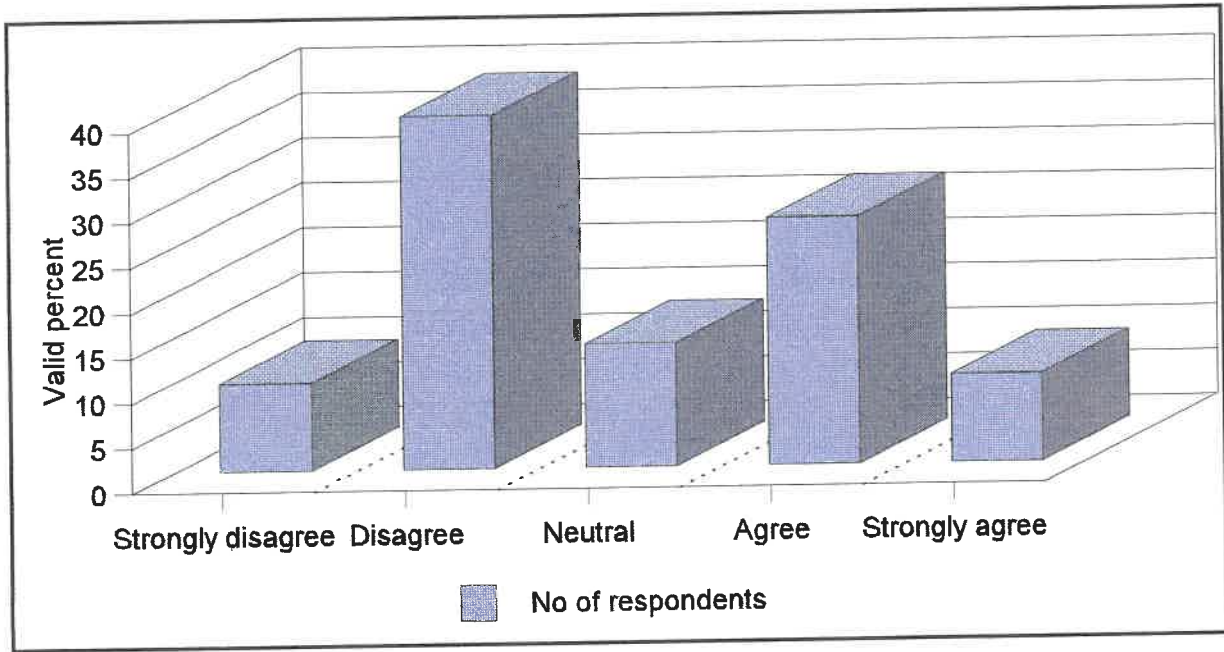
Graph 24



Graph 24 indicates that 3.92% of the respondents strongly disagreed with the statement, 17.64% disagreed, whilst 47.01% remained neutral, 29.41% agreed and 1.96% strongly agreed with the statement in that management do not know what the reward system is.

25. I have never been recognised for good performance.

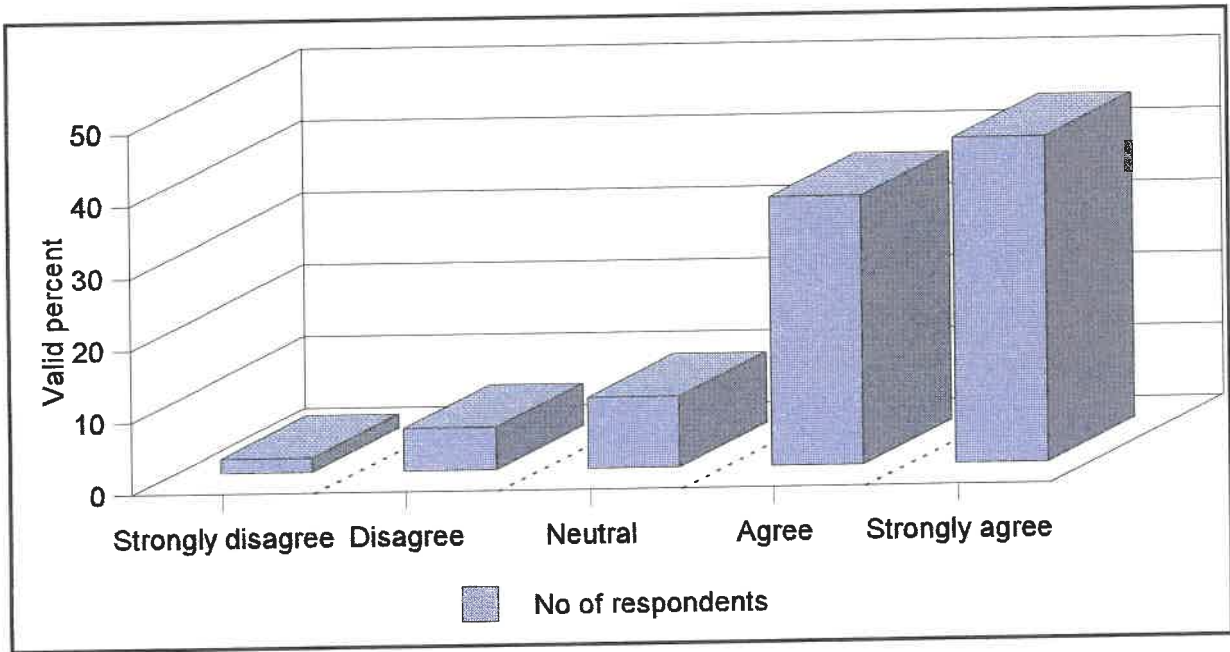
Graph 25



Graph 25 indicates that 9.8% of the respondents strongly disagreed with the statement, 39.21% disagreed, whilst 13.73% remained neutral, 27.45% agreed and 9.8% strongly agreed with the statement in that they have never been recognised for good performance.

26. Being recognised and get rewarded can motivate me to work harder and/ or smarter.

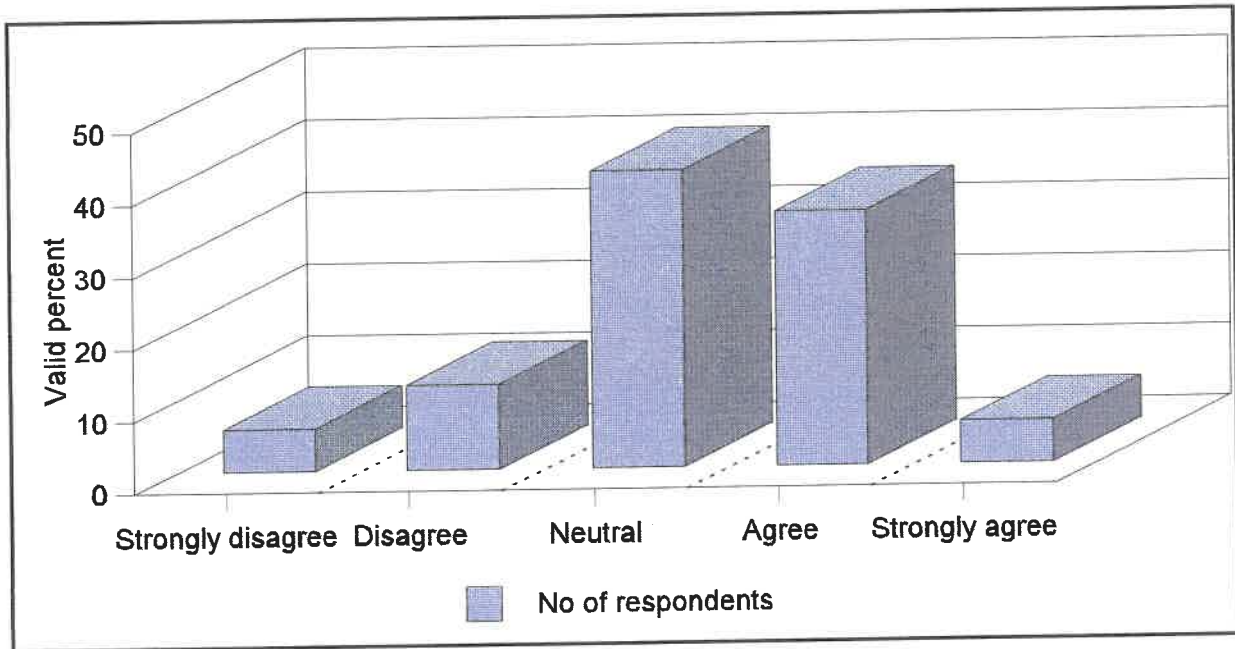
Graph 26



Graph 26 shows that 1.96% of the respondents strongly disagreed with the statement, 5.88% disagreed, whilst 9.80% remained neutral, 37.25% agreed and 45.09% strongly agreed with the statement in that if they can be recognised and get rewarded can be motivated to work harder and / or smarter.

27. I am always rewarded with more complex tasks.

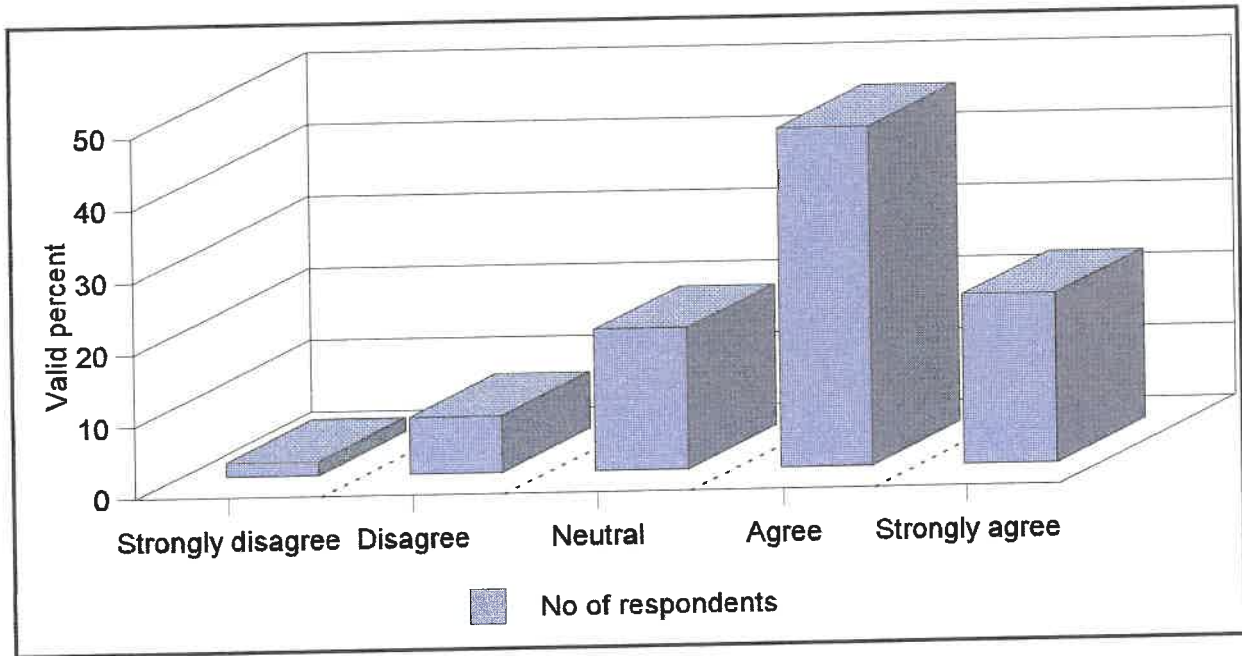
Graph 27



Graph 27 indicates that 5.88% of the respondents strongly disagreed with the statement, 11.76% disagreed, whilst 41.18% remained neutral, 35.29% agreed and 5.88% strongly agreed with the statement in that they are always rewarded with more complex tasks.

28. My supervisor treats me fairly and with respect.

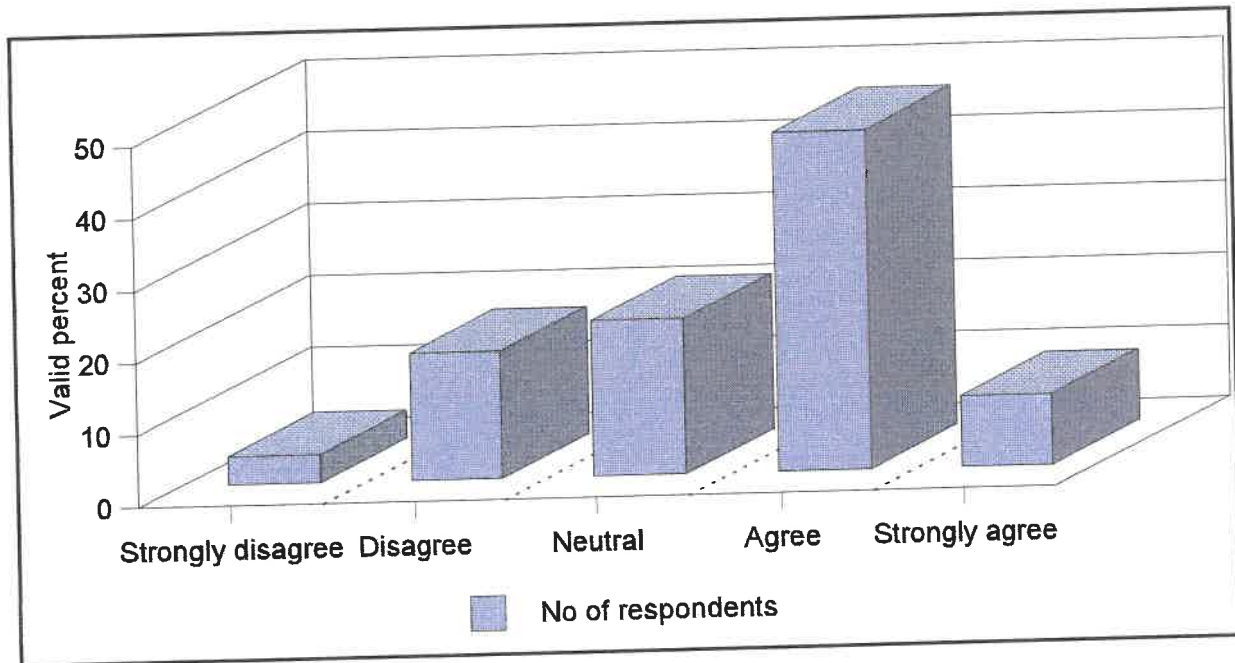
Graph 28



Graph 28 shows that 1.96% of the respondents strongly disagreed with the statement, 7.84% disagreed, whilst 19.60% remained neutral, 47.05% agreed and 23.52% strongly agreed with the statement in that their supervisors treat them fairly and with respect.

29. My supervisor handles my work related issues satisfactorily.

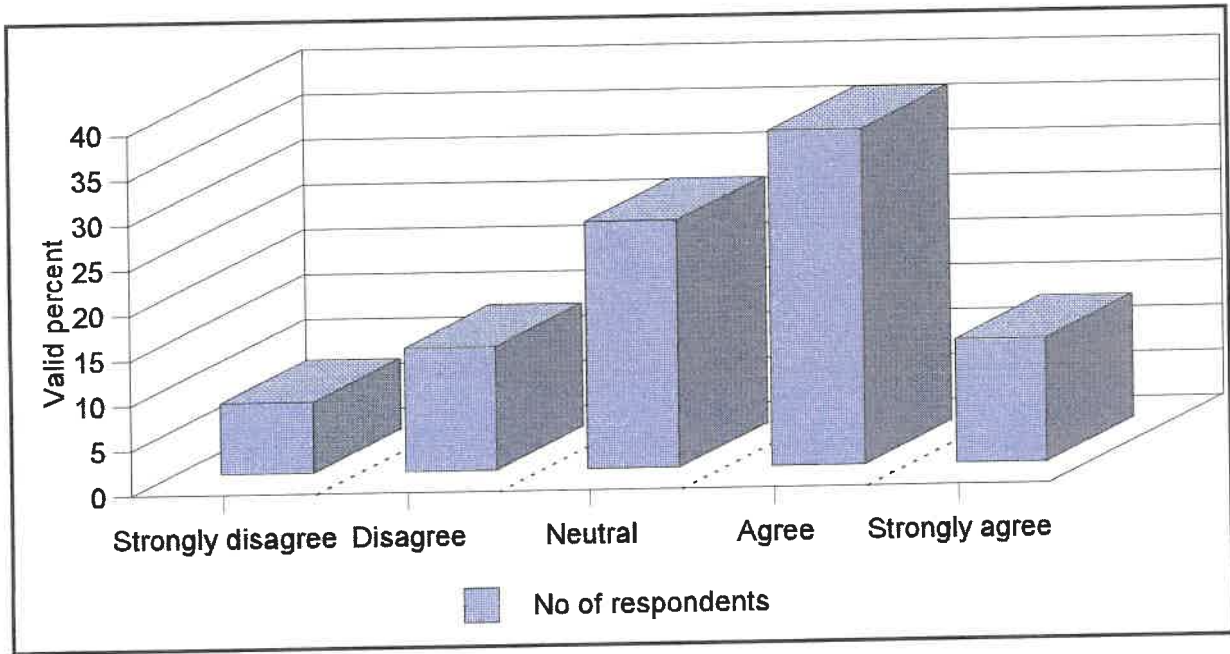
Graph 29



Graph 29 indicates that 3.92% of the respondents strongly disagreed with the statement, 17.64% disagreed, whilst 21.56% remained neutral, 47.06% agreed and 9.81% strongly agreed with the statement in that their supervisors handles work related issues satisfactorily.

30. My supervisor is an effective manager.

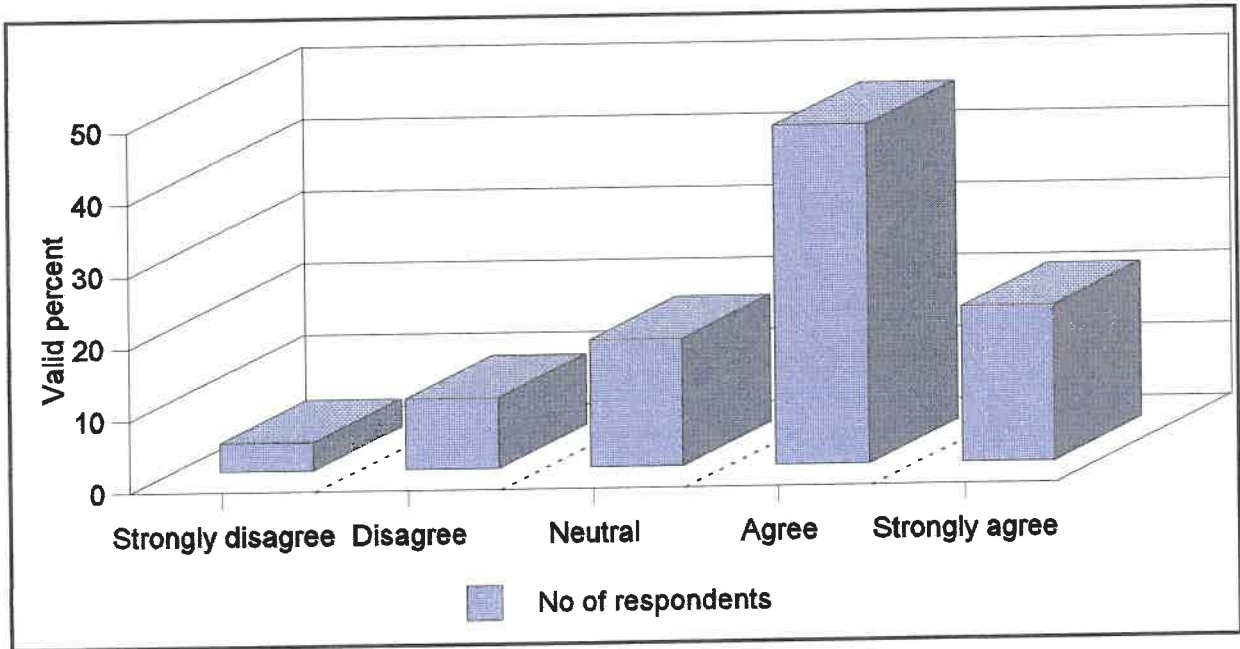
Graph 30



Graph 30 indicates that 7.84% of the respondents strongly disagreed with the statement, 13.73% disagreed, whilst 27.45% remained neutral, 37.25% agreed and 13.73% strongly agreed with the statement in that the supervisor is indeed an effective manager.

31. My supervisor respect individuals.

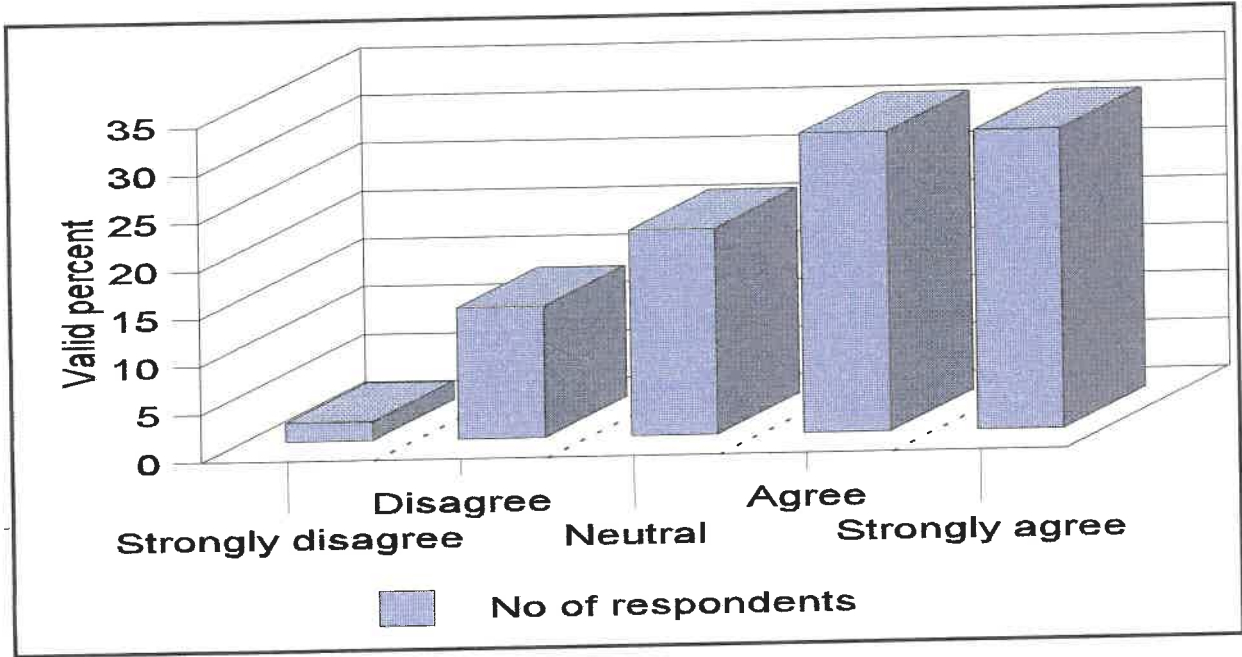
Graph 31



Graph 31 shows that 3.92% of the respondents strongly disagreed with the statement, 9.80% disagreed, whilst 17.65% remained neutral, 47.05% agreed and 21.57% strongly agreed with the statement in that the supervisor respect individuals.

32. My supervisor always allow open communication

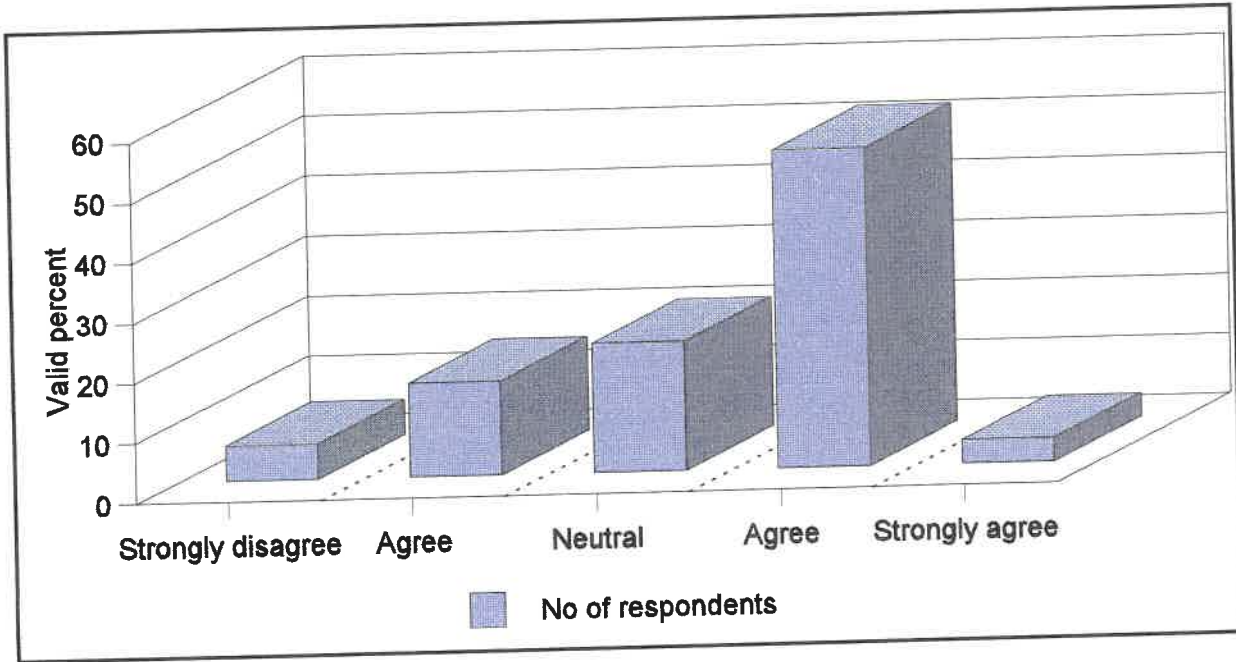
Graph 32



Graph 32 shows that 1.96% of the respondents strongly disagreed with the statement, 13.73% disagreed, whilst 21.57% remained neutral, 31.37% agreed and 31.37% strongly agreed with the statement in that the supervisor always allow open communication.

33. My supervisor treats me fairly and with respect.

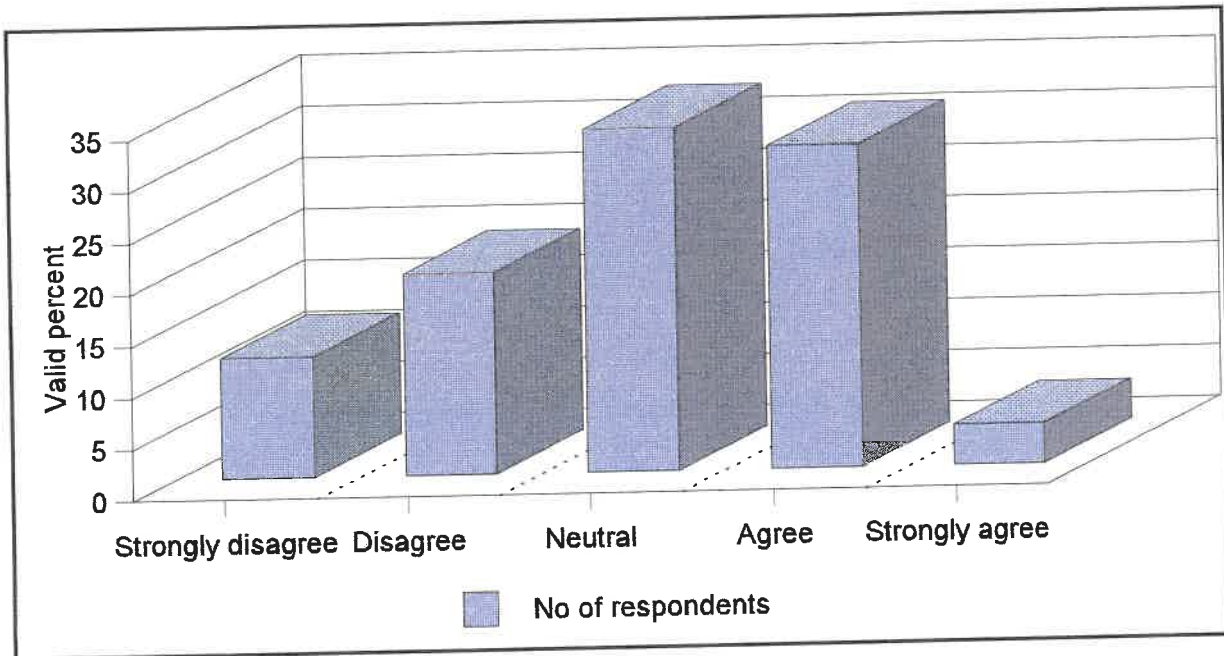
Graph 33



Graph 33 shows that 5.88% of the respondents strongly disagreed with the statement, 15.68% disagreed, whilst 21.56% remained neutral, 52.94 % agreed and 3.92% strongly agreed with the statement in that the supervisor provides training necessary to do the job.

34. My supervisor provides career opportunities.

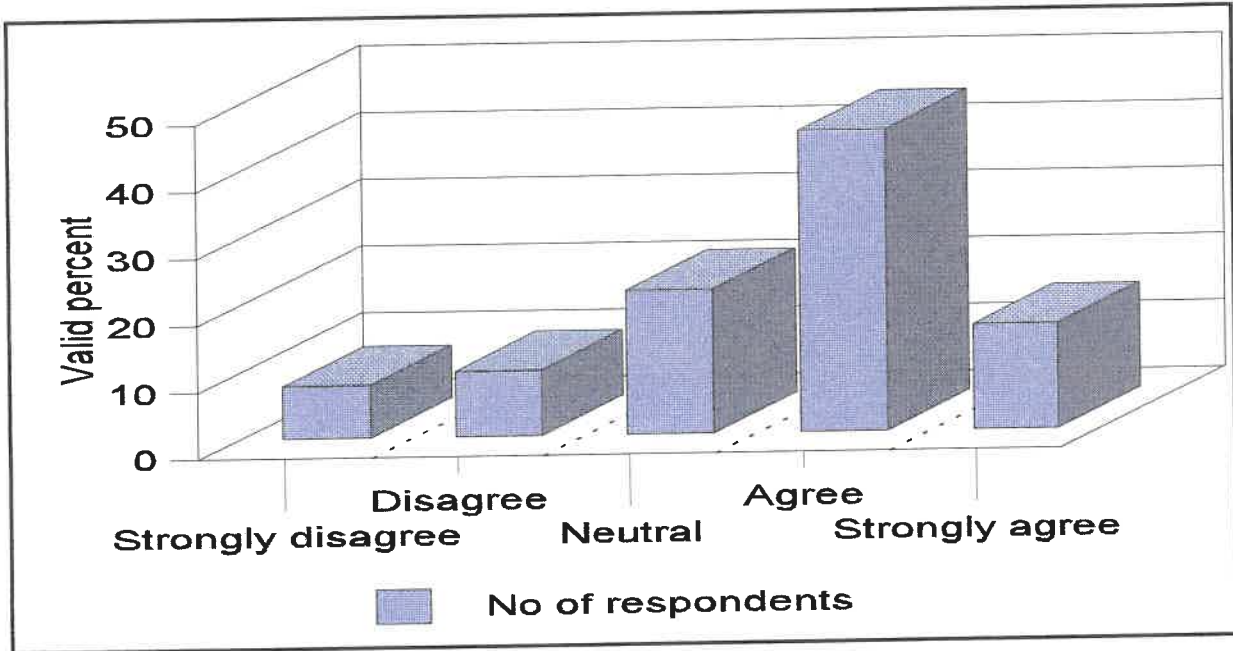
Graph 34



Graph 34 reveal that 11.76% of respondents strongly disagreed with the statement, 19.61% disagreed, 33.33% were neutral , while 31.37% agreed and 3.92% strongly agreed with the statement in that the supervisor provides career opportunities.

35. My supervisor shows commitment to the job by actions as well as words.

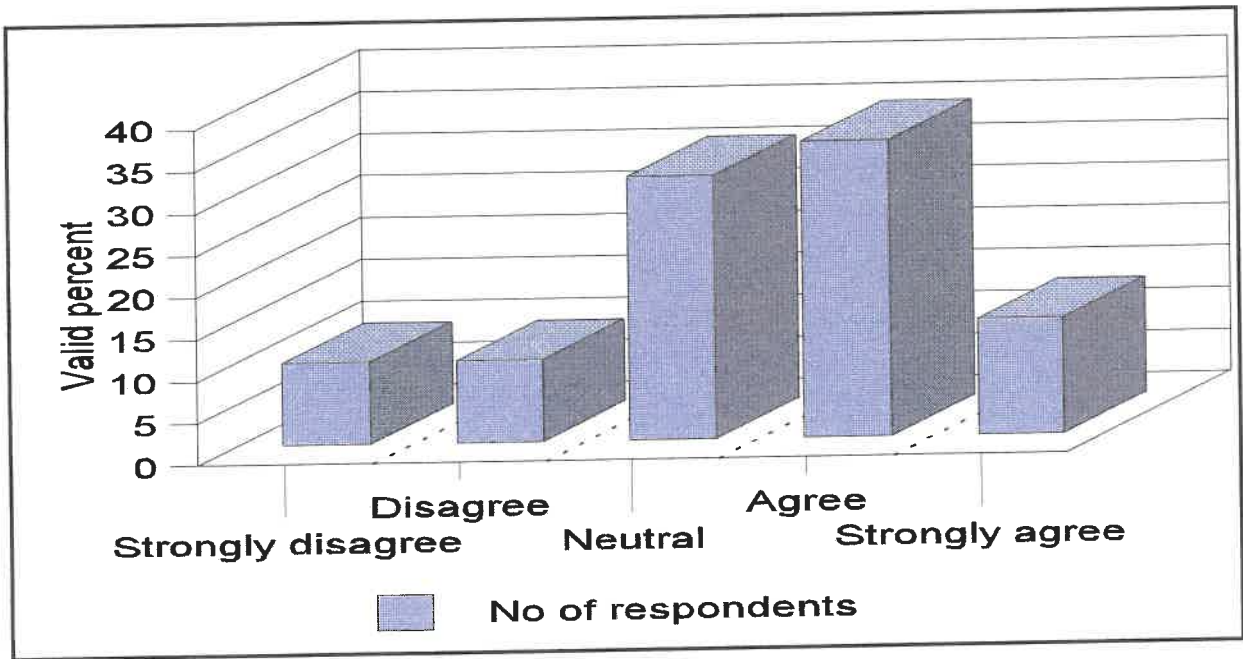
Graph 35



Graph 35 shows that 7.89% of the respondents strongly disagreed with the statement, 9.80% disagreed, whilst 21.56% remained neutral, 45.09 % agreed and 15.68% strongly agreed with the statement in that the supervisor shows commitment to the job by actions as well as words.

36. My supervisor is a team player.

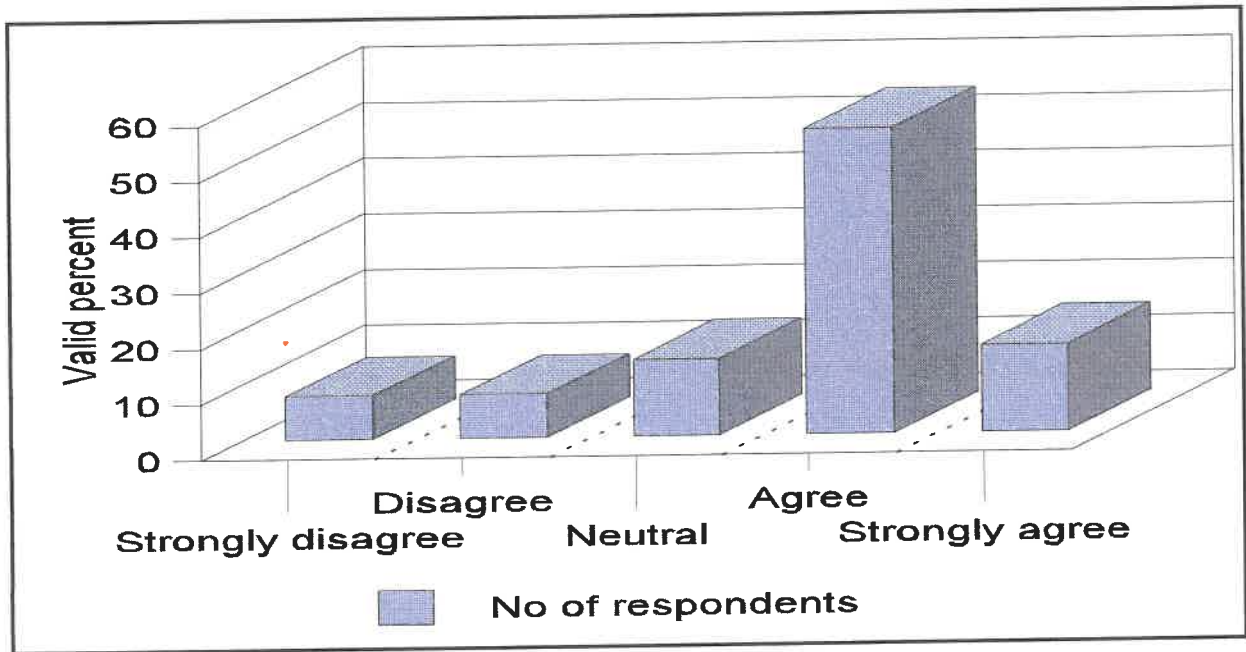
Graph 36



Graph 36 reveals that 9.80% of the respondents strongly disagreed with the statement, 9.80% disagreed, whilst 31.37% remained neutral, 35.29 % agreed and 13.37% strongly agreed with the statement in that the supervisor is a team player.

37. My supervisor encourages creativity.

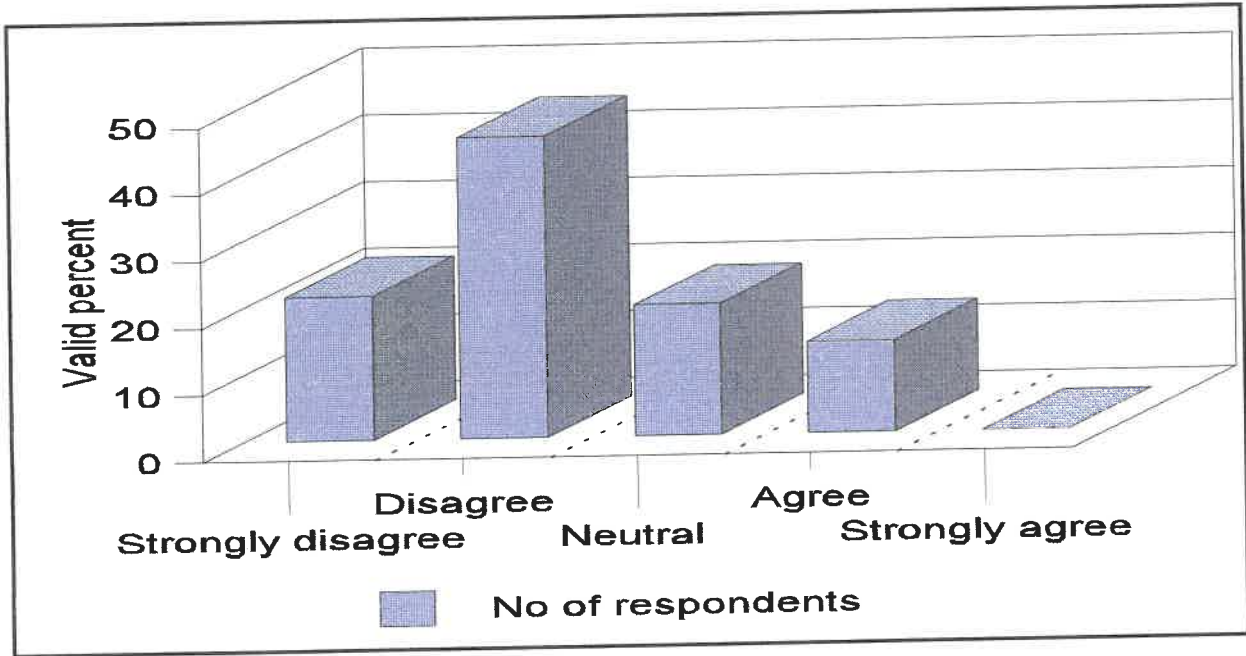
Graph 37



Graph 37 reveals that 7.84% of the respondents strongly disagreed with the statement, 7.84% disagreed, whilst 13.73% remained neutral, 54.90 % agreed and 15.68% strongly agreed with the statement in that the supervisor encourages creativity.

38. My supervisor always interferes in my day to day operational plan.

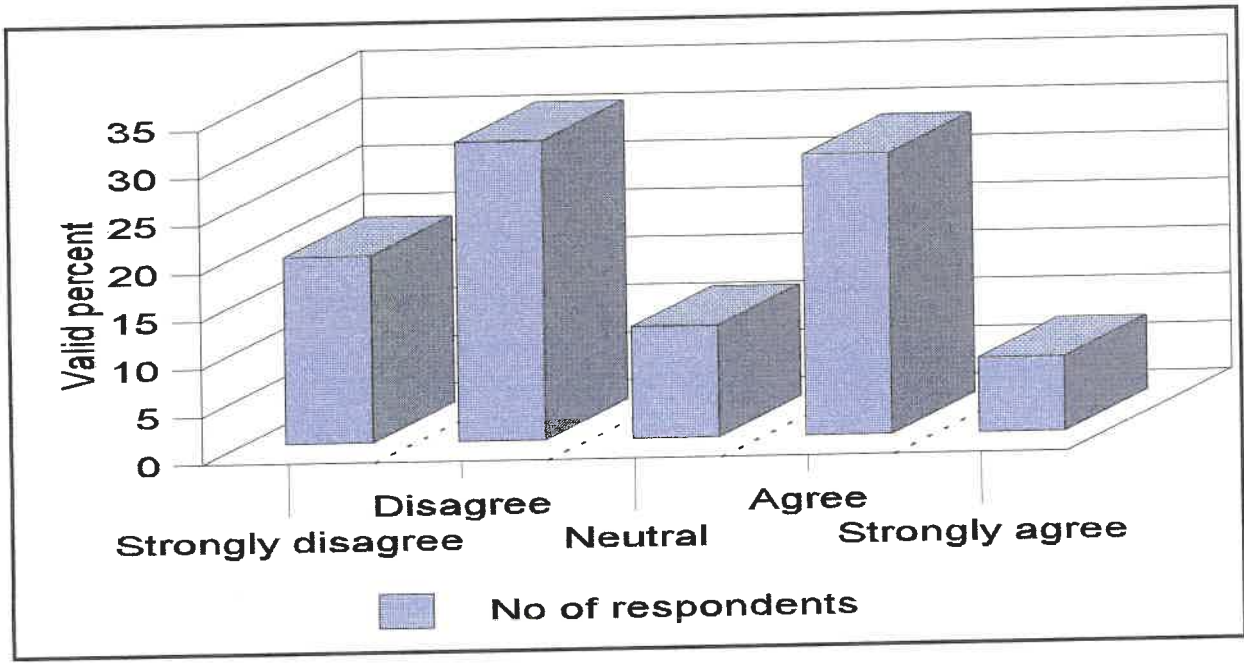
Graph 38



Graph 38 reveals that 21.57% of the respondents strongly disagreed with the statement, 45.09% disagreed, whilst 19.60% remained neutral, 13.73 % agreed and none of the respondents strongly agreed with the statement in that the supervisor always interferes in their day to day operational plan.

39. The performance appraisal is the only platform to discuss my performance with my supervisor.

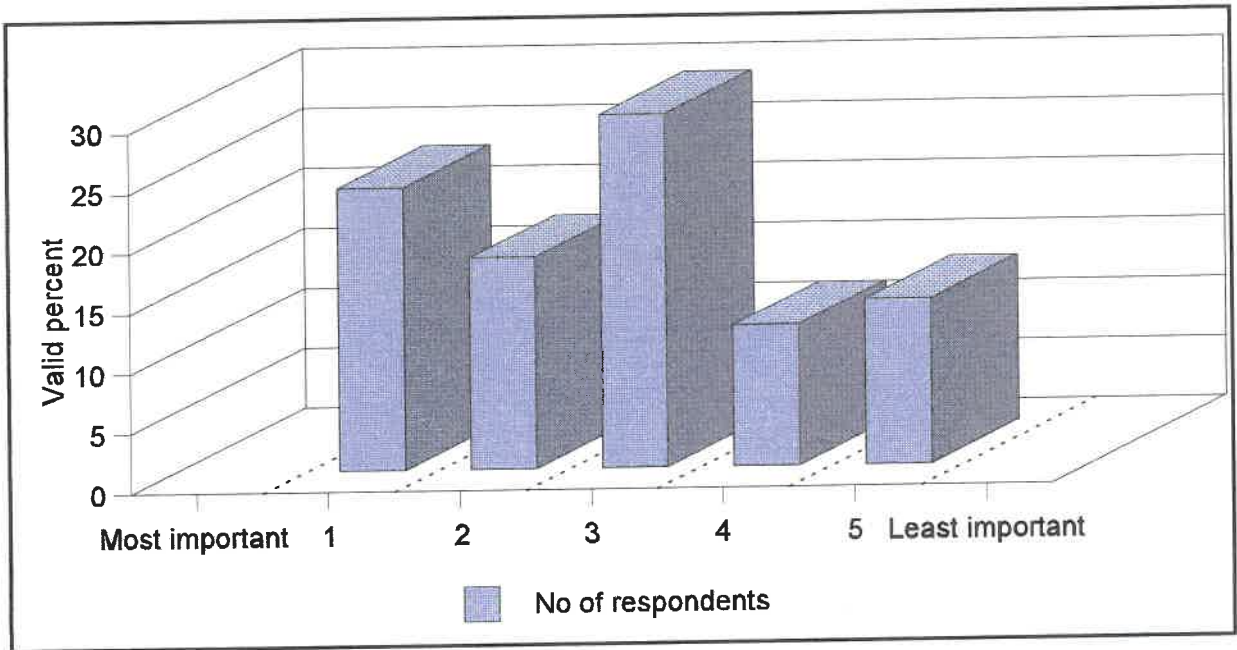
Graph 39



Graph 39 reveals that 19.60% of the respondents strongly disagreed with the statement, 31.37% disagreed, whilst 11.76 were neutral, 29.41 % agreed and 7.84% strongly agreed with the statement in that the performance appraisal is the only platform to discuss my performance with my supervisor.

40. Whether discrimination is the least or most important factor in terms of staff intention to leave the organisation.

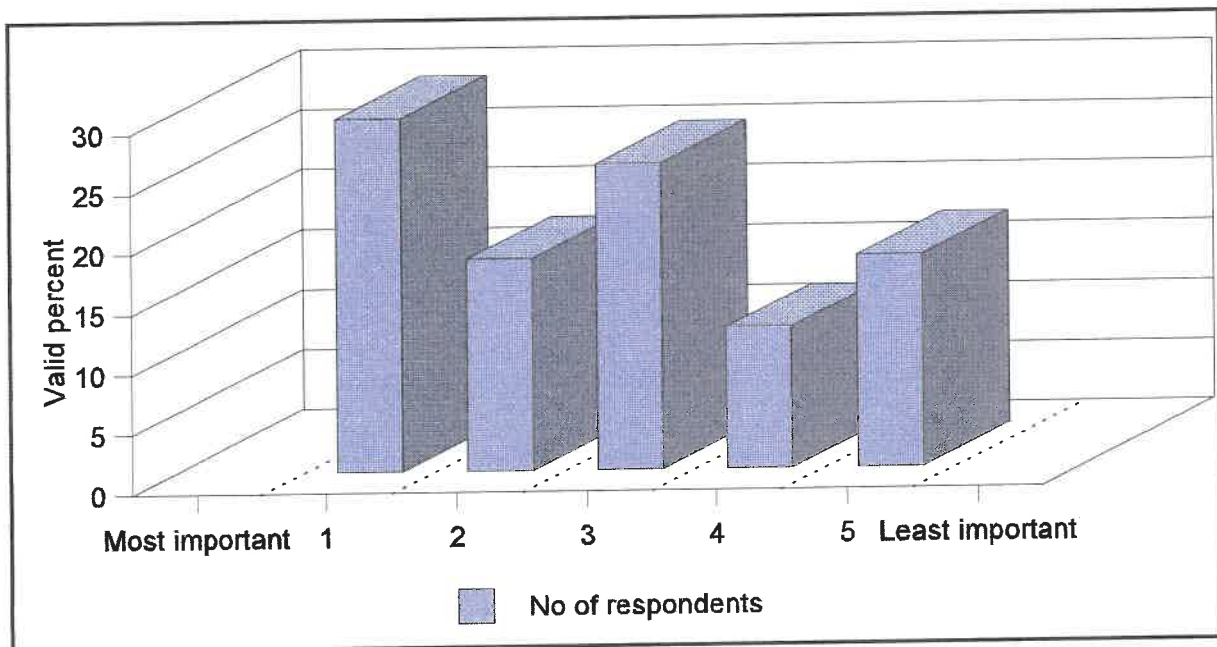
Graph 40



Graph 40 reveals that 23.52% of the respondents strongly disagreed, 17.69% disagreed, 29.41 % were neutral, 11.76% agreed, and 13.73% strongly agreed with the statement in that discrimination is an important factor in terms of staff intentions to leave the organisation.

41. Whether unsatisfactory benefits/ salary scale are regarded as the least or most important factor in terms of staff intention to leave the organisation.

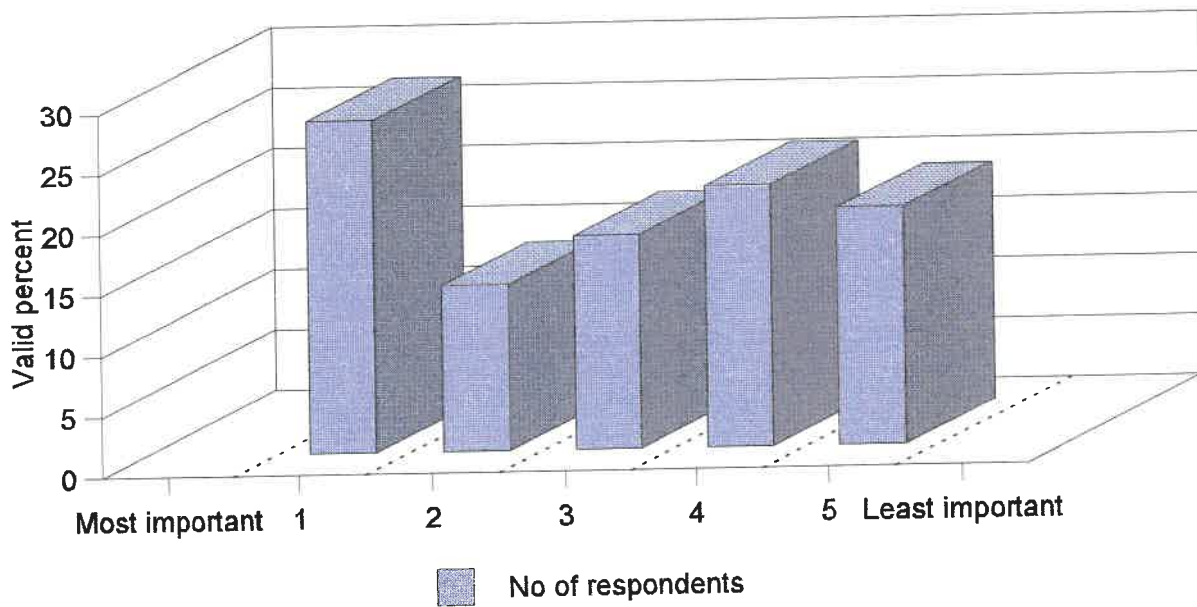
Graph 41



Graph 41 reveals that 29.41% of the respondents strongly disagreed, 17.64% disagreed, 25.49 % were neutral, 11.76% agreed, and 17.68% strongly agreed with the statement in that unsatisfactory benefits/ salary scale are regarded as the important factor in terms of staff intention to leave the organisation.

42. Whether job dissatisfaction is regarded as the least or most important factor in terms of staff intention to leave the organisation.

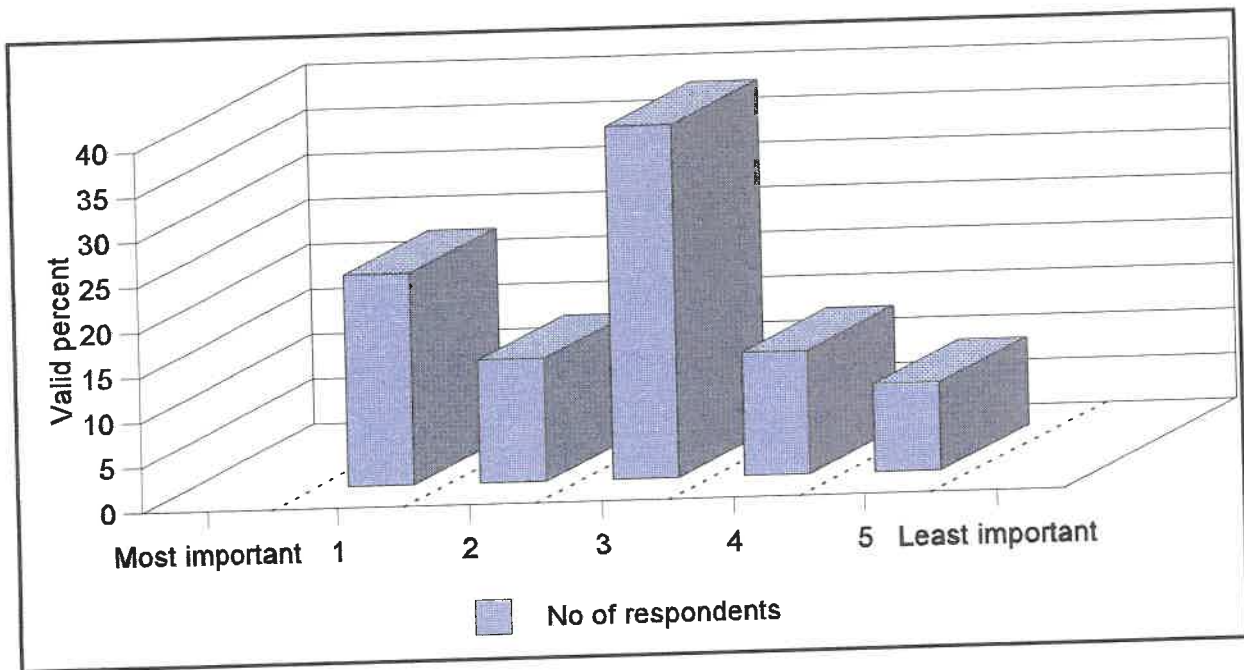
Graph 42



Graph 42 reveals that 27.45% of the respondents strongly disagreed, 13.73% disagreed, 17.642 % were neutral, 21.56% agreed, and 19.60% strongly agreed with the statement in that job dissatisfaction is regarded as the important factor in terms of staff intention to leave the organisation.

43. Whether inadequate management skills is regarded as the least or most important factor in terms of staff intention to leave the organisation

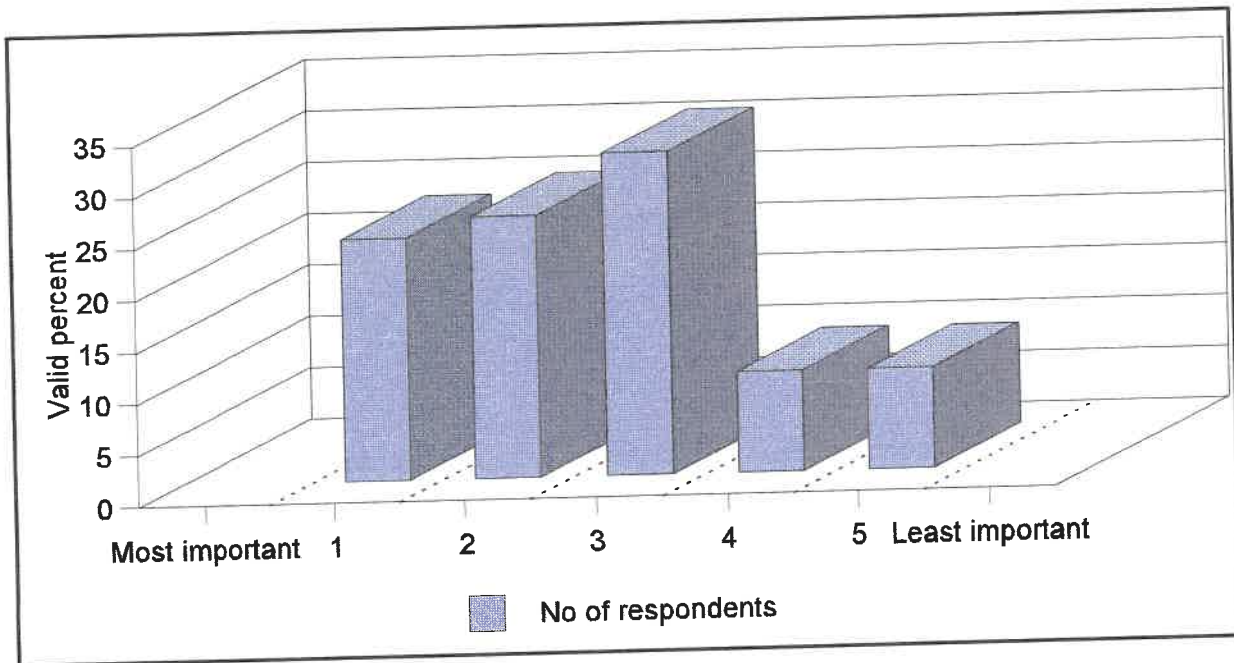
Graph 43



Graph 43 reveals that 23.53% of the respondents strongly disagreed, 13.73% disagreed, 39.22 % were neutral, 13.73% agreed, and 9.80% strongly agreed with the statement in that inadequate management skills is regarded as the important factor in terms of staff intention to leave the organisation.

44. Whether the lack of opportunities for advancement and training are regarded as the least or most important factor in terms of staff intention to leave the organisation.

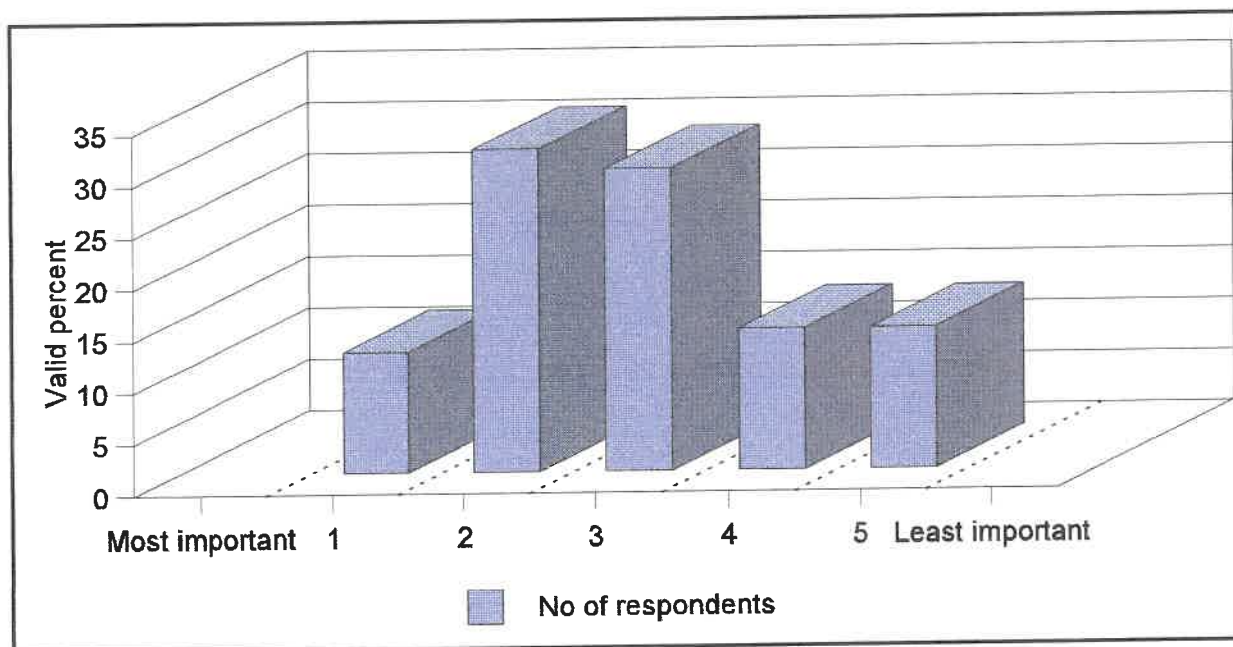
Graph 44



Graph 44 reveals that 23.53% of the respondents strongly disagreed, 25.49% disagreed, 31.37 % were neutral, 9.80% agreed, and 9.80% strongly agreed with the statement in that the lack of opportunities for advancement and training are regarded as the important factor in terms of staff intention to leave the organisation.

45. Whether the unchallenging work is regarded as the least or most important factor in terms of staff intention to leave the organisation.

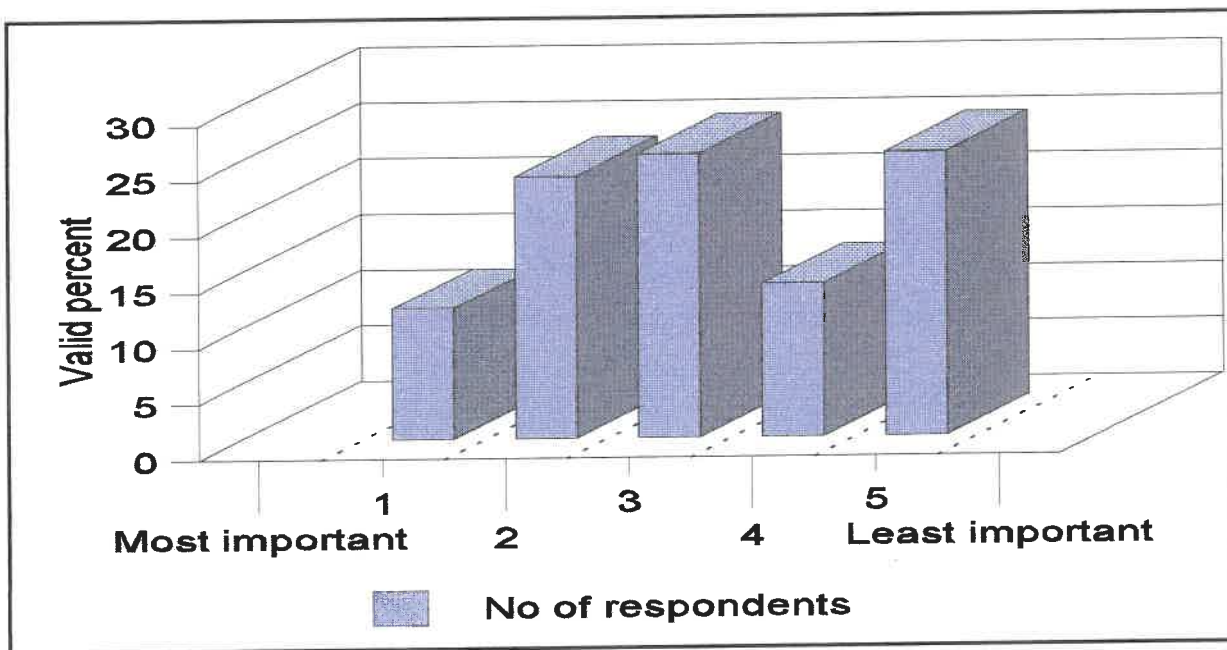
Graph 45



Graph 45 reveals that 11.76% of the respondents strongly disagreed, 31.37% disagreed, 29.41 % were neutral, 13.73% agreed, and 13.73% strongly agreed with the statement in that the unchallenging work is regarded as the important factor in terms of staff intention to leave the organisation.

46. Whether the non application of affirmative action is regarded as the least or most important factor in terms of staff intention to leave the organisation.

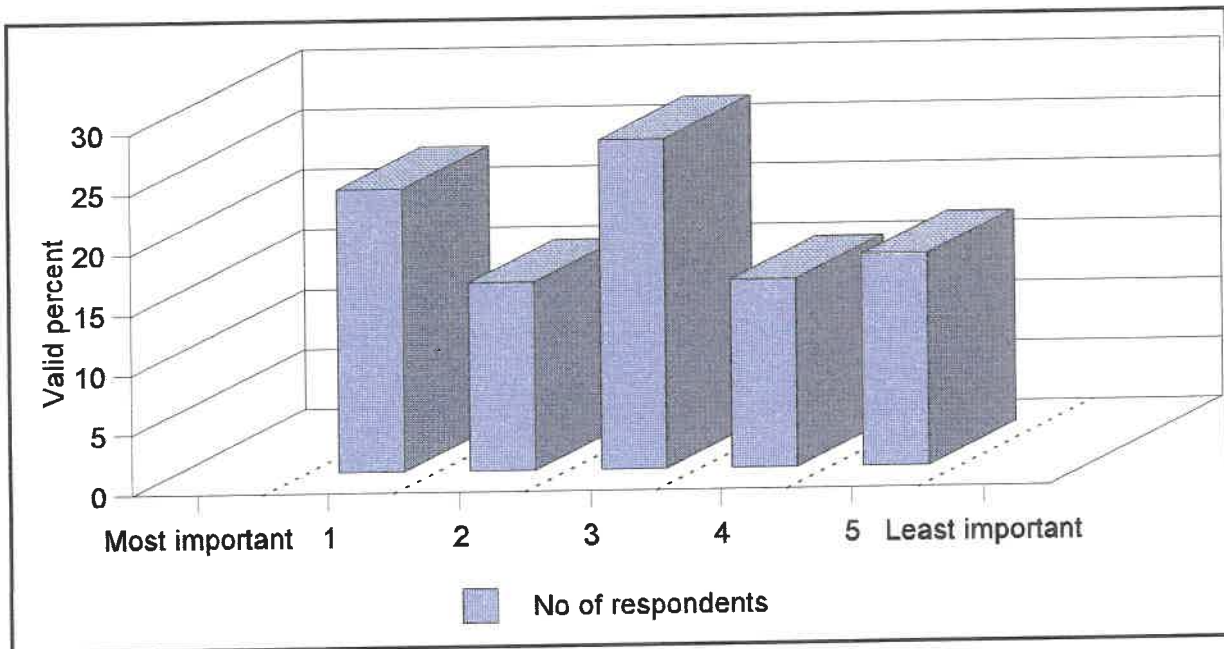
Graph 46



Graph 46 reveals that 11.76% of the respondents strongly disagreed, 23.53% disagreed, 25.49 % were neutral, 13.73% agreed, and 25.49% strongly agreed with the statement in that the non application of affirmative action is regarded as the important factor in terms of staff intention to leave the organisation.

47. Whether the poor working conditions are regarded as the least or most important factor in terms of staff intention to leave the organisation.

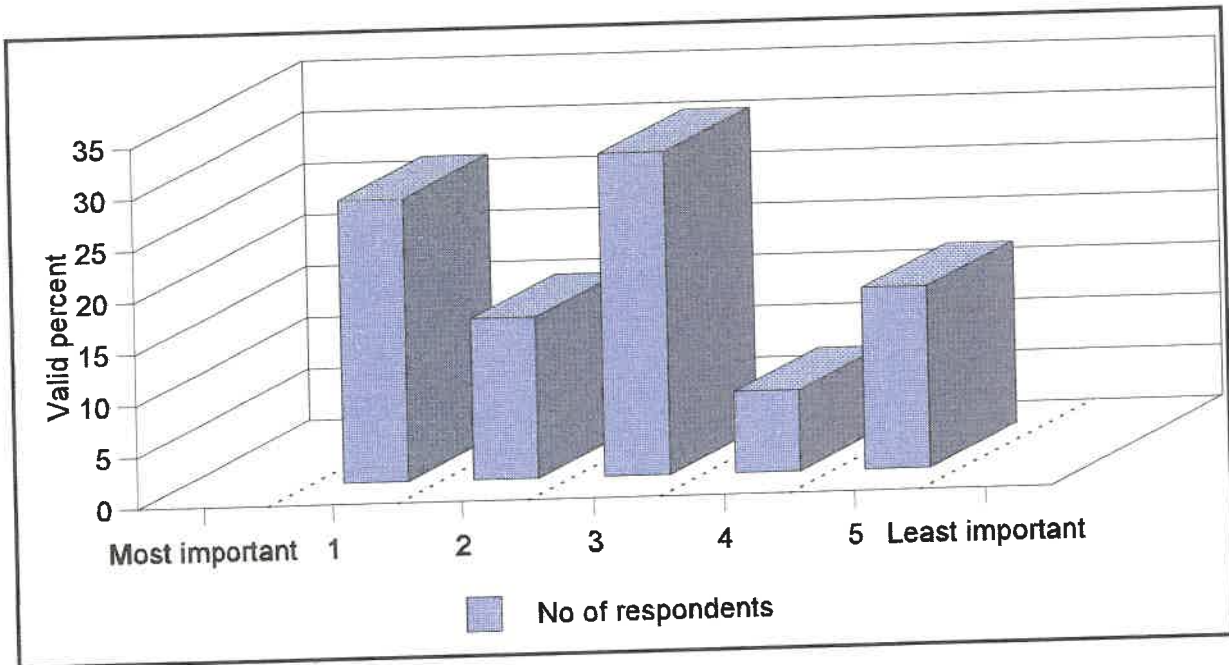
Graph 47



Graph 47 reveals that 23.53% of the respondents strongly disagreed, 15.68% disagreed, 27.45 % were neutral, 15.68% agreed, and 17.64% strongly agreed with the statement in that the poor working conditions are regarded as the important factor in terms of staff intention to leave the organisation.

48. Whether the authoritarian management style is regarded as the least or most important factor in terms of staff intention to leave the organisation.

Graph 48



Graph 48 reveals that 27.45% of the respondents strongly disagreed, 15.68% disagreed, 31.37% were neutral, 7.84% agreed, and 17.64% strongly agreed with the statement in that the authoritarian management style is regarded as the important factor in terms of staff intention to leave the organisation.

5.8. Table 1.

CORRELATIONS BETWEEN THE SCORES ON JOB SATISFACTION, WORKING CONDITIONS AND PROPENSITY TO LEAVE.

		JOB SATISFACTION	WORKING CONDITIONS	PROPENSITY TO LEAVE
JOB SATISFACTION	Pearson Correlation	1	.575(**)	.052
	Sig. (2-tailed)	.	.000	.718
	N	51	51	51
WORKING CONDITIONS	Pearson Correlation	.575(**)	1	-.081
	Sig. (2-tailed)	.000	.	.570
	N	51	51	51
PROPENSITY TO LEAVE	Pearson Correlation	.052	-.081	1
	Sig. (2-tailed)	.718	.570	.
	N	51	51	51

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

The correlation table displays Pearson Correlation coefficients, significance values and the number of cases with non-missing values. The Pearson Correlation coefficient assumes the data are normally distributed. The Pearson Correlation coefficient is a measure of linear association between two variables. The sign is the direction and does not indicate the strength of any demonstrated relationship.

It is important to remember the result does not indicate a causal relationship. The values of the correlation coefficient range from -1 to 1. The sign of a correlation coefficient indicates the direction of the relationship (positive or negative). If the result is positive 1, this indicates the two sets are perfectly correlated in a positive direction, i.e. if one increases the other will increase by exactly the same amount. If the result is negative 1 a perfect negative or inverse relationship exists, i.e. as one increases the other decreases by exactly the same amount. If zero, there is no relationship. The sign is the direction not the strength.

The absolute value of the correlation coefficient indicates the strength, with larger absolute values indicating stronger relationships. The absolute value indicates the relative strength, i.e. .67 is a stronger relationship than .25. The correlation coefficients on the main diagonal are always 1.0,

because each variable has a perfect positive linear relationship with itself. A coefficient of -1 is a perfect negative or inverse relationship, i.e. as one increases the other decreases by exactly the same amount (SPSS Vers. 11)

In order to do a correlation coefficient of the data, various questions were grouped together. The groups that were created are:

- Propensity to leave (list of questions)
- Job satisfaction (list of questions)
- Working conditions (list of questions)

In order to determine a single value for each group, the arithmetic mean was determined for all of the questions in that group for each respondent. These three data sets have been used to run these tests.

The correlation coefficient for Job Satisfaction and Working Conditions is .575 (see Table 1). Since 0.575 is closer to 1, this indicates that Job Satisfaction and Working Conditions are positively correlated. This correlation is significant at less than 0.05 (.000).

The correlation coefficient for Job Satisfaction and Propensity to Leave is 0.052 (see Table 1). This indicates a very weak correlation which is not significant at less than the 0.05 level
($p = 0.718$)

The correlation coefficient for Working Conditions and Propensity to Leave is - .081 (see Table 1). In this case the low value of the correlation and the fact that the significance level is 0.570, indicates that the correlation between these variables is zero.

CHAPTER 6

6.1. Discussion and Conclusion

This section will look at the implications of the research results in relation to the research hypothesis. It should be noted that various suggestions have been made in other chapters when considering the literature that was explored.

It is concluded based on the results reported in the preceding chapters job satisfaction and working conditions correlate, but staff propensity to leave does not correlate with working conditions or job satisfaction.

6.1.1. Job Satisfaction and working conditions

The analyses between job satisfaction and working conditions shows that there was a strong relationship between the two variables. It was also hypothesized that even though there is strong relationship, a weak correlation was conspicuous when job satisfaction correlated with staff propensity to leave, due to the positive feedback from staff.

It is clear from the research conducted that employees working within Parks, Recreation, Cemeteries and Culture obtain greater levels of satisfaction. Employees view management style as adequate, performance appraisal effective in measuring their performance, and effective reward system.

The study demonstrates the levels of job satisfaction does not constitute propensity to leave jobs. Employees leave for other reasons either personally or not related to the variables identified in this study.

Cascio, (1998) found a positive relationship between job satisfaction and mental health, while, Herzberg, (1959) link job satisfaction with physical symptoms such as headaches, loss of appetite. Armstrong, (2003) identified turnover, absenteeism and poor performance as elements of job dissatisfaction, and low levels of job satisfaction may accurately establish how employees feel about

the organisation.

The correlations between the scores on job satisfaction and working conditions proved to be statistically significant. .

The results of the survey rejected the null hypothesis, in that there is no relationship between levels of job satisfaction and staff propensity to leave, and it is concluded that favourable working conditions are positively related to employee job satisfaction.

The environment within which employees operate is very important taking into account the dynamic nature of their jobs. Employees view themselves as being empowered, being able to make decisions, discuss issues with their supervisors, and participate in corporate objectives of the organisation. The survey conducted clearly shows a higher level of job satisfaction.

When one considers the Maslow's hierarchy of needs, and relate this to employee satisfaction, employees are still seeking to achieve higher levels of needs of self- actualisation, although they have achieved the basic needs. Employees are motivated when their own achievement is recognised by superiors, peers, subordinates. Superiors should be able to recognize good performance and this needs to be communicated to employees. Employees are given an opportunity for advancement, career planning, corporate succession, and training and development so that they are able to progress within the organisation. Performance appraisal and staff meetings are commonly utilized to sustain job satisfaction and to discuss conditions that may affect work.

It is concluded that performance appraisal is effective and enhance a positive output. . Cowling and Lundy (1996) suggested that management had to align the motivation of employees with the needs of the organisation, and the reward system must accompany the changing nature of job, and open communication between employees, management and trade union is vital for the organisational success.

6.1.2. Propensity to leave jobs

The study revealed that staff will consider leaving the organization if specific determinants such as discrimination in the workplace, lack of benefits, job dissatisfaction applies.

It was interesting to note in this study that job satisfaction is linked with staff development, organisational vision and objectives, and management commitment to establish and build good employee relations.

Diversity awareness programs to bring understanding in the application of affirmative action, performance appraisal systems and recruitment and selection procedures are regarded as important.

Management communicate and involve all stakeholders in planning, supporting change and improving the working conditions. Finally, the study indicates that there is a strong reliance on the teams to provide information, materials and to determine goals.



6.2. Epilogue

Almost simultaneous with the study, the Ethekewini Municipality has been engaging in a restructuring exercise where workers at all levels had to reapply for their positions, new organograms to be drawn and job descriptions to be written. Various local authorities were to be incorporated into the new structure to form one municipality.

In completing the questionnaires by employees at management level, most of them were aware of the forthcoming changes, and uncertainty whether their positions will exist in the proposed structure. This motivated workers that foresee positive benefit, while those that assumed negative effects were de-motivated. The changes includes geographic relocation, additional and complex tasks, and the application of affirmative action.

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Appendices

Appendix 1 The job satisfaction questionnaire

Appendix 2 Parks, Recreation, Cemeteries and Culture Organisational structure

PARKS, RECREATION, CEMETERIES, AND CULTURE UNIT

Employee satisfaction and performance management survey

Please take few minutes to complete this survey. Your specific answers will be completely anonymous but your views, in combination with those of others, are extremely important.

The following questions are for analytical purposes only. They will not be used to try to identify any individual, however, if you feel uncomfortable about answering any of them do not do so. Whether or not you leave any questions blank, please return your questionnaire.

How long have you been in the service	Less than 5 years	6 to 10	11 to 15	16 to 20	21 and over
What is your age	Under 25	26 to 30	31 to 35	36 to 40	41 or older
Gender	Female	Male			
How long do you plan to continue your career with the unit	Less than a year	1 to 2 years	3 to 5 years	6 to 10 years	11 or until retirement
In which department do you work for	Parks	Recreation	Cemetery	Human Resources	Heritage Libraries
Which of the following best describes your level	Technical Specialist level Task grade 09 to 13	Middle Management level Task grade 14 to 15	Senior Management level Task grade 16 to 18	Top management level Task grade 19 to 25	

Please indicate in relation to the following items (statements) whether you *disagree strongly*, *disagree*, *neither agree nor disagree (neutral)*, *agree*, and *agree strongly* by putting a tick in the appropriate box, for example if you strongly agree with the text item then you would put a tick in the agree strongly box and so on to each item. There are no right or wrong answers, so please indicate how you really feel.

		Disagree Strongly	Disagree	Neutral	Agree	Agree Strongly
J1	I have confidence in the organisation leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
J2	There is adequate planning of corporate objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
J3	There is adequate communication between departments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
J4	I have opportunities to learn and grow	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
J5	My last performance appraisal accurately reflected my performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
J6	The performance appraisal system is fair	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

J7	I am given enough authority to make decisions I need to make	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
J8	I feel I am contributing to the company mission	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
J9	My job is challenging	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
J10	My job description best describes my duties	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
J11	I have enough authority to rearrange work, scope and depth	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
J12	The job itself motivate me to work harder/ smarter	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
R13	If I do good work I will be rewarded	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
R14	My salary is fair for my responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
R15	I believe my job is secure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
R16	I am proud to work for this organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
R17	My physical working conditions are good ✓	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
R18	My workload is reasonable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
R19	I can keep a reasonable balance between work and personal life ✓	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
R20	It is unfair to be recognised without any reward	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
R21	Salary increase is the only reward that can satisfy me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
R22	The organization is consistent in the application of reward system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
R23	I am attracted to this organization because of reward system	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
R24	Management do not know what the reward system is	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
R25	Management do not know what the reward system is	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
R26	Being recognised and get rewarded can motivate me to work harder and/or smarter	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
R27	I am always rewarded with more complex tasks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
S28	My supervisor treats me fairly and with respect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

S29	My supervisor handles my work related issues satisfactorily	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
S30	My supervisor is an effective manager	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
S31	Respect for individuals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
S32	Open communications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
S33	Providing training necessary to do my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
S34	Providing career opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
S35	Shows commitment to the job by actions as well as words	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
S36	Is a team player	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
S37	Encourages creativity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
S38	My supervisor always interferes in my day to day operational plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
S39	The performance appraisal interview is the only platform to discuss my performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Rate the following factors in terms of importance ranging from 5 (*Least important*) to 1 (*Most important*) regarding their effect on your intentions to leave the organisation. In other words, if you feel discrimination is an important factor in terms of your intention to leave the organisation, then put a tick in 1 box and so on with each item in turn.

	Most important	1	2	3	4	5	Least important
Discrimination (race, gender)		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Unsatisfactory benefits/ salary scale		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Job dissatisfaction		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Inadequate management skills		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
No opportunities for advancement, and training		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Job not challenging		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
The application of Affirmative action		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Poor working conditions		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Authoritarian Management style		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Thank you for your help in completing this research project.

Parks, Recreation, Cemeteries, and Culture Unit Organisational structure

