



**The Impact of Job Satisfaction on Staff Productivity amongst the Staff at
Scott Bader South Africa**

By

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

Master of Business Administration

College of Law and Management Studies

Graduate School of Business & Leadership

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2018

DECLARATION

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ACKNOWLEDGEMENTS

I acknowledge the following individuals, who provided me with the support and encouragement during this Master of Business Administration journey.

- i. Foremost I would like to thank God the Almighty, for granting me the strength and perseverance to study this course to completion. It would have not been possible without His grace.
- ii. I would like to thank my wife, for always motivating and reminding me of the importance of continuous self-development.
- iii. I would like to sincerely thank my supervisor, Mr. Christopher Chikandiwa, for his discerning guidance, patience and support throughout the MBA programme.
- iv. I would like to thank the Managing Director of Scott Bader South Africa, Mr B. Mohamed Yunus, for supporting my research study and for continuously motivating me to become a successful professional.
- v. I would like to thank the employees of Scott Bader South Africa, for their valuable input and taking their time to provide me with meaningful information for my research.
- vi. I would like to thank my MBA classmates for the constructive discussions during the MBA lectures and the friendships that developed during the course.
- vii. A special thank you to Jarred and Cliff for always supporting and motivating me to complete the MBA program. We will always be special friends for life.

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Abstract

The South African economy was virtually stagnant over the last five years and the government expenditure did not achieve the desirable economic objectives. The domino effect of this failure has created an uncertain and volatile business environment which threatened the existence of many organisations in South Africa. Early in 2018, Cyril Ramaphosa was sworn in as the new President of South Africa and his primary focus to date is on the revival of the country's economy. Job satisfaction is arguably a crucial key that can unlock the productivity potential of human capital in an organisation. In view of the above, aim of this study is to assist Scott Bader South Africa to identify the facets that influence job satisfaction and staff productivity, as well as to associate a relationship between job satisfaction and staff productivity. The quantitative research methodology was adopted for this study, whereby the entire population of Scott Bader was surveyed. The relevant concepts or facets of job satisfaction and staff productivity were identified through a concise literature review. A correlation analysis showed that the satisfaction with the line manager leadership, satisfaction with recognition, as well as satisfaction with remuneration, was the main facets associated with job satisfaction. All the facets of job satisfaction that were reviewed in this study illustrated a slight to moderate positive relationship with the overall job satisfaction of the employees. Similarly, the ability to work independently, employee input and working in a safe environment, were also found to be the top ranked facets that influence staff productivity, while all the facets of staff productivity indicated a slight to moderate positive relationship with the overall staff productivity. The results from the research study yielded a moderate and positive relationship between job satisfaction and staff productivity through a multiple linear regression analysis. Based on these findings, it was suggested that Scott Bader South Africa should consider these facets and ensure that the human capital component (job satisfaction) of productivity is incorporated to overall local strategic plan of the company

Key words: job satisfaction; staff productivity; Scott Bader

CHAPTER ONE: INTRODUCTION

1.1 Introduction

The technical recession that South Africa is currently experiencing has placed many manufacturing companies under severe financial strain and uncertainty. Manufacturing companies are struggling to reduce operational costs while trying to boost productivity levels in a very competitive market. Most organisations in South Africa do not consider the human element of productivity, but rather the consideration of the latest technological advancements in manufacturing and systemic fads. Human capital is the greatest asset of any organisation and is a formidable driver of productivity, when untapped potential is released. The primary reason for this study was to examine the impact of job satisfaction on staff productivity amongst employees of Scott Bader South Africa. Exploring the facets that influence job satisfaction, staff productivity and determining the relationship between job satisfaction and staff productivity can give the company a competitive edge in the related market. The financial success and sustainability of an organisation depends on staff members who are satisfied with their job (Javed, Balouch & Hassan, 2014).

In view of the above, this chapter presents the introduction to the study. The first section of this chapter describes the problem statement, research objectives and the research questions of the study. The significance of the study is also highlighted. Thereafter, the outline of the succeeding chapters is discussed, and the chapter will end with the discussion of the limitations of the study.

1.2 Problem statement

Scott Bader is a multinational company that entered the South African market over twenty years ago. The core function of the business is to manufacture and distribute unsaturated polyester and speciality polymers to the South Africa market. The company grew over the years to become the second largest producer of unsaturated polyester resins in South Africa. The recent stagnant economy has negatively affected the organisation. The strategic intent of the company is to become the leading manufacturer of unsaturated polyester resin in Sub Saharan

Africa, by having a competitive advantage over other unsaturated polyester resin manufacturers. The greatest asset of the company is its human capital and the company is exploring ways to unleash this potential to improve staff productivity. The researcher of the current study wants to examine the impact of job satisfaction on staff productivity, in order to develop strategies to achieve its ultimate goal in a fair and sustainable manner. Scott Bader has invested in newer manufacturing technologies for the purpose of increasing staff productivity, but the organisation failed to do so. This study endeavoured to answer the question: How can Scott Bader South Africa improve job satisfaction to drive staff productivity? It is crucial that the organisation find effective strategies that incorporate both the facets of job satisfaction and staff productivity for purpose of attaining its ultimate strategic intent and financial stability for future generations. In view of the above, the study has the following objectives.

1.3 Objectives of the study

The objectives of the study are as follows:

- i. To determine the facets that influence job satisfaction
- ii. To critically examine the facets that influence staff productivity
- iii. To assess the relationship between job satisfaction and staff productivity.

1.4 Research questions

- What are the facets that influence job satisfaction?
- What are the facets that influence staff productivity?
- What is the relationship between job satisfaction and staff productivity?

1.5 Purpose of the Study

The purpose of this study is to assess the techniques that the company can employ to successfully promote the efforts of its staff to achieve high levels of productivity. This might assist the organisation in realising a healthy return on their human capital, thus facilitating organisational success. This research thus examines the facets that influence job satisfaction and staff productivity. The

overall job satisfaction and the overall staff productivity of the organisation are also considered.

1.6 Outline of the Study

Introduction- Chapter One: This chapter introduces the study. The study is problematised, the aims and objectives of the study are clearly stated. The limitations of the study are also described.

Literature Review – Chapter Two: A thorough examination of the literature is undertaken with regards to the concepts of job satisfaction and staff productivity, in association with related theories. The relationship between job satisfaction and staff productivity was also explored in this chapter.

Research Methodology – Chapter Three: This chapter describes the research methodology selected for this study, as well as the justification of the chosen methodology. This includes the research instrument, the administration of the questionnaire, population size, reliability analysis and validity of the research instrument.

Presentation of Results – Chapter Four: Chapter four delivers a comprehensive presentation of the outcomes from the questionnaires administered. This chapter also includes the presentation of the results of the statistical analysis employed to answer the research questions.

Discussion of Results – Chapter Five: The data and results from the statistical analysis from chapter four are examined and discoursed parallel to the literature review from Chapter Two in order to fulfil the research objectives of the study. The findings from previous studies on the related concepts of this research are utilised to support the findings of the current research study.

Recommendation and Conclusion – Chapter Six: This chapter entails the discussion and conclusion from the findings from Chapter Five, in conjunction with the consequences that these findings will have on Scott Bader South Africa. Thereafter, recommendations are presented, based on the findings of the study. Recommendations for future studies are also presented in this chapter.

1.7 Delimitations and Limitations of this study

- The study is delimited to the employees of Scott Bader South Africa and it involves all departments within the organisation.
- The accuracy of this research is limited to the honesty of the participants.
- The study is delimited to employees from the manufacturing sector.

1.8 Summary

This chapter outlined the constructs of the study viz. the problem statement, the purpose, the objectives, the research questions, the delimitations and the limitations of the research. The following chapter presents the literature review that was undertaken in order to explore the concepts and theories of job satisfaction and staff productivity.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter discusses the literature review that was undertaken to critically evaluate the concepts of job satisfaction and employee productivity. Among other things, the following issues form part of the discussion of this chapter: definitions of the key terms, the theories of job satisfaction, the effects of job satisfaction and staff productivity, as well as the relationship between job satisfaction and productivity.

2.2 Definition of Job Satisfaction

The concept of job satisfaction is a widely- researched subject matter that has been proven to have a multitude of complexities for researchers and academics. Job satisfaction can be defined as the overall effect that an individual has towards his job (Toe, Murhadi & Wanglin, 2013). The extent to which employees like or dislike their jobs is known as job satisfaction (Alajlouni, 2015).

Abraham (2012:25) cites Locke & Henne (1986) who state that job satisfaction is defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. The two components which perpetuate job satisfaction are intrinsic facets which define how a person feels about the job itself, as well as the extrinsic facets which define how a person feels about the characteristics that are external to the job itself (Mohammed & Eleswed 2013). When an employee's work environment satisfies his or her needs, values or personal characteristics, the more satisfied the employee is with their job (Abraham, 2012).

2.3 Facets of Job Satisfaction

Some of the important components that influence job satisfaction are good relationships with fellow workers, remuneration, working conditions, training, educational development and career development (Yang, 2014). Alshitri (2013) states that job satisfaction studies have found that employees who are satisfied at work stay loyal and committed to the organisation and these employees are most

likely to deliver on productivity and services. The facets of job satisfaction are discussed as follows:

2.3.1 Work Itself

Employees who carry out jobs that have significant expertise assortment, independence, reaction and job significance skill have a greater degree of job satisfaction than employees who perform their job duties that are low on those traits (Rehman, Rehman, Saif, Nawaz & Rehman, 2013). Job satisfaction includes a collection of feelings and beliefs that people have towards their current job and a person who is motivated to perform a task is raised by job satisfaction factors, rather than hygiene or motivation factors (Kian, Yusof and Rajah, 2014). Raza, Akhtar, Husnain & Akhtar (2015) state that 'work itself' can be considered as a motivation factor that can have a positive impact on job satisfaction.

2.3.2 Remuneration and Benefits

According to the study performed by Shaikh (2012), pay and promotion are significant facets that have a strong impact on the job satisfaction of employees. Tan & Waheed (2011:10) cite Tang, Luna-Arocas, Sutarso & Tang (2004) who state that pay satisfaction plays an important role to job satisfaction, which ultimately leads to higher productivity. Employees are motivated to realise more from their specific job tasks and are fully engaged to perform at optimum levels only when they are satisfied with their remuneration. Individuals who are not satisfied with their pay and benefits will not perform as well as someone who is satisfied with their remuneration (Lunenburg, 2011). Money is a key factor that drives job satisfaction, people need money to exist and the salary reflects the status and hierarchical position of the employee within the organisation (Pandža, Đeri, Galamboš & Galamboš, 2015).

2.3.3 Career Development Opportunities

The development of an individual's skills and knowledge that is directly related to their job function or career path should be a priority to an organisation because an employee's development can lead to innovation and productivity (Onimole & Mni,

2015). Work performance is compromised when an employee is performing enriched jobs without the necessary traits, skills, knowledge and competencies for that particular job function, therefore, the lack of job development results in the lack of job satisfaction (Johari, Yean, Yahya & Adnan, 2015).

2.3.4 Career Advancement Opportunities

Career advancement has a polarising effect on job satisfaction, which in turn brings about prestige, responsibility and self-determination for employees (Hajdukova, Klementova & Klementova, 2015). The greater the level of opportunities for employees to gain promotion within a company, the greater the employee commits to the organisation, thus, human capital turnover is low within that particular company (Nguyen & College, 2015).

2.3.5 Job Security

Lower levels of job satisfaction is one of the consequences of uncertainty among employees within an organisation, 'what the future holds' is an immense psychological stress factor for employees (Chris, Evaristus, Aderotimi & Samuel, 2016). When job security is perceived to be compromised by employees, then the likelihood of job satisfaction among employees decreases (Raziq & Maulabakhsh, 2015). Jadoo, Aljunid, Dastan, Tawfeeq, Mustafa, Ganasegeran & AlDubai (2015) argue that there is a correlation between job satisfaction and job security of an individual. Therefore, to ignore this relationship would be disadvantageous to organisational performance due to the absence of understanding the drivers of job satisfaction.

2.3.6 Management Recognition of Employee Job Performance

Motivating factors such as recognition plays a pivotal role in creating job satisfaction and work achievement among employees (Asegid, Belachew & Yimam, 2014). Xanthopoulou, Bakker, Demerouti & Schaufeli (2012) argue that there are significant empirical studies that prove that the propensity of exposure to positive emotions transcends into accomplishments in everyday life. The actions of managers and supervisors, such as recognising work achievements of employees,

can equate to job satisfaction. The recognition of subordinate achievement by supervisors can enrich the degree of employee job satisfaction (Khan, Nawaz, Aleem & Hamed, 2012).

2.3.7 Leadership of Immediate Superior

Hamidifar (2010) argues that active leadership styles are strongly linked to job satisfaction. A positive correlation exists with job satisfaction relative to procedural, distributive and interactional justice that are observed by employees (Sušanjan & Jakopec, 2012).

A study performed by Kebede & Demeke (2017) found that leadership behaviour prejudiced the satisfaction of the case study participants. They further state that subordinates are satisfied with their jobs when their leaders are aware of the organisational climate and the leaders are able to inspire and engage with their employees.

2.4 Motivational theories associated with Job Satisfaction

Job satisfaction and the theories of motivation are related, therefore, the characteristics of motivation that are linked to job satisfaction have to be highlighted by defining and comparing the different theories of motivation, which in turn will enhance the collective understanding of job satisfaction (Parker, 2014).

2.4.1 Maslow's Hierarchy of Needs Model

Abraham Maslow pioneered the relationship between the concept of 'happy individuals' and their psychological 'well-being', he developed the hierarchy of needs model to better describe how individuals can reach their full potential or unseen possibilities through resourcefulness, self-sufficiency, spontaneity and a vibrant understanding of one's desires and aspirations (Tripat & Moakumla, 2018). The lack of fulfilment of the five needs as per Maslow's hierarchy of needs theory increases job dissatisfaction, but intrinsically motivated individuals are more satisfied with their jobs, thus, organisational loyalty is high among these individuals (Linz, 2003). Figure 2.1 illustrates Maslow's hierarchy of needs, which includes the

five specific categories with the related examples and the introduction of 'Mount Maslow'.

Category of Need	Specific Examples	Mount Maslow
Self-Actualization	<ul style="list-style-type: none"> • Self-expression • Personal growth • Autonomy • Spontaneity • Veridical self-assessment 	
Esteem	<ul style="list-style-type: none"> • Self-esteem • Self-respect • Sense of mastery • Prestige • Respect from others 	
Belonging and Love	<ul style="list-style-type: none"> • Love others • Be loved by others • Trust others • Sexual intimacy • Belong to a group 	
Safety	<ul style="list-style-type: none"> • Economic safety • Control • Predictability • Psychological safety • Physical safety 	
Physiological	<ul style="list-style-type: none"> • Hunger • Thirst • Warmth • Sleep • Respiration 	

Figure 2.1: Maslow's Hierarchy of Needs Model

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

Maslow's hierarchy of needs are arranged in ascending order. Tripat and Moakumla (2018) define and expand on the five categories of the needs as follows:

- Physiological needs- hunger, thirst, warmth, sleep, air and other physiological needs are the most basic needs that are required for an individual to survive, therefore these needs resonate the strongest among individuals.
- Safety needs- protection from the elements, stability of the law, security, and living without fear are the second order of needs. Individuals seek security (physical and emotional) in times of disaster and turmoil in society.
- Love and belongingness needs - friendship, trust, intimacy and acceptance are the third order of needs. People require the sense of belonging to a group, in order to be loved and accepted in order to escape isolation.

- Esteem needs - achievement, prestige, mastery, self-respect, independence and dominance are the fourth order of needs. These needs are realised when people achieve a sense of value, self-worth and to be highly regarded by others.
- Self-Actualisation needs - realising personal potential, self-fulfilment, personal growth and development are the fifth order of needs. The fifth order of needs will unlock an individual's full potential, therefore, that individual will achieve self-actualisation by uncommon characteristics such as honesty, objectivity, creativity, originality and independence.

Figure 2.1 is depicted as 'Mount Maslow', rather than a triangle because oxygen levels decrease with altitude therefore an individual can easily achieve the lower altitude needs such as physiological and security needs, but require further resources to ascend the mountain to reach the apex of 'self-actualisation' (Finkel et al., 2014). Kiruja, (2013) elaborates further by stating that individuals must have their lower level needs realised before the upper level of needs are met, a well-paid individual who is living and working in a safe environment will be motivated to take on increased job responsibilities and difficult work assignments. A study performed by Tay & Diener (2011) highlighted the following criticism of Maslow's theory of needs:

- People sometimes tend to fulfil "psychosocial" needs before meeting the lower order needs as proposed by Maslow because the most basic needs are influenced by an individual's society.
- The lack of needs may not result in high negative feelings, but the fulfilment of needs can reduce negative feelings.

Bouzenita & Boulanouar (2016) state the following shortcomings of Maslow's theory of needs:

- Maslow's study was not performed on diversified backgrounds of Americans and his theory lacked empirical evidence.

- The hierarchy of needs model is not applicable to people who reside in other parts of the world. Psychologist Edwin C. Nevis stated that the hierarchy of needs for different cultures are classified on individualism-collectivism and ego-social dimensions.

2.4.2 McClelland's Theory of Needs

David McClelland suggested that employees are motivated when the need of power, affiliation, achievement are realised (Schlett & Ziegler, 2014). McClelland constructed his theory on the foundation of Maslow's theory of needs, proposing that all individuals have three motivational drivers that are dissimilar, but influences an individual's desire and productivity on work related tasks (Lăzăroiu, 2015).

Royle & Hall (2012) differentiated and elaborated the three dimensions of McClelland's theory of needs as follows:

- Achievement needs - describe the needs that are driven by an individual's desire to succeed and thrive in their work environment, referenced against an established set of standards. A person with high achievement needs dislike to succeed or fail by unknown factors, but rather by personally identified sources. A person who has a high need of achievement tends to be inspired to 'take on' challenging tasks and jobs that require high levels of performance. Similarly, individuals with high achievement needs pursue regular feedback while on the path of task completion.
- Power needs – describe the needs that are fuelled by the ability to influence other people in order for them to behave in a manner that is suited to the expectations of oneself. A person with high power needs tends to perform in decidedly competitive environments and status-driven situations. The need to influence others by utilising methods that are within their realm of control is defined as the personal power need; this type of the power need is largely seen as an undesirable type of power. Furthering the goals of an organisation by directing the efforts of others can be described as the need for institutional power.

- Affiliation needs – describe the needs of individuals to form close, friendly relationships with others in an environment that will enable these interactions. Those with strong affiliation needs pursue team activities that regard interdependence and corporation with team members as necessary factors. Individuals with high affiliation needs are able to lead others in desirable directions. Figure 2.2 illustrates the summarised results from McClelland’s study, which depicts the three dimensions of McClelland’s theory of needs.

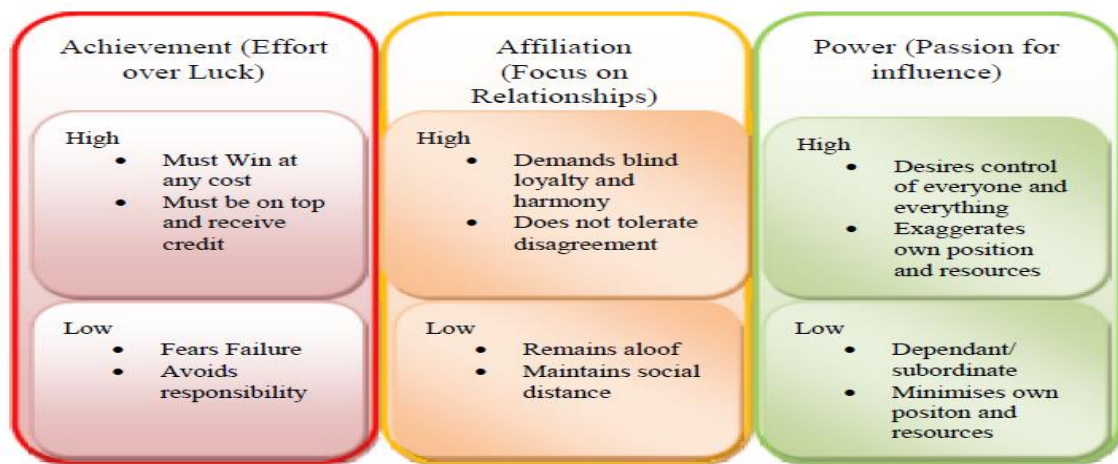


Figure 2.2: McClelland’s High-Low Theory of Needs

Adapted from Schlett & Ziegler (2014:78)

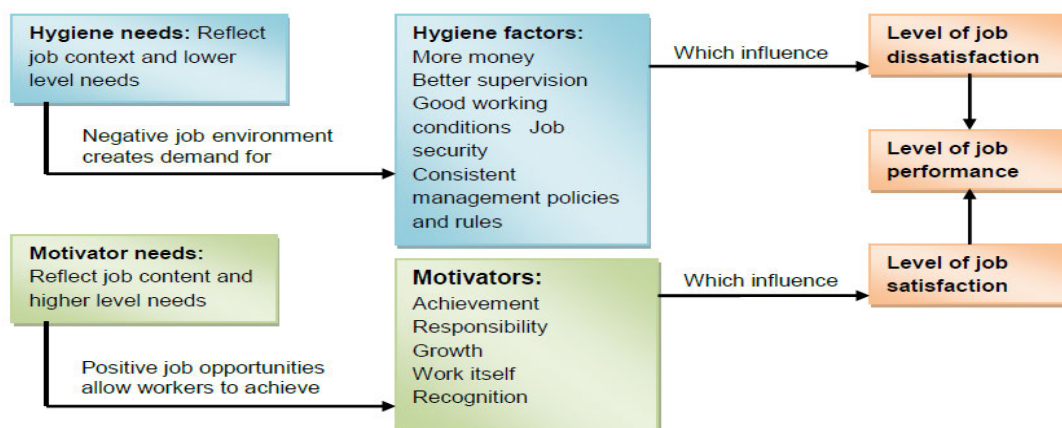
2.4.3 Herzberg’s Two Factor Theory

Frederick Herzberg was a psychologist who performed a motivational study on 200 engineers and accountants across nine different companies in the United States of America in 1959. Through this survey, he developed the motivational-hygiene theory which is also known as the two factor theory (Tan & Waheed, 2011). The participants of study were tasked to define the working conditions which promoted satisfaction or dissatisfaction in their specific jobs.

According to Chu & Kuo (2015), the findings from Herzberg’s study indicated that the job characteristics were associated with what an individual does and to the

inherent features of the work a person accomplishes. The Herzberg two factor theory states that job dissatisfaction is driven by hygiene factors, while job satisfaction is driven by motivation factors (Asegid, Belachew & Yimam, 2014). Intrinsic factors that are built in the job itself, such as achievement, responsibility, growth, work itself and recognition, are measured as motivators, while extrinsic factors such as more money, better supervision, good working conditions, job security and consistent management protocols, are measured as hygiene factors in the work environment (Teck-Hong & Waheed, 2011). Figure 2.3 illustrates Herzberg's theory and the facets that are associated with the level of job satisfaction and job dissatisfaction.

Herzberg's study concluded that the converse of job satisfaction is not job dissatisfaction, but no job satisfaction, while the opposite of job dissatisfaction is not job satisfaction, but no job dissatisfaction (Smerek & Peterson, 2007).



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Figure 2.3: Herzberg's Two Factor Theory

Adapted from Grobler, Warnich, Carrell, Elbert & Hatfield (2011:240)

Herzberg's two factor theory has been given a fair deal of attention and criticism over the years by researchers and academics. Valid questions were raised regarding Herzberg's methodology, as well as the ambiguous relationship of satisfaction and motivation (Grobler et al., 2011). The research performed by Michaelson (2005) found no evidence that employees who found satisfaction with both motivator and hygiene factors are high performers, nor with employees who

are dissatisfied with both factors to be poor performers. Ozguner & Ozguner (2014) state that Maslow's and Herzberg's theories are very similar, whereby Herzberg's motivation factors are associated with Maslow's esteem and self-actualisation needs, while Herzberg's hygiene factors are associated with Maslow's physiological needs, safety and social needs. Malik & Naeem (2013) further argue that not all factors of motivation can be considered as motivators, but are in fact hygiene factors, and not all hygiene factors will lead to dissatisfaction, but are actually motivators.

2.4.4 Alderfer's Existence, Relatedness and Growth Theory

Alderfer's Existence, Relatedness and Growth Theory is strongly associated with Maslow's Hierarchy of Needs Theory; however, there is a distinction between the two theories, whereby, Alderfer identifies that when one need is exasperated, individuals tend to focus on the other needs (Grobler et al., 2011). Alderfer's Existence, Relatedness and Growth Theory proposes a new perspective in relation to Maslow's Hierarchy of Needs Theory, by investigating the five needs suggested by Maslow and condensing the five needs into three needs (Chennamaneni & Teng, 2012).

Mackay (2011) defined the needs of Alderfer's ERG theory as follows:

- Existence needs – physiology and safety needs which are associated with Maslow's first two tiers.
- Relatedness needs – social and external esteem needs which are associated with Maslow's third and fourth tiers.
- Growth needs – internal self-esteem and self-actualisation needs which are associated with Maslow's fourth and fifth tiers.

Figure 2.4 illustrates Alderfer's ERG theory and the three components related to the three needs.

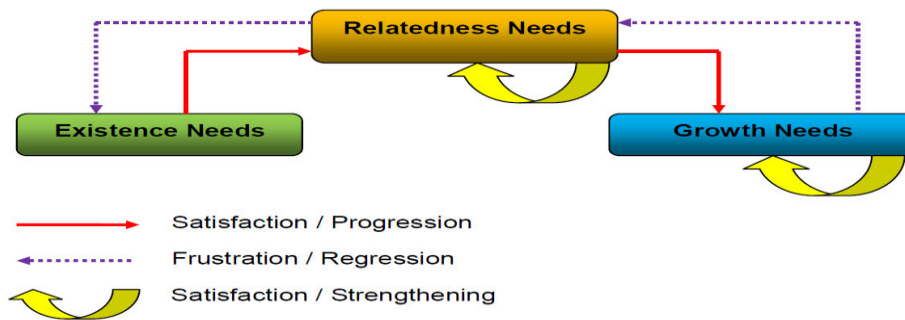


Figure 2.4: Adlerfer’s Existence, Relatedness and Growth Theory

Adapted from Mackay (2011;64)

Alderfer’s theory states that there was a continuum of needs, rather than a hierarchy of needs (Maslow’s theory of needs). Alderfer further states that the progression of needs do not follow an ascending order as proposed by Maslow, but rather the needs can occur concurrently and will transform during an individual’s lifecycle (Efere, 2005).

According to Caulton (2012), when an individual is frustrated with a higher order needs, then that individual will attempt to fulfil a lower order need in an overstated manner. Existence, Relatedness and Growth Theory states that job satisfaction is the viewpoint of an employee’s personal understanding and emotion towards the level of job satisfaction on job-related facets, managers should focus their subordinates’ attention to fulfil lower order needs when the higher order needs of the employees are frustrated (Efere, 2005).

2.4.5 Vroom’s Expectancy Theory

Victor Vroom’s developed the Expectancy Theory of Motivation in which he postulated that an individual tends to act in a certain way when there is a strong dependence on the individual’s expectation and yearning of a given outcome (Lăzăroiu, 2015). Lăzăroiu (2015) further states that Vroom’s theory makes the assumption that an employee will consider performing a specified job task, in accordance with the expectation of a reward or recognition for high levels of performance when completing the specified job task at hand. Figure 2.5 illustrates

the three key determinants of Vroom's theory, which are expectancy, instrumentality and outcomes.



Figure 2.5: Vroom's Expectancy Theory

Adapted from Jones & George (2011:403)

Hitt, Miller & Colella (2015) noted that Vroom's Expectancy theory is based on three components that are presented below:

- Expectancy – is centred on an individual's insight on how likely a particular exertion can produce an anticipated outcome.
- Instrumentality – is centred on an individual's insight on how likely a particular exertion can result in a desired reward.
- Outcomes/Valence – refers to the significance which an individual places on an ensuing reward.

Nasri & Charfeddine (2012) emphasised that the Expectancy theory is based on the EVI (expectancy, instrumentality and valence) model of motivation. Lunenburg (2011) illuminates the effect that the multiplication factor has on the motivational force equation as follows:

- In order for motivation to be high, all three factors are required to be high.
- When any of the three factors equates to zero, then the overall motivation is zero.
- Expectancy theory model succeeds in motivating individuals by transforming one or all the determinants viz a viz. expectancy,

instrumentality and valence. Figure 2.6 illustrates the equation that Vroom proposed for his Expectancy theory for motivation.

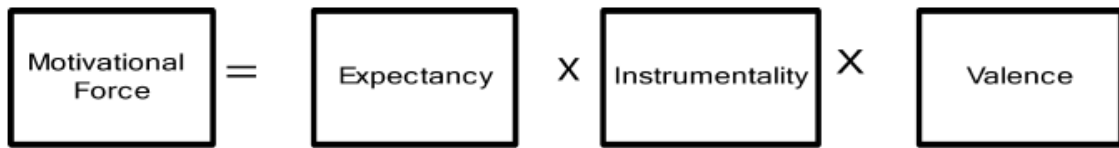


Figure 2.6: Vroom’s Expectancy Theory Equation

Adapted from Lee (2007:790)

2.4.6 Adam’s Equity Theory

The Equity Theory was developed by psychologist J.S Adams and it is an aspect of motivational theory which examines how people aim for equality and impartiality in a societal system (Kreitner & Kinicki, 2010). Equity theory is a concept which implies that employees are performing their job tasks alongside each other and are not functioning in a void; individuals link their observed efforts to the rewards gained against other individual’s efforts and rewards in the organisation (Nawaz, 2011). Woods & West (2010) concur by stating that employees are not only concerned about the remuneration and rewards that they receive, but also with the remuneration and rewards of their colleagues. Figure 2.7 represents the Adam’s equity equation viz. equality, inequality due to under-reward and inequality due to over-reward.

$\frac{\text{Outcomes Self}}{\text{Inputs Self}} = \frac{\text{Outcomes Others}}{\text{Inputs Others}}$	Equity
$\frac{\text{Outcomes Self}}{\text{Inputs Self}} < \frac{\text{Outcomes Others}}{\text{Inputs Others}}$	Inequality due to Under-reward
$\frac{\text{Outcomes Self}}{\text{Inputs Self}} > \frac{\text{Outcomes Others}}{\text{Inputs Others}}$	Inequality due to Over-reward

Figure 2.7: Adam’s Equity Equation

Adapted from Woods & West (2010:160)

Kreitner & Kinicki (2010) state that there are two primary facets that play a role in the employee-employer transaction and these are inputs and outcomes. According to Woods & West (2010), employee inputs, for which an employee expects a fair-minded yield, include several facets such as ingenuity, personality characteristics, expertise, age, job position, competency, personal appearance and effort spent. Woods & West (2010) further explain that the outcomes side of Adam's equity equation relate to the employers' contributions to employees, such as pay, bonuses, advancement, recognition, prominence symbols, fringe benefits, job security and stimulating work tasks.

Equity theory postulates that when an individual compares their input to output ratio to that of their relevant peers, and when the ratio of both colleagues are equal, then those employees will experience job satisfaction, which will result in them maintaining this ratio of inputs and outputs, or raise their inputs to achieve higher levels of outputs (Nawaz, 2011). Furthermore, when employees tend to feel inequality within the work environment, employee tension escalates because an emotion of guilt for over-reward and an emotion of anger for under-reward exists (Woods & West, 2010).

The following behaviours are utilised by employees in order to discuss perceived inequity at the work place (Robbins & Judge, 2013):

- By altering their personal inputs and outputs Full segregation of themselves from the situation
- By changing the person whom they are compared against by conceding that while they do not perform at a high level as John, but they perform at a higher level than Peter
- Exhibiting a particular behaviour to facilitate change in the inputs and outputs of others
- By changing the inputs and outputs of both contingents

Managers are required to have a good understanding of what "fairness" means to their subordinates, in order to create equity in the work place (Hitt, et al., 2015).

The Equity theory in practice is a difficult tool to utilise for equity propagation in the work place, due to the fact that the manager's perception can overestimate or underestimate inputs and outputs of their subordinates (Kreitner & Kinicki, 2010). Transparency with regards to inputs and outputs for the different jobs is a key determinant that transcends equality amongst employees at the work place, the lack of transparency will lead to employees becoming dissatisfied, demotivated and resentful (Aik, 2015).

2.4.7 McGregor's Theory X and Y

Theory X and Y was developed by Douglas McGregor whereby he proposed two distinct views of human beings which are fundamentally models of employee motivation (Cunningham, 2011). The subjective aspect of a manager's decision process is important in determining their style of operation and behaviour in the work place (Gürbüz, Şahin & Köksal, 2014). Managers who exhibit Theory X assumptions believe that all employees are required to be constantly supervised and closely monitored because they are naturally lazy and they will find excuses to circumvent work whenever conceivable (Fisher, 2009). Theory Y is the total opposite of Theory X and according to Aina (2014), managers who display Theory Y suppositions believe that employees do not dislike work, they have personal independence and display an inclination to perform their job. Managers who adopt Theory X have an authoritarian management methodology which is applied towards their subordinates. These managers will likely utilise the reward and punishment approach to motivate staff performance (Mohamed & Nor, 2013).

Efere (2005) states that Theory X managers will have a dictator and discourteous management approach, which can contribute to job dissatisfaction amongst their employees, because the employee's underperformance will have negative consequences. Managers who behave according to the Theory X model prefer a hierarchical reporting structure and introduce rules to facilitate compliance (Mohamed & Nor, 2013). Figure 2.8 illuminates the differences between Theory X and Theory Y.

Theory Y promotes managers to have positive insights towards their employees by creating an environment that is not restricted by the organisational bureaucratic

policies and procedures (Aina, 2014). Aina (2014) further states that innovation and high performance transcends amongst the employees through the power of autonomy.

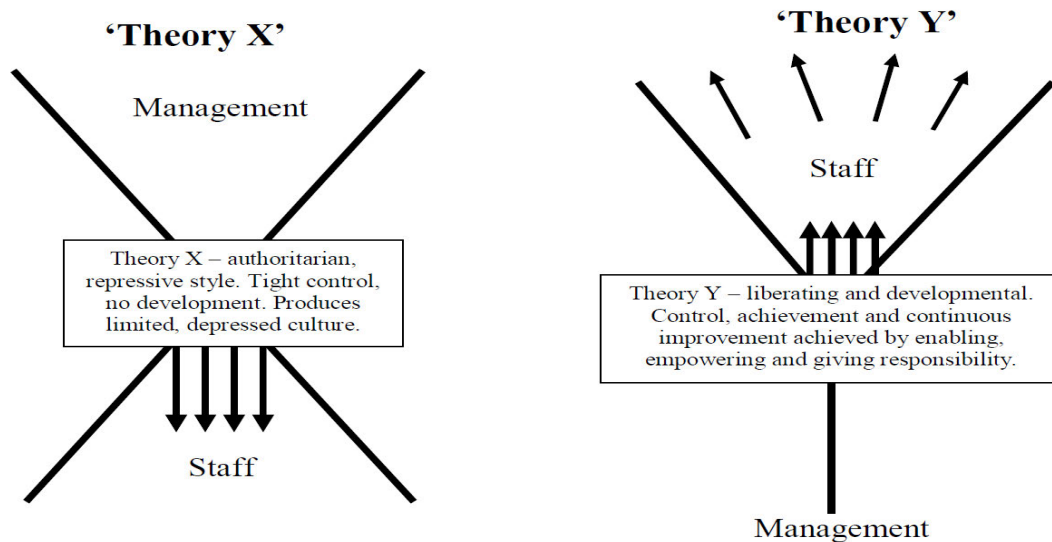


Figure 2.8: Theory X versus Theory Y

Adapted from Kayode (2013:2)

Theory Y managers create a trusting working environment that allows for creativity and growth to blossom among the employees (Fisher, 2009). Eferu (2005) declares that although Theory Y is preferred over Theory X, employees cannot be given full responsibility, there has to be some form of control or supervision. Theory Y places emphasis on the dynamic and harmonising relationship between the supervisor and the employee and regards employees as “human beings” who are working in an environment which adds value to the organisation (Sahin, 2012). Sahin (2012) criticises McGregor’s Theory X and Theory Y by stating that the theory is too simplistic and underdeveloped, and it did not consider the impact of the environmental factors.

2.5 Job Characteristic Model

The Job Characteristic Model was established by J. Richard Hackman and Greg Oldman. The model categorises any job into five fundamental extents namely skill variety, task identity, task significance, autonomy and feedback (Robbins & Judge, 2013). The model can be utilised to diagnose an existing job and evaluates the job

variation effects on motivation, satisfaction and productivity of an individual (Batchelor, Lawlor & Burch, 2014).

According to Cummings & Worley (2014), the five core dimensions of the Job Characteristic Model are affected by three critical psychological conditions which include experienced meaningfulness of the work, experienced responsibility for outcomes of the work and knowledge of the actual results of the work functions. These psychological states promote personal and work products which will include high internal work motivation, high growth satisfaction, high job satisfaction and high productivity (Cummings & Worley, 2014).

All three psychological states have to be experienced by an employee in order to achieve an appropriate outcome, when one of these states are not present, then the level of motivation and satisfaction is reduced (Mukul, 2013). Figure 2.9 illustrates the model that was proposed by Hackman and Oldman.

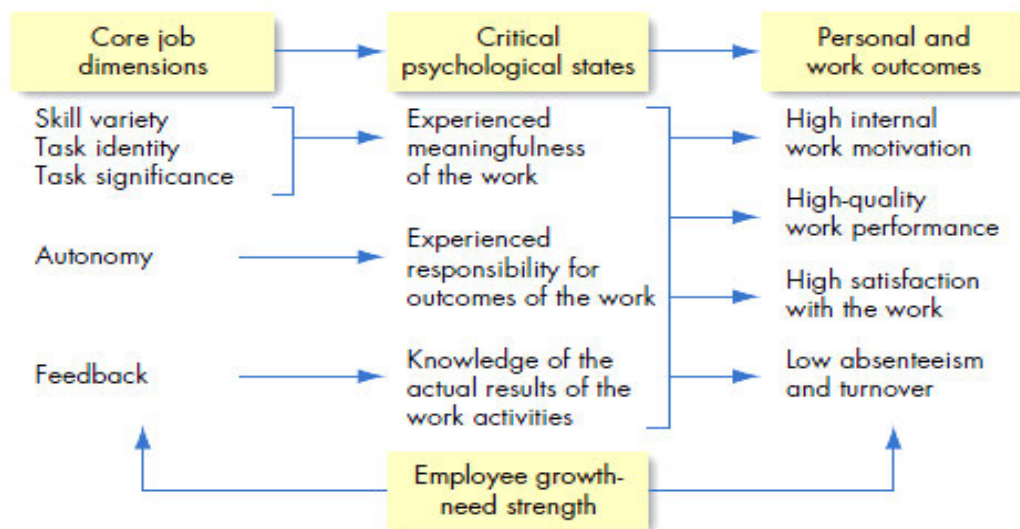


Figure 2.9: Hackman and Oldman’s Job Characteristic Model

Adapted from Robbins & Judge (2013:270)

2.5.1 Skills Variety

Skills variety is characterised as the degree to which an employee is required to apply a variety of skills in order to perform or accomplish different tasks (Morris & Venkatesh, 2010). There are different approaches that can facilitate job variety at the work place and these are job rotation, job enlargement and job enrichment (Grobler et al., 2011). Job rotation is defined as the rotation or distribution of staff from one specialised task to another, the inclusion of different related tasks with varying levels of difficulty can be described as job enlargement and job enrichment can be defined as the ability to re-design the task so that the employee can find the task stimulating or challenging (Kreitner & Kinicki, 2010). Skills variety has a positive impact on job satisfaction, whereby the employees are engaged through their job activities (Morris & Venkatesh, 2010).

2.5.2 Task Identity

Task identity can be described as the full completion of a distinguishable portion of a job task i.e. performing a job task from beginning to end with a visible outcome (Kanten, 2014). Casey (2009) defines job identity as the degree to which a job requires an identifiable piece of work from the stages of inception to the stages of completion. This can be achieved by evaluating a particular job in the context of skills needed and resources required hence, an appropriate individual can be allocated to that particular job (Grobler et al., 2011). Grobler et al. (2011) further emphasise the importance of the task identity being meaningful to an employee in order for that individual to achieve a desired outcome for an identifiable piece of work.

2.5.3 Task Significance

Task significance can be defined as the degree to which a job has a significant effect on the lives and work of people in their immediate organisation, or from their external environment (Suman & Srivastava, 2009). The smallest contribution of an employee's energies towards an identifiable job can be pivotal when the individual is educated about the role that their contribution has on the organisation and society as a whole (Fan Wuhan, 2014). According to Bontis, Richards & Serenko

(2011), task significance heightens discernments of challenge within the boundaries of an individual's job or tasks, thereby having a constructive influence on self-actualisation, whilst simultaneously creating the opportunity for recognition. The presence of this core job dimension in relation to an individual's job or tasks, leads to a significant improvement in job satisfaction (Bontis, Richards & Serenko, 2011).

2.5.4 Autonomy

Autonomy is defined as the level of freedom and independence that an individual receives whilst performing an identifiable job or task from start to finish (Morris & Venkatesh, 2010). Piccolo, Greenbaum, Den Hartog & Folger (2012) elaborate further by stating that autonomy is the degree to which a job provides substantial discretion, whereby an employee can implement planning, procedures and fulfil the work requirement or tasks. Autonomy can encourage individuals to attempt new methods, learn from their errors and improve their abilities to perform the tasks or job at hand (Morris & Venkatesh, 2010).

Since the onus is upon the individual to plan and implement the most suitable and effective approach to fulfil the job requirement, therefore, productivity is enhanced through the proliferation of motivation and job satisfaction (Johari, Yean, Yahya & Adnan 2015). According to Bontis, Richards & Serenko (2011), the ability to provide enhanced autonomy will result in greater job satisfaction, whereby the individual perceives that the desired outcomes was achieved through his control of the task, rather than from any external modes of control.

2.5.5 Job Feedback

The degree to which an employee receives precise and unblemished information pertaining to the identifiable job is defined as job feedback. Transparent communication ensures that individuals are aware of the effectiveness of their performance (Kreitner & Kinicki, 2010). Feedback can be either positive or negative, thus allowing employees to continuously improve on their performance through self-implementing the necessary alterations required for the job (Onimole & Mni, 2015). Katsikea, Theodosiou, Perdakis & Kehagias (2011) state that a high

degree of job feedback warrants employees to achieve their goals by being fully aware of the outcomes of their job activities, thus improving productivity and job satisfaction.

2.6 Definition of Productivity

Productivity can be defined as the measurement of effectiveness and efficiency within an organisation in relation to inputs and outputs of work activities of the organisation. Productivity can be introduced as the 'attitude of the mind', whereby the need for continuous improvement is applied throughout the organisation (Roghianian, Rasli & Gheysari, 2012). Charles, Danforth & Veitch (2004) state that organisational productivity is the comparison of an organisation's outputs (products and services) and inputs (costs associated with running the business), therefore, the core function of a business is to reduce input costs in order to maximise output revenue.

2.7 Facets of Productivity

Efficiency and effectiveness in productivity are achieved with skilled employees who are adequately equipped and who are performing their job tasks in a safe working environment (Mella & Gazzola, 2013). In order to stimulate better performance from employees, factors such as elevation of workers, improved training, effective open communication and a healthy working environment, amongst others, should be the main concern of managers (Anyim, Chidi & Badejo, 2012). The facets of productivity will be further discussed below.

2.7.1 Job Resources

Job resources are assumed to stimulate a motivational process whereby an employee's perception of job resources contribute in accomplishing a work task (Crawford, LePine & Rich, 2010). Productivity is largely determined by the attention that is given to ensuring that employees have the correct resources to perform their tasks (Jaskiewicz & Tulenko, 2012). According to Schaufeli & Bakker (2004), job resources refer to the physical, psychological and organisational characteristics of a job that are functional in realising work objectives.

Crawford, LePine & Rich (2010) further state that when there is a lack of job resources, or when job resources are threatened, the resulting consequence is employee burn out over a period of time. Job resources can either play an intrinsic motivational role because it fosters employee growth, learning and development, or it may play an extrinsic motivational role in achieving labour productivity (Schaufeli & Bakker, 2004).

2.7.2 Working Independently

Preenen, Vergee, Kraan & Dhondt (2017) define working independence or job autonomy as the freedom and objectivity for an employee to determine and schedule the work task that will facilitate the best outcome. There are lower rates of absenteeism and worker turnover when employees have a higher degree of independence when performing their task. According to the research performed by Holman, Frenkel, Sorensen & Wood (2009), organisations that allow greater job autonomy will achieve higher labour productivity as a consequence of lower job quite rates and staff turnover.

2.7.3 Levels of Training

The competency levels and knowledge of employees in an organisation are critical contributors to job performance and continuous improvement in the current environment of global competition (Elnaga & Imran, 2013). Job training and educational programs enable organisational commitment, thus contributing to labour productivity (Hanaysha, 2016).

The strategic doctrines of training should incorporate meaningful inputs for employees, based on applicable theories that will contribute to efficiency and effectiveness of the job task (Diab & Ajlouni, 2015). The skills and knowledge that an employee gains from training programs promote the opportunity for professional development and labour productivity (Hanaysha, 2016).

2.7.4 Input and Ideas

When an organisation ensures that worker input and ideas are valued, it can achieve higher levels of productivity (Strumwasser & Virkstis, 2015). According to

White (2017), employees are better equipped to perform their tasks when an employer engages in open communication (listens to inputs and ideas) from their employees. Human performance is directly related to employee productivity and in order to attain human performance, managers should consider the ideas and inputs of their employees when aiming to complete a job task (Ugoani, 2016).

2.7.5 Relationship with co-workers

A good working relationship with colleagues is a motivation factor that positively affects organisational performance from a labour perspective (Ghoddousi & Poorafshar, 2015). The workers stressed the significance of co-worker relationships with regards to their performance as per the study performed by Ghoddousi & Poorafshar (2015). The productivity of employees increases when there is a positive relationship with their co-workers, lower productivity workers are much more responsive when there is a positive relationship within the working team (Afridi, Dhillon and Sharma, 2015).

2.7.6 Relationship with Line Managers

Managers who are generally connected to their subordinates through a positive relationship can manage a team that achieves higher productivity (Afridi, Dhillon & Sharma, 2015). Syverson (2011) advocate that managers are conductors of an input orchestra and just like a poor conductor of an orchestra can lead to cacophony; a bad manager can lead to disputatious production operations. Syverson (2011) further states that in order to obtain higher levels of performance; it is paramount that managers utilise their time effectively, such as incentivising employees and creating a positive environment for communication.

2.7.7 Safe Working Environment

Productivity drives economic growth and profit and when an organisation creates or promotes a safe working environment that is related to productivity; the organisation will achieve a competitive advantage called throughput (Lamm, Massey & Perry, 2007). Boles, Pelletier & Lynch (2004) propose that enlightened employers, together with trade unions, should strive for healthier and safer working

environments, whereby resulting in an increase in productivity, more job satisfaction and favourable profitability.

2.7.8 Job Satisfaction and Productivity

Organisational behaviour research considers the examination or search for the association between job satisfaction and job performance as the ultimate goal for organisational behaviour (Zelenski, Murphy & Jenkins, 2008). Academics have been studying the relationship between job satisfaction and productivity for many years and the relationship between the two is paramount in understanding how an individual's levels of job satisfaction affects productivity (Giacopelli, Simpsonm, Dakak, Randolph & Holland, 2013). Job satisfaction escalates productivity by conveying high quality motivation through amassed working capabilities at the time of application (Bhatti & Qureshi, 2007).

According to Zelenski, Murphy & Jenkins (2008), the prevailing theme that was presented in these studies is the conviction that an employee who is happier or more satisfied with their jobs will also be high performers for those jobs. An earlier quantitative statistical analysis of job satisfaction and job performance undertaken by Vroom in 1964 reported a median correlation of 0.14, while a later study performed by Iffaldano and Muchinsky in 1985 found a mean corrected correlation of 0.17 (Hira & Waqas, 2012). The meta-analyses performed over the years yielded inconsistent or weak findings; all of these studies do suggest some positive relationship between job satisfaction and productivity, but the extent of this relationship is debated or argued by academics (Zelenski, Murphy & Jenkins, 2008).

2.8 Conclusion

It was found that work itself, remuneration and benefits, career development opportunities, career advancement opportunities, job security, management recognition of employee job performance and leadership of immediate superior were facets of job satisfaction. This was further reinforced by exploring the theories of motivation in order to better understand job satisfaction. By reviewing the job characteristic model it was determined that the job resources, working independently, levels of staff training, inputs and ideas, relationship of co-workers,

relationship of the line manager and safe working environment were the facets of staff productivity. The literature review of academic studies have indicated that there is some positive relationship between job satisfaction and staff productivity

2.9 Summary

This chapter explored the different theories that are associated with job satisfaction that was developed by credible researchers over the generations. The definition of job satisfaction and productivity was also examined, and the facets of job satisfaction and productivity were highlighted. The theories of job satisfaction and the facets of productivity were compared, weighed and discussed in reasonable detail, with the resolution of determining the positive outcomes of job satisfaction and productivity. In the current business environment, human capital is a necessary investment that polarises the financial sustainability of the organisation from a global context. The relationship between job satisfaction and productivity was also explored in the literature review. The next chapter demonstrates the research methodology that was adopted for the present study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The previous chapter explored the literature that was pertinent to this study by providing a framework to the various themes and theories of job satisfaction and productivity. The emphasis of this chapter is on the research methodology employed in the study and the systematic approach undertaken to ensure that the research results were of a high standard.

The first part of the chapter reviews the research viewpoints and models that focus on the choice of methodology. The chapter proceeds with the research model, and research approach employed in the study. The latter part of the chapter is devoted to reporting the data collection techniques and the systematic approach taken to ensure that consistent and valid results were produced from the study. The final section of the chapter elaborates the approach taken in the study to prevent or eliminate any latent bias of the outcomes.

3.2 Research Philosophy

A post positivist model was adopted under the creation of this study. Creswell, (2014) defines the post positivist worldview of research as the scientific method of determining a causative justification of a subject that requires research. Creswell (2014) further states that the assumptions that arise from a post positivist approach to research holds true more for quantitative research rather than qualitative research. The quantitative approach to research is valuable in realising the driving factors that impact on the outcomes, the examination of intervention or to unearth the ideal forecaster of outcomes (Saunders, Lewis & Thornhill, 2016). This approach to research is appropriate when a researcher intends to preserve an objective standpoint on the researched topic (Sekaran & Bougie, 2014). The design of the positivist approach to research makes it the most appropriate for this

study, as it intended to investigate the impact of job satisfaction on staff productivity amongst the staff of a chemical manufacturer located in South Africa. A researcher can associate the theory through a literature review of the relevant subject matter and the analysis of the collated data can either lead to the acceptance or rejection of the theory reviewed.

3.3 Research Design

The aim of this study was to evaluate the impact of job satisfaction on staff productivity amongst the staff of a leading chemical manufacturer. The quantitative approach was employed to answer the research questions. Identifying critical issues, gathering relevant information, analysing data are crucial attributes in simplifying decision making in an organisation (Sekaran & Bougie, 2014).

3.4 Research Approach

The research approach could yield the practice of a quantitative or a qualitative study. Thus both methods of research were assessed for the suitability and to warrant that this study returns high calibre outcomes. Saunders, Lewis & Thornhill (2016) elaborate that qualitative study is founded on interpretive viewpoints from emerging questions and procedures. Academics who engage in interpretive study support the interpretation of research that prides an inductive style, focus on individual style, focus on individual importance and the significance of rendering the intricacy of the circumstances (Sekaran & Bougie, 2014). A qualitative study is categorised by emerging methods, open ended questions, interview data and intends to classify themes and patterns (Crestwell, 2014).

On the other hand, quantitative research utilises an approach whereby objective theory is examined or confirmed by the relationship among the variables through statistical techniques and is typically carried out using experimental or survey devices. For this reason, the quantitative research design was adopted for this study because the intent of the study was to examine the impact of job satisfaction on staff productivity amongst the staff of a local chemical manufacturer, the two variables being researched warranted this approach. In addition, this research approach accommodates a constrained time frame and the large number of participants that was surveyed for the study.

3.5 The Case study

A research case study involves a design of inquiry that results in the evaluation of one or more individuals through a program, activity, process or event that is time bound (Crestwell, 2014).

The research was performed in Hammarsdale, KwaZulu-Natal, in South Africa. The case for this study was the staff of Scott Bader, a leading multinational manufacturer of polyester resins and speciality polymers. Scott Bader South Africa has the second largest share of the polyester resin market and the strategic intent of the business is to increase market share in this sector, within South Africa. The socio-political influences in South Africa affect the economy adversely, thus creating an economy that is in a technical recession. Scott Bader has not experienced significant growth within their market over the years, allegedly due to staff turnover, lower staff productivity and economic complexities. In the last five years, the main competitor of Scott Bader South Africa was consolidating and increasing market share through improved productivity methods and acquisitions. There is a strategic gap within Scott Bader South Africa, with regards to staff retention and staff productivity and the organisation can address this gap by investigating the impact of job satisfaction on staff productivity.

3.6 The Target Population and sampling

All the staff of Scott Bader South Africa was included in the target population. Scott Bader South Africa has 82 employees. The population size is small enough, therefore, the entire population formed part of the sample size for this study. The target population included all the staff from the hierarchical levels within the organisation viz. senior managers, line managers and subordinates. Various departments within the organisation such as production, laboratory, technical services, site services, supply chain, human resources, finance and sales, were included in the target population. A census approach was adopted for the study whereby every employee from all the departments was surveyed for this study.

3.7 The Research Instrument

This research was performed by utilising a survey method. The survey method

allows for a quantitative or numeric depiction of trends, attitudes, or opinions of the target population by researching a sample of the target population (Crestwell, 2014). The collection of consistent data from a large sample size is an attribute of the survey method, which entails the ability of collecting and analysing data easily (Saunders, Lewis & Thornhill, 2016). A survey was created by utilising the “Microsoft Word” software. The intent of the research was summarised to each of the research participants through a discussion. Possibly the only issue with this form of survey administration is the bias that can occur due to the interaction of the research administrator with the participants (Sekaran & Bougie, 2014). However, this bias was mitigated by the fact that the staff trusted that their participation would be kept anonymous, therefore, the participants were at ease and relaxed when completing the research instrument.

3.7.1 The Research Instrument Design

The research instrument was in the form of a questionnaire and the questions were designed on the basis of the literature review performed in Chapter Two. The questionnaire consisted of the following sections:

- Section A: Questions 1 to 5. This part of the questionnaire related to the demographic information of the respondents, viz a viz. gender, age, race department and qualification.
- Section B: Questions 6 to 14. This section of the questionnaire pertained to the facets that influence job satisfaction.
- Section C: Questions 15 to 22. This section of questionnaire pertained to the facets that influence staff productivity.

The questionnaire was designed by using the 5-point Likert Scale for this research study. A Likert Scale is utilised to identify how strongly a respondent agrees or disagrees to a particular question or statement (Sekaran & Bougie, 2014). The 22 questions that encapsulated the themes of job satisfaction and staff productivity were developed in order to facilitate the participants to follow the survey easily and also to optimise the time spent on the survey by the participants.

The tendency of the participants to avoid extreme responses by selecting an average response which results in less variation is known as central tendency. A 3-point Likert scale will permit respondents of the study to choose average or middle options, thus increasing the error of central tendency bias. The central tendency bias risk can be mitigated by using the 7-point Likert Scale, but by having too many selections in the questionnaire decreases the concentration ability of the participants. The 5-point Likert Scale offers the best of both worlds, whereby the risk of central tendency bias and participation concentration is sensible. The 5-point Likert Scale had five possible answers that were weighted from 1 to 5, hence the mean was 3 for all possible answers. When the response fell below the mean of 3, this implied that the respondent had a negative association to that particular question. A response that resulted above the mean of 3 implied that there was a positive association to that particular question. The responses on the 5-point Likert Scale were weighted as follows:

Table 3.1 Survey response categories and weighting using the Likert Scale

Answer	Weighting
Strongly disagree	1
Disagree	2
Neutral	3
Agree	4
Strongly agree	5

The weighting of the responses facilitated easier statistical analysis. The informed consent letter was first handed to all the participants to indicate their disposition to participate in the survey. Once informed consent was acknowledged by verifying the consent form, the participants were then given the questionnaire for the research study by the administrator.

3.8 Data Collection

The questionnaire was physically circulated by the research administrator to all the research participants. A register was compiled to record the date the questionnaire was issued and the date the completed questionnaire was received from all the

participants from the relevant departments within the organisation. For the intention of this study, a survey was performed on the participants. The survey was administered by hand to all the participants because the majority of the participants did not have access to e-mail. Since the survey was administered personally by the researcher, this approach also offered an advantage by reducing the time frame for the completion of the survey. The added advantage of the personal administration of the surveys also facilitated the clarification of the questions when there was uncertainty prompted by the participant. The current level of job satisfaction and staff productivity amongst the staff of a leading chemical manufacturer in South Africa was described by the outcomes of the survey. Participants were requested to answer the questions consecutively viz. starting with question 1 and ending with question 22. This methodology prevented respondents from progressing to the next page of questionnaire unless they responded to all the questions on the present page.

The time frame for data collection was anticipated to be two weeks, but this period was exceeded by a week due to the non-availability of staff from the sales and production departments. The flipside of extending the data collection period also allowed for more completed questionnaires to be collected. 82 staff members consented to participate in the current study, but only 80 responded by completing the questionnaire. The research questionnaire was developed to be completed within 15 minutes, therefore there were insignificant disruptions of the day to day operations of the organisation and the participants did not lose interest while completing the questionnaire. Since the research administrator had an excellent rapport with the majority of the target population, this facilitated a high response rate from the target population. All the completed questionnaires were collected from the participants and the survey register was updated. The results of the survey were collated on the "Microsoft Excel" software for analysis.

3.9 Data Analysis

The data were collated and plugged into a "Microsoft Excel" spreadsheet for further analysis. There was no need to further clean the data because the research survey had no outliers or incomplete data and the questionnaire was developed in such a manner that it was compulsory for the participants to provide

an answer to every question. All the participants of this study provided completed questionnaires and the collated and categorised data from the “Microsoft Excel” spreadsheet was analysed using the Statistical package for Social Sciences computer software.

The data analysis was performed by exporting the “Microsoft Excel” spreadsheet to the Statistical package for Social Sciences software. The data was analysed by utilising the Statistical package for Social Sciences software. Descriptive statistics was used to summarise the information obtained from the target population of the study, which comprised of frequency distribution, measures of central tendency and measures of dispersion. In this study, the mean values were calculated for each question and they were used as a measure of central tendency to determine or make inferences about the general perception of that particular question.

The succeeding phase of the data analysis was to define the relationship between the various concepts of the study and also the relationships between the demographics and the research themes. The standard deviation was utilised as measure of dispersion in this study and a Pearson’s Correlation Analysis was performed to determine the strength and direction of the relationship between the facets of job satisfaction and the overall level of jobs satisfaction. Similarly, a Pearson’s Correlation Analysis was performed to determine the relationship between the facets of staff productivity and the overall level of staff productivity. P-values that were less than 0.05 were considered to be statistically significant. A Multiple Regression Analysis was applied to illustrate how each independent variable (facets of job satisfaction) collectively impacted on the dependent variable (overall staff productivity).

3.10 Validity

Validity in quantitative research refers to the extent that one can pull meaningful and worthwhile interpretations from responses on particular research instruments (Crestwell, 2014). It is imperative for the study to be measured valid when the research instrument and the adopted research methodology enrich the researched themes. In order for researchers to produce high quality results, the researchers must ensure that the study is valid. There are a few types of validity tests that are

used to test the goodness of measures and the validity tests can be categorised under 3 broad headings as follows (Sekaran & Bougie, 2014):

- ❖ Content Validity is the “function of how well the dimension and elements of a concept have been delineated.”
- ❖ Criterion-related Validity is “established when the measure differentiates individuals on a criterion it is expected to predict”
- ❖ Construct Validity “testifies to how well the results obtained from the use of the measure fit the theories around which the test is designed.”

The research instrument was designed and adapted from previous research that was considered to be valid and reliable, thus, content validity was achieved in the current study. Criterion-related validity was achieved by designing the current research questionnaire through the use of the Likert Scale, which allowed the results to reveal the thoughts, feelings and emotions of the research participants in relation to the impact of job satisfaction on staff productivity. Construct validity was realised by developing the themes of the research questionnaire, as well as by utilising the findings from the literature review performed from the previous chapter.

3.11 Reliability

According to Sekaran & Bougie (2014), reliability in research can be defined as the consistency and stability of the research instrument. The ability of the questionnaire to replicate results under different conditions refers to research reliability (Saunders, Lewis & Thornhill, 2016). This takes into account the elucidation of the outcomes of the research and also the various circumstances that the research instrument was implemented. To obtain good reliability, the questions must be administered over a set period and there must be internal consistency of the research. In the current study, the technique used to examine the reliability was internal consistency, which associates the answers of questions in the survey to all other questions in that survey. The Cronbach’s Alpha Test was implored to examine the internal consistency of the questions in the current study. According to the Cronbach Alpha’s Test for internal consistency, a score above

0.7 for the Cronbach Alpha Test indicates a good strength of association, thus, the results are highly reliable. The questionnaire for the current study yielded a Cronbach Alpha Value of 0.888 which was considered to be tolerable. The Cronbach Alpha Value that was produced for the current study emphasises that the research is repeatable, therefore, the study is reliable

3.12 Elimination of Bias

3.12.1 Researcher Bias

Quantitative research is predominantly susceptible to researcher bias. A researcher who is prejudiced could unintentionally solicit the incorrect questions pertaining to the research topic, thereby resulting in a disparity between the research objectives and the research results (Sekaran & Bougie, 2014). The research topic should be examined and explored by the research instrument from an extensive approach by the researcher. Researcher bias was mitigated in this study, due to the fact that the questions in the current study were adapted from preceding published research.

3.12.2 Selection Sampling Bias

When the incorrect sampling methodology is utilised by the researcher, then selection sampling bias can occur. The option of a sample that is not a rational portrayal of the population is a consequence of selection sampling bias (Sekaran & Bougie, 2014). The probability that selection sampling can occur is high when the researcher consciously includes certain categories of participants due to their perceived knowledge of the research topic, while omitting other groups of participants who are not familiar with the research topic. By discounting these groups from the research, the outcomes of the study are likely to be distorted. Selection sampling bias was completely eradicated because the entire population was chosen for the current research study.

3.12.3 Response Bias

Creswell (2014) defines response bias as the effect of non-responses on the

survey outcomes. It also implies that if the non-respondents of the study had responded, then the general results would have changed substantially for the study. In this study, there were only 2 non-respondents, therefore from a population size of 82, this would not have a significant effect on the research outcomes. The participants were informed that their participation in this research will be kept highly confidential therefore this factor could have mitigated the response bias by limiting the number of non-respondents to a trivial extent.

3.13 Ethical Consideration

The initial step that ensured that the study was performed in an ethical way was to obtain permission from the Managing Director of Scott Bader South Africa for the current study. Once permission was granted, the next step was to apply for ethical clearance (Appendix 3) from the University of KwaZulu-Natal through a formal process. The ethical clearance process is a vital element of research because it ensures that the research participants and the research methodology are treated in an ethical manner. The participants of the study were all guaranteed that their contribution was voluntary and confidential, and this was acknowledged by the participants by signing an informed consent letter (Appendix 2). The informed consent letter was issued to all the staff at Scott Bader South Africa. Once the participants read and accepted the invitation to participate in the study, the researcher handed over the research questionnaire to the participants.

3.14 Summary

This chapter provided a detailed methodological framework that the study followed, as well as the justification of the chosen methodology. The following issues were described in depth: the target population, the research instrument, issues of validity and reliability of the questionnaire, as well as the ethical considerations. The next chapter is a presentation of the data attained from the questionnaires. The chapter illustrates the results of statistical analysis performed on the data by utilising the Statistical package for the Social Sciences software and the data analysis techniques implored to fulfil the research objectives.

CHAPTER FOUR

PRESENTATION OF RESULTS

4.1 Introduction

This chapter presents the responses that were attained from the questionnaire which was handed to the participants of the research study. The goal of research instrument was to obtain demographical data as well as information on the levels of job satisfaction and levels of staff productivity from the target population located at Scott Bader South Africa. Descriptive statistics in the form of pie charts and graphs are used to illustrate the demographical profile, the facets that influence job satisfaction and staff productivity. The measures of central tendency and dispersion were computed for the job satisfaction facets, staff productivity facets, the overall level of job satisfaction and the overall level of staff productivity. The following inferential statistics were conducted for the study:

- A reliability analysis was performed on the research instrument (Cronbach's Alpha Test).
- A multiple regression analysis was conducted to determine the impact of job satisfaction on staff productivity.
- A Pearson's Correlation Analysis was carried out to describe the relationship between job satisfaction and staff productivity.

4.2 Descriptive Statistics

The three sections of the research instrument were analysed using descriptive statistics and are presented in the form of pie and bar charts.

4.2.1 Demographical Profile

Questions 1-5 pertained to the demographical profile of the research respondents. The demographical profile was categorised into factors such as gender, age, race, department and qualification. Below is a presentation of the findings.

4.2.1.1 Gender

The gender of the respondents is illustrated in Figure 4.1.

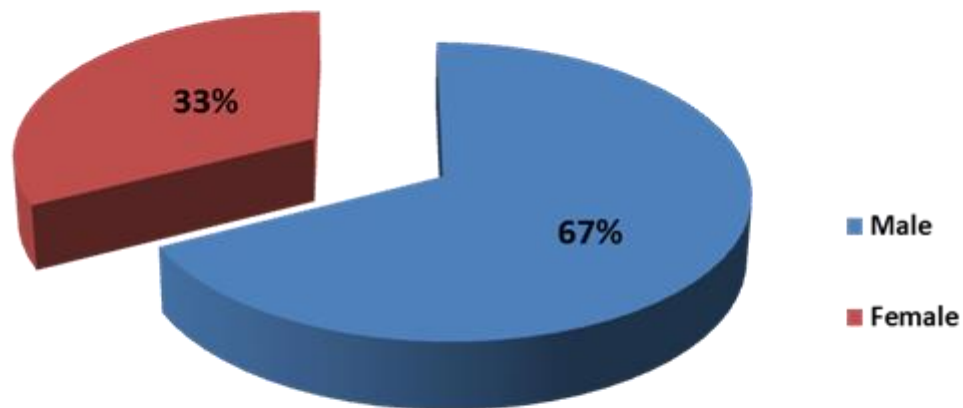


Figure 4.1: Participants' gender

Figure 4.1 illustrates that 67 % of the respondents were male, while 33% of the respondents were female.

4.2.1.2 Age

Figure 4.2 depicts the age group of the respondents.

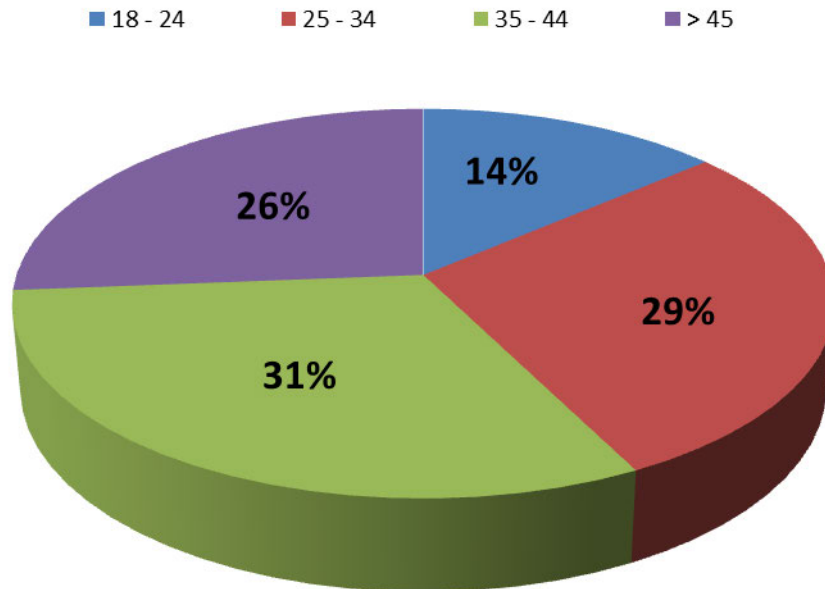


Figure 4.2: Participants' age groups

Figure 4.2 illustrates the age groups of the respondents. 14 % of the respondents were between the 18-24 years age category, 26 % was between the > 45 years age category, 29 % was between the 25-34 age categories and 31 % was between the 35-44 age categories.

4.2.1.3 Race

Figure 4.3 represents the racial component of the respondents.

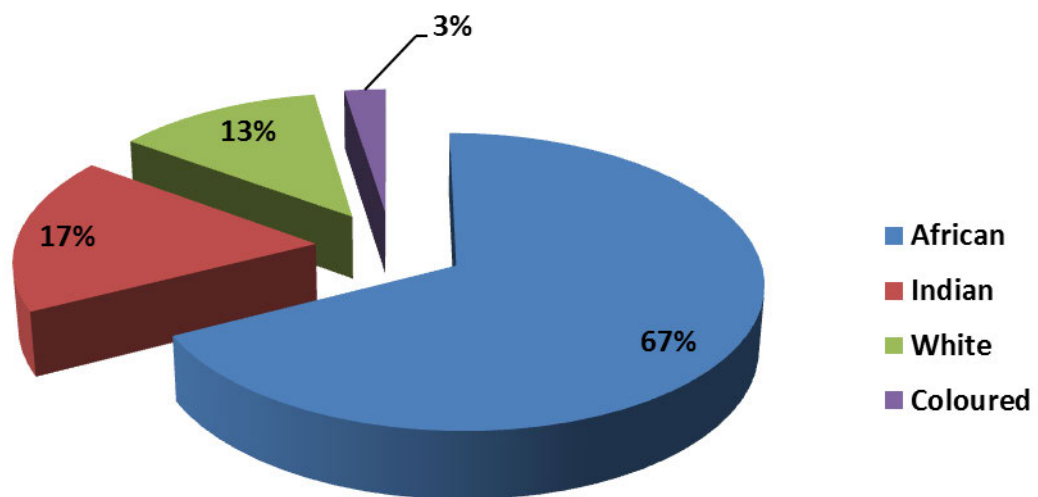


Figure 4.3: Participants' racial component

The racial demographics of the respondents are illustrated in Figure 4.3 and it is distributed as 67 % African, 17 % Indian, 13 % White and 3 % Coloured. Africans were the majority while Coloureds were the minority of the participants.

4.2.1.4 Department

The departments that the respondents worked in are depicted in Figure 4.4.

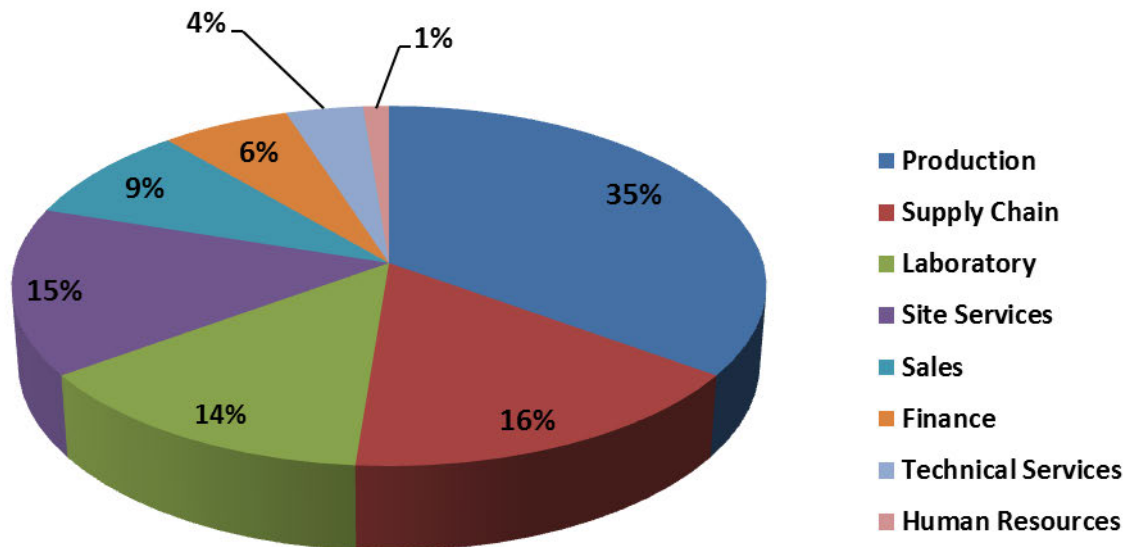


Figure 4.4: Departments in which the participants worked

Figure 4.4 represents the departments in which the individual respondents belonged. the majority of the participants were from the Production section which scored 35 % of the respondents, 16 % were from the Supply Chain, 15 % were from the Site Services, 14 % were from the Laboratory, 9 % were from the Sales, 6 % were from the Finance, 4 % were from the Technical Services and 1 % were from the Human resources.

4.2.1.5 Qualification

The qualifications of the research respondents are represented in Figure 4.5.

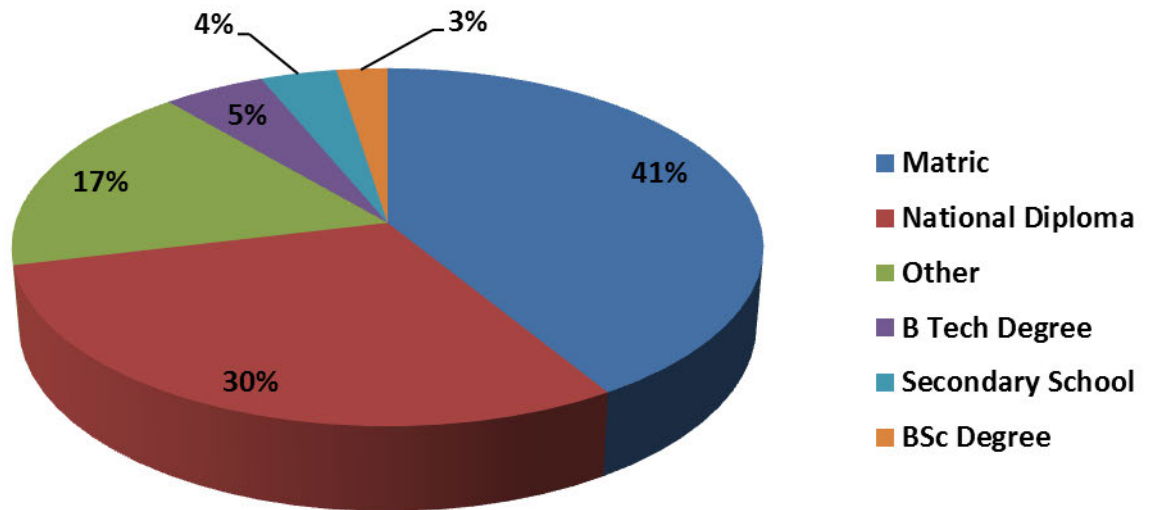


Figure 4.5: Participants' qualifications

The different levels of qualifications of the participants are illustrated in Figure 4.5, with 41 % of the respondents being holders of a Matric certificate and these were the majority, 30 % had a Diploma, 17 % held other qualifications, 5 % were B Tech Degree graduates, 4 % had a Secondary School qualification and 3 % were BSc Degree graduates (minority).

4.3 Facets of Job Satisfaction

Question 7-14 yielded responses for the facets that influence job satisfaction. The different themes that influence job satisfaction are explored through these questions.

4.3.1 Remuneration

Figure 4.6 represents the views of the respondents with regards to their salary or wage packages which they received from the organisation.

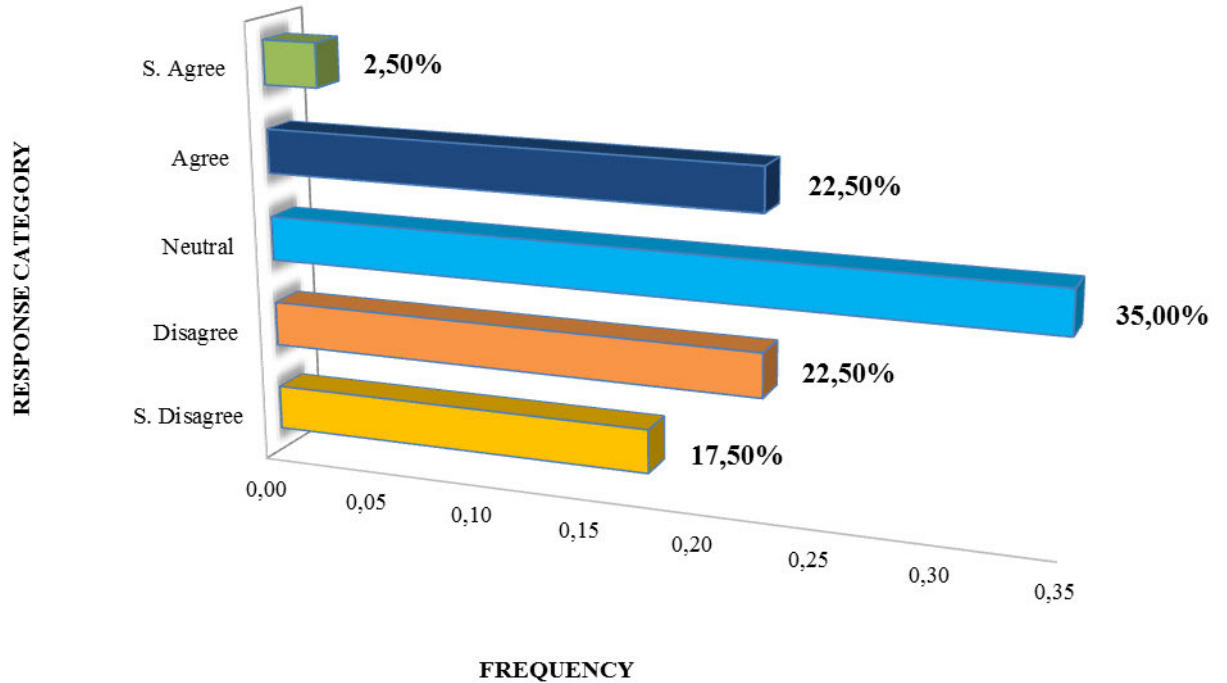


Figure 4.6: I am satisfied with my salary or wages

Figure 4.6 focuses on the opinions of the respondents, with regards to satisfaction with salary or wage package. 35 % of the respondents was undecided on whether they were satisfied with their salary or wage package, 22.5 % agreed, 22.5 % disagreed, 17.5 % strongly disagreed and 2.5 % strongly agreed.

4.3.2 Benefits

The perception of the respondents towards the benefits that they received from the organisation is reflected in Figure 4.7.

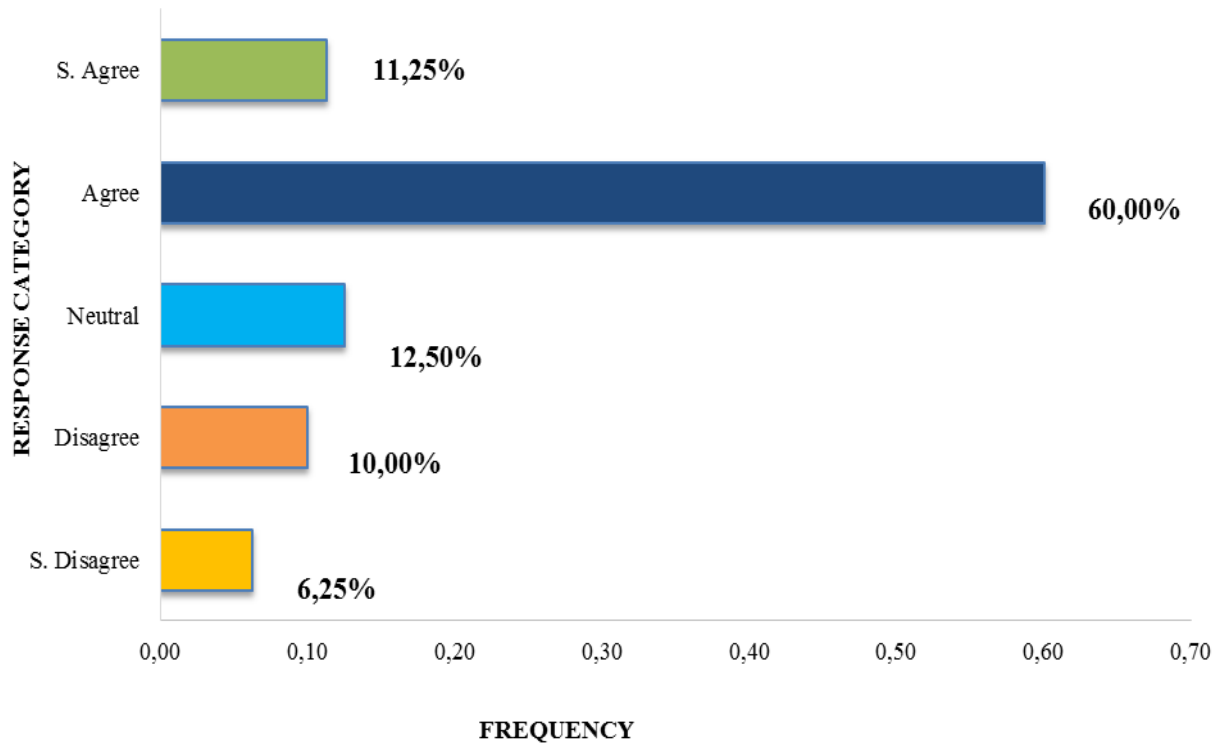


Figure 4.7: I am satisfied with the benefits that I receive from Scott Bader

Figure 4.7 depicts the sentiments of the respondents towards the benefits that they received from the organisation. The majority of the respondents agreed (60 %) that they were satisfied with benefits which they received, 12.5 % was undecided or neutral, 11.25 % strongly agreed, 10 % disagreed and 6.25 % strongly disagreed.

4.3.3 Level of Training

Figure 4.8 represents the respondents' views on the training and development that they received from the organisation.

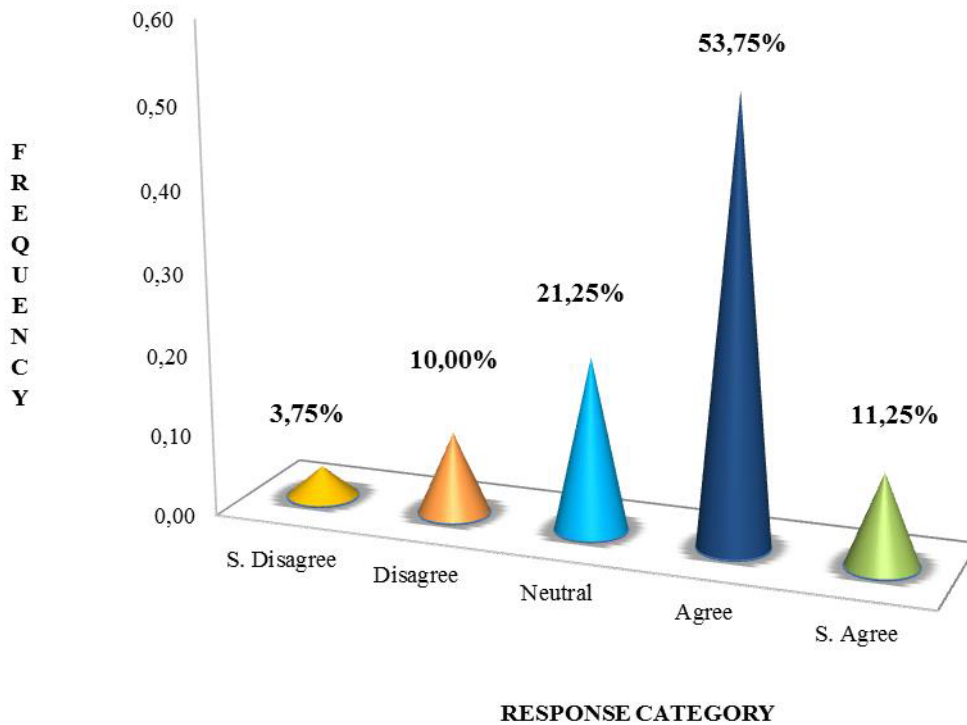


Figure 4.8: I am satisfied with my training and development

The response that sought the views of the respondents with regards to their training and development is illustrated in Figure 4.8. The majority of the respondents agreed (53.75 %) that they were satisfied with their training and development, 21.25 % was undecided, 11.25 % strongly agreed, 10 % disagreed and 3.75 % strongly disagreed.

4.3.4 Career Advancement

The respondents' perceptions towards the career advancement prospects available to them are represented in Figure 4.9.

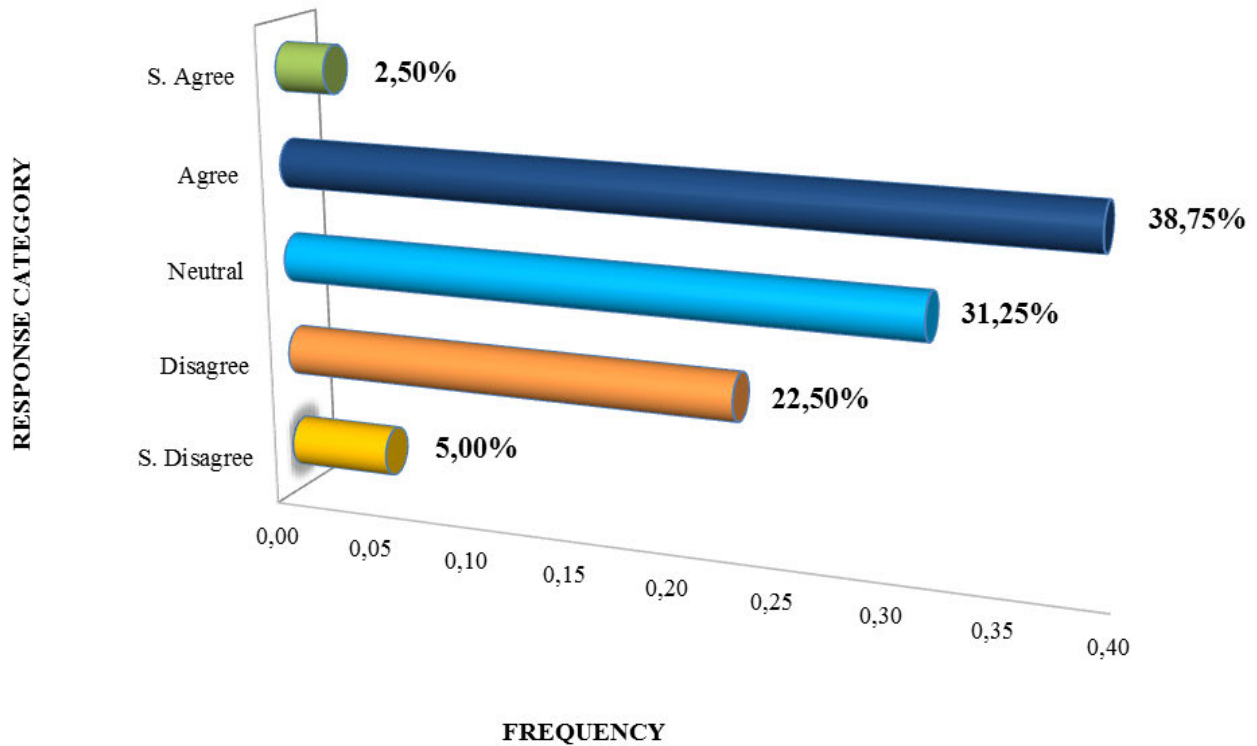


Figure 4.9: I am satisfied with the career advancement opportunities that are available to me

The respondents' opinions on the career advancement prospects that were available to them are expressed in Figure 4.9. A majority of 38.75 % agreed that there were career advancement prospects available to them, 31.25 % remained undecided, 22.5 % disagreed, 5 % strongly disagreed and 2.5 % strongly agreed.

4.3.6 Job Security

Figure 4.10 shows the respondents' views on the overall job security that they experienced at the organisation.

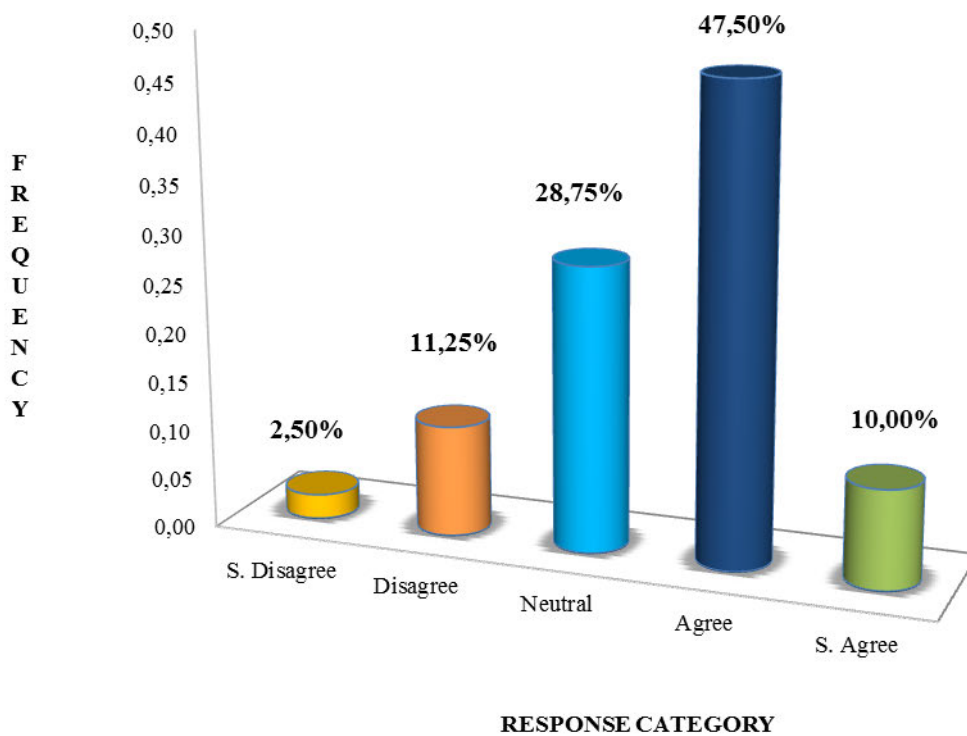


Figure 4.10: I am satisfied with the overall Job Security

Figure 4.10 above revealed that the majority of 47.5 % of the respondents agreed that they were satisfied with their overall job security, while 28.75 % was undecided, 11.25 % disagreed, 10 % strongly agreed and 2.5 % strongly disagreed.

4.3.7 Recognition

Figure 4.11 showed the views that the respondents had towards the recognition that they received when they performed well at their given tasks.

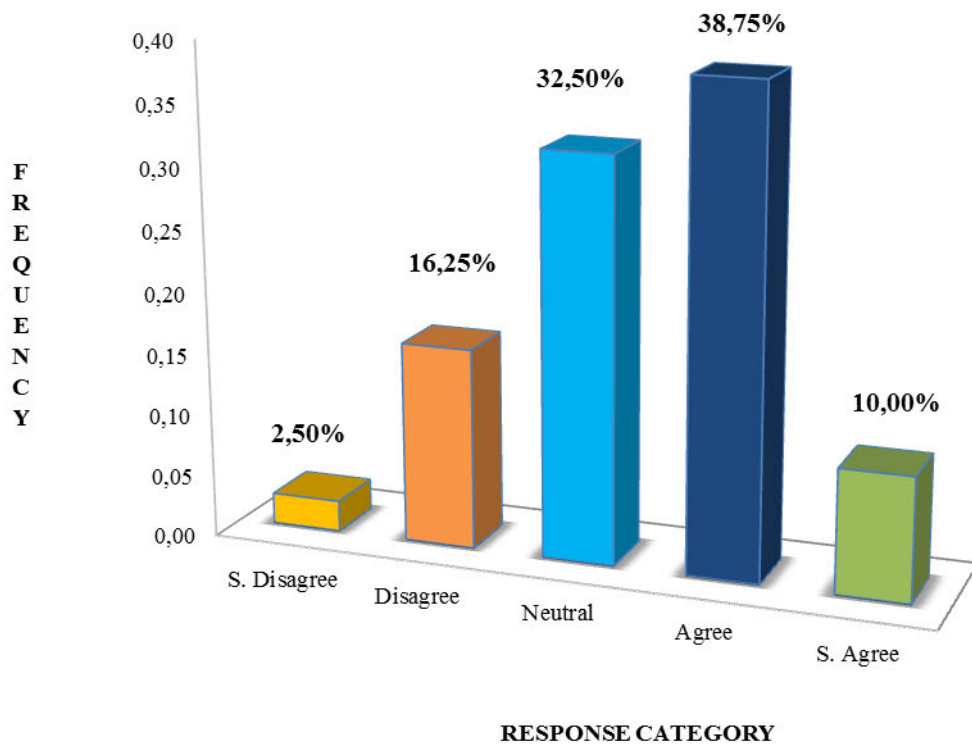


Figure 4.11: I am satisfied with the recognition that I receive for good performance

Figure 4.11 highlights that the majority of 38.75 % agreed that they were satisfied with the recognition that they received, 32.5 % was undecided or unsure, 16.75% disagreed, 10 % strongly agreed and 2.5 % strongly disagreed.

4.3.8 Leadership of Line Manager

Figure 4.12 illustrates the perceptions of the respondents towards the leadership of their Line Managers.

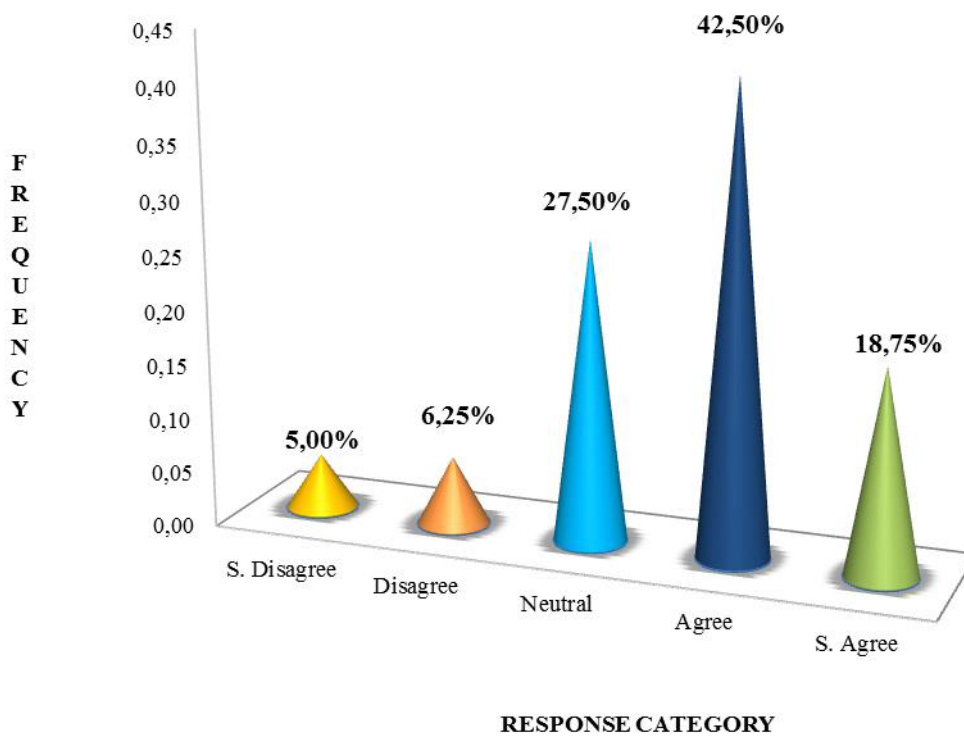


Figure 4.12: I am satisfied with my Line Manager's leadership

The majority of 42.5 % agreed that they were satisfied with the leadership of their Line Managers, while 27.5 % was undecided, 18.75 % strongly agreed, 6.25 % disagreed and 5 % strongly disagreed.

4.3.9 Work itself

Figure 4.13 reveals the perceptions of the respondents towards the work that they performed, whether it is meaningful, interesting and challenging?

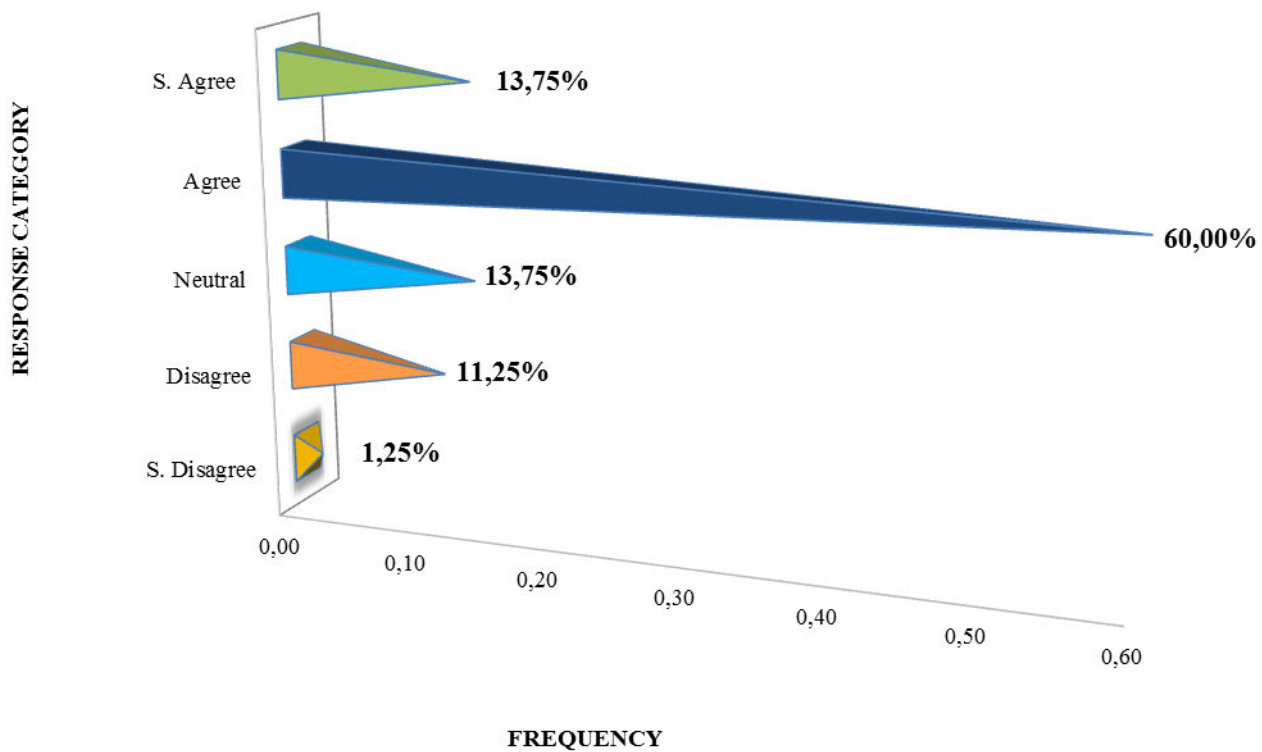


Figure 4.13: Do you find your work meaningful, interesting and challenging?

From the above, a majority of 60 % of the respondents agreed that the work they performed was meaningful, interesting and challenging, while 13.75 % was undecided, 13.75 % strongly agreed, 11.25 % disagreed and 1.25 % strongly disagreed.

4.4 Facets of Staff Productivity

The feedback from the respondents, regarding the facets influencing staff productivity was sought through Questions 15-21. The themes of the questions revolved around the different facets that influenced staff productivity.

4.4.1 Resources

Figure 4.14 represents the opinions of the respondents, with regards to the correct resources that they have to achieve their targets and objectives.

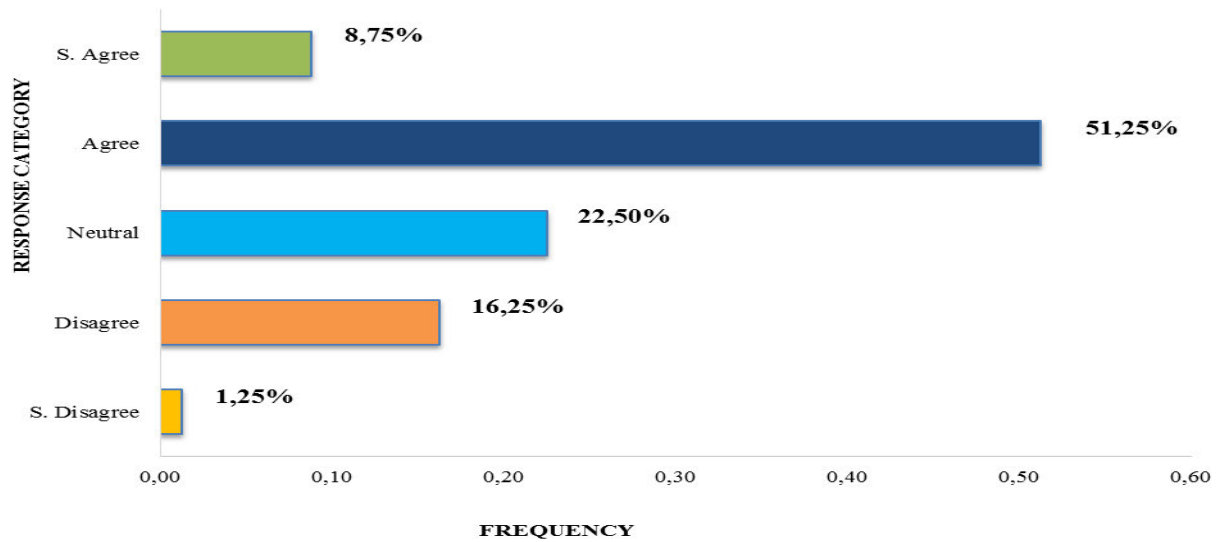


Figure 4.14: I have the correct resources to achieve my targets and objectives

In Figure 4.14, a majority of 51.25 % agreed that they had the correct resources to achieve their targets and objectives, while 22.5 % was undecided, 16.25 % disagreed, 8.75 % strongly agreed and 1.25 % strongly disagreed.

4.4.2 Work Independently

Figure 4.15 represents the respondents' views on their ability to work independently to achieve their targets and objectives.

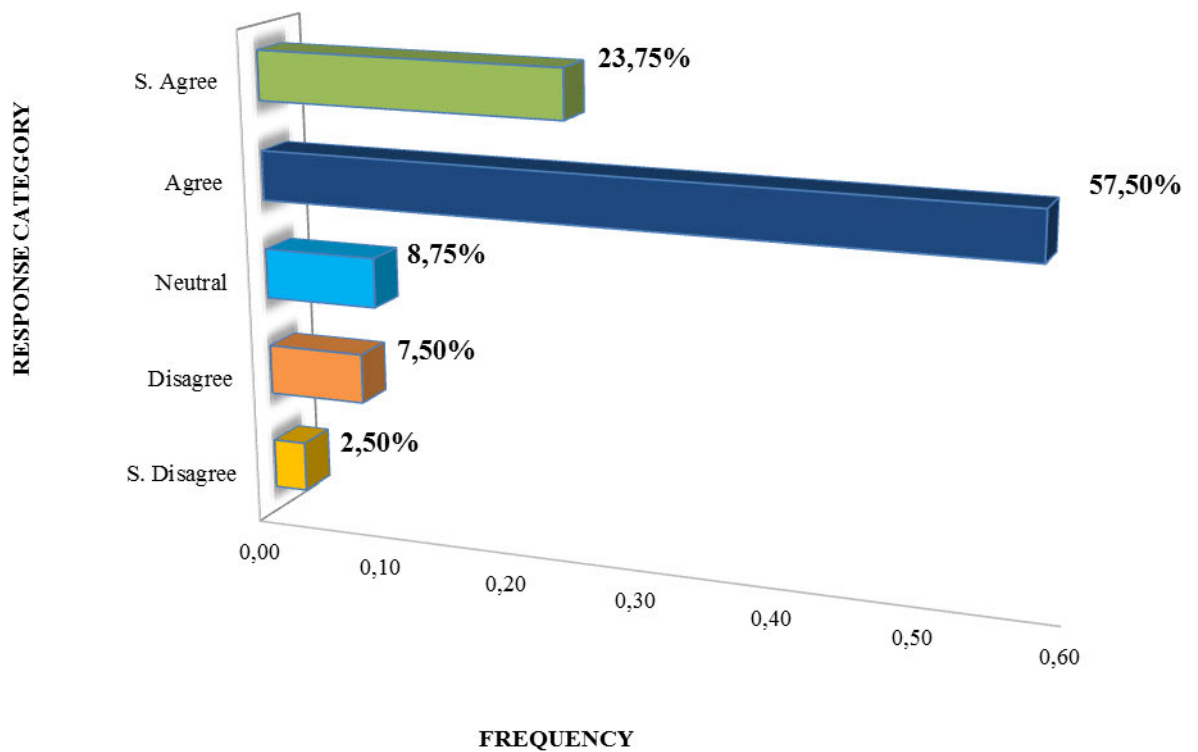


Figure 4.15: I am able to work independently to achieve my targets and objectives

Figure 4.15 shows that the majority of the participants (57.5 %) agreed that they were able to work independently to achieve their targets and objectives, while 23.75 % strongly agreed, 8.75 % was undecided, 7.5 % disagreed and 2.5 % strongly disagreed.

4.4.3 Adequate Training and development

Figure 4.16 illustrates the respondents' feelings towards the training that they received in order to achieve their target and objectives from their work tasks.

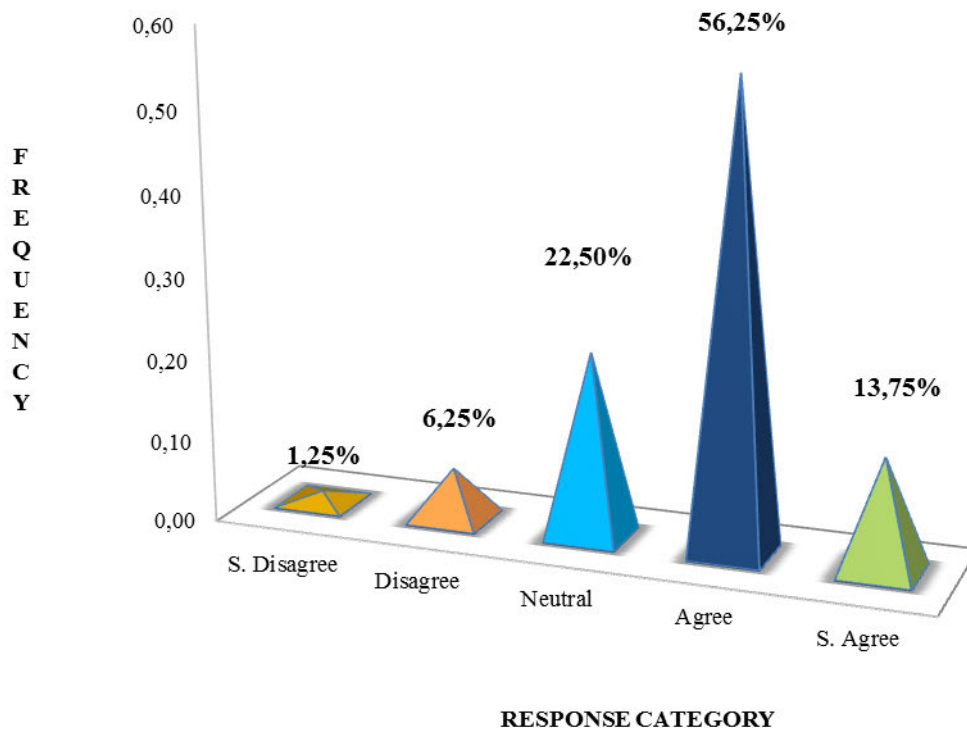


Figure 4.16: I am adequately trained to achieve my targets and objectives

In view of the above question, 56.25 % agreed that they were adequately trained to achieve their target and objectives, while 22.5 % was undecided, 13.25 % strongly agreed, 6.25 % disagreed and 1.25 % strongly disagreed.

4.4.4 Relationship with co-workers

The views of respondents with regards to whether their co-worker relationships assisted them in achieving their targets and objectives are expressed in Figure 4.17 below.

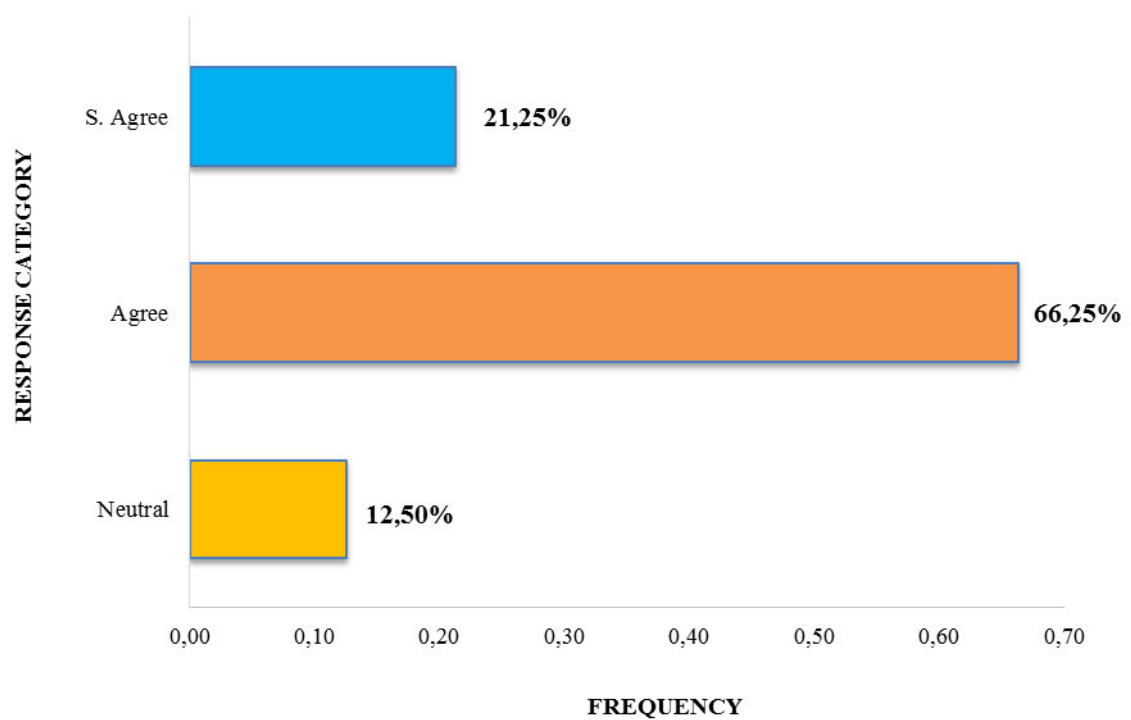


Figure 4.17: My relationship with my co-workers assists me in achieving my targets and objectives

From the above, the majority of 66.25 % of the respondents agreed that the relationship with their co-workers assisted them in achieving their targets and objectives, while 21.25 % strongly agreed and 12.5 % was undecided.

4.4.5 Relationship with Line Manager

The respondents' perceptions concerning whether their relationship with the Line Managers assisted them in achieving their targets and objectives are illustrated in Figure 4.18.

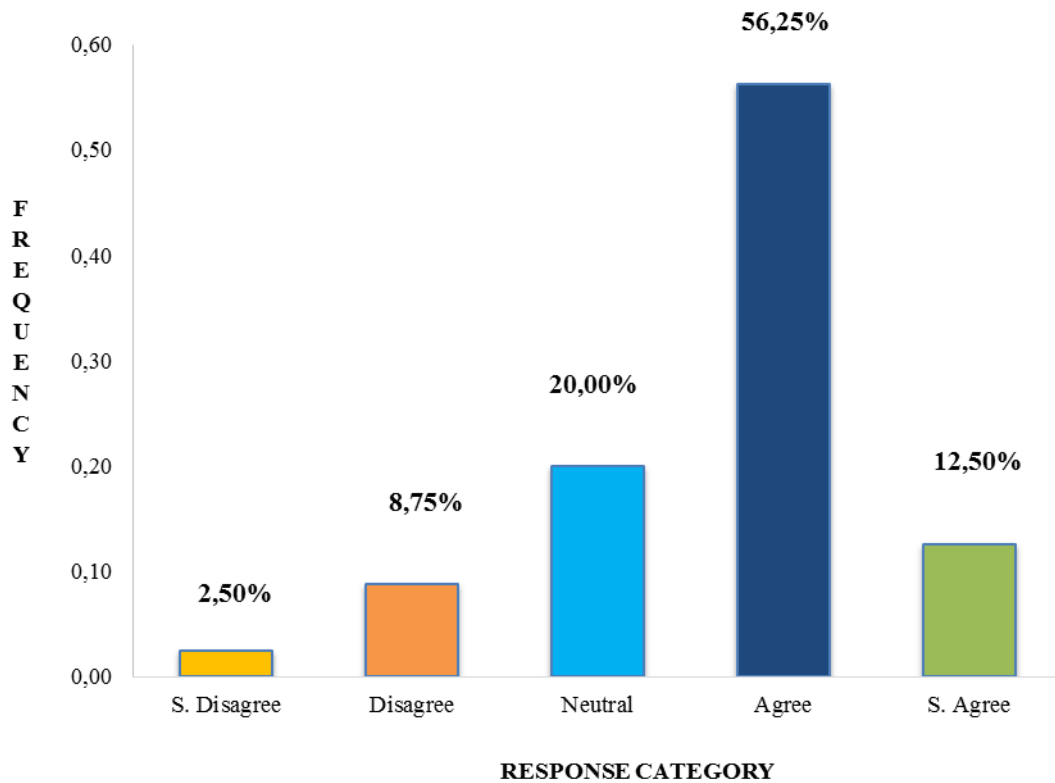


Figure 4.18: My relationship with my Line Manger assists me in achieving my targets and objectives

The majority of 56.25 % agreed that their relationship with their Line Manager assisted them in achieving their targets and objectives, as represented in Figure 4.18, though 20 % was undecided, 12.5 % strongly agreed, 8.75 % disagreed and 2.5 % strongly disagreed.

4.4.6 Safe Working Environment

Figure 4.19 represents the opinions of the respondents on whether they achieved their targets and objectives in a safe working environment.

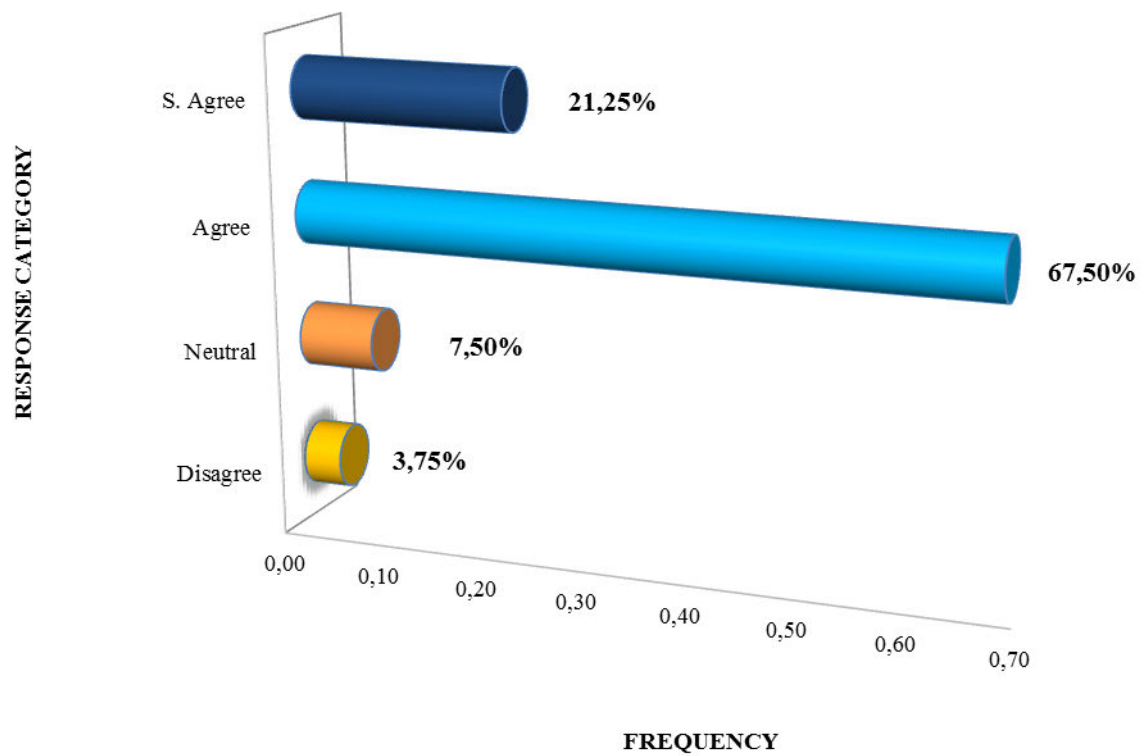


Figure 4.19: My targets and objectives are achieved in a safe working environment

A majority of 67.5 % of the respondents agreed that they achieved their targets and objectives in a safe working environment, as illustrated in Figure 4.19, though 21.5 % strongly agreed, 7.5 % was undecided and 3.75 % disagreed.

4.4.7 Input and Ideas

The perceptions of the respondents on whether their inputs and ideas contributed to them achieving their targets and objectives efficiently and effectively are represented in Figure 4.20.

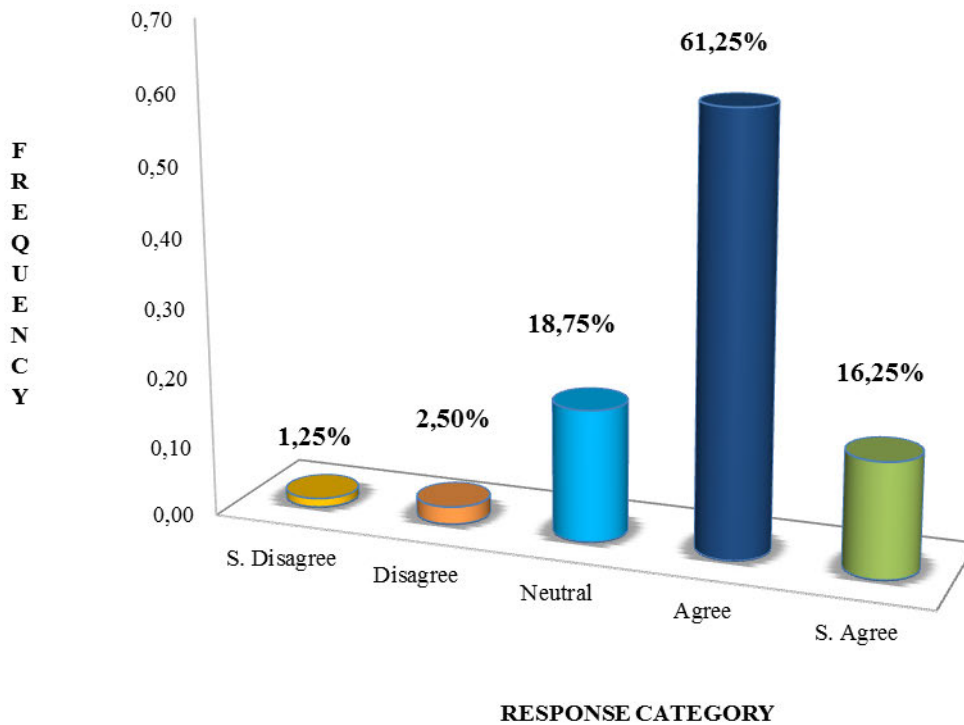


Figure 4.20: My inputs and ideas assist me in achieving my targets and objectives efficiently and effectively

Regarding the above, 61.25 % (majority) of the respondents agreed that their ideas and inputs play a role in achieving their targets and objectives efficiently and effectively, while 18.75 % was undecided, 16.25 % strongly agreed, 2.5 % disagreed and 1.25 % strongly disagreed.

4.5 Overall Satisfaction

Question 6 represented the overall satisfaction that the respondents felt towards their jobs, as illustrated in Figure 4.21.

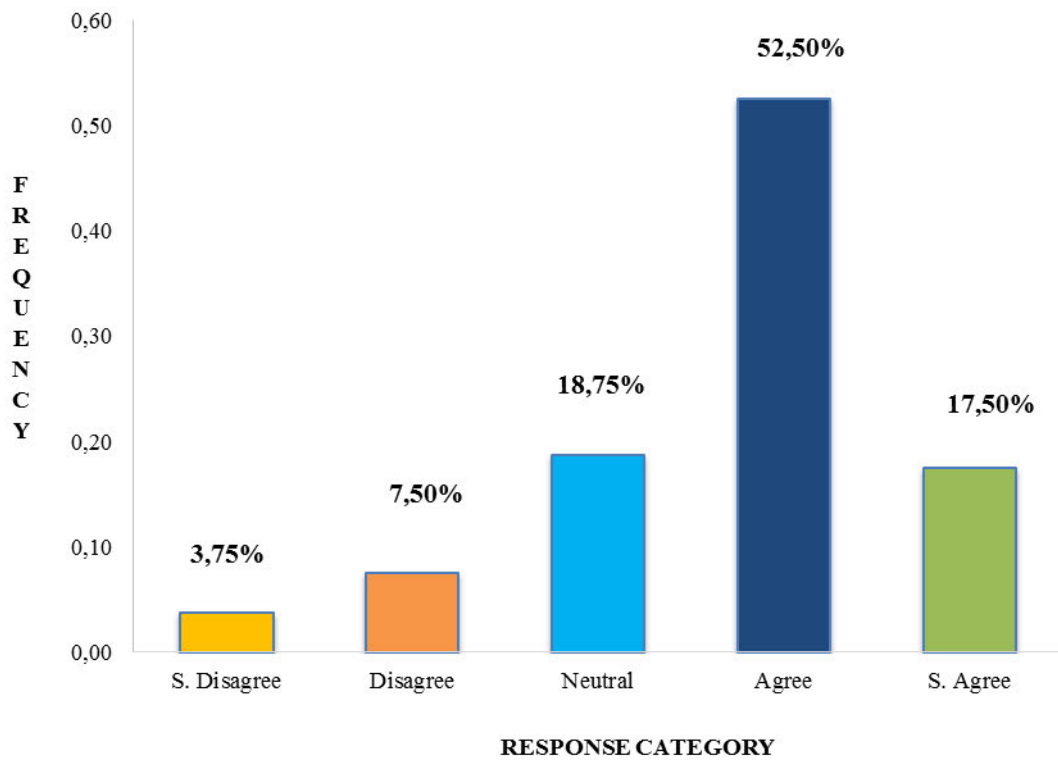


Figure 4.21: I am satisfied with my job

It is evident from Figure 4.21 that the majority of 52.5 % of the respondents was satisfied with their jobs, though 18.75 % was undecided, 17.5 % strongly agreed, 7.5 % disagreed and 3.75 % strongly disagreed.

4.6 Overall Productivity

Question 22 of the research instrument depicted the respondents' opinions on their overall productivity at the organisation, as represented in Figure 4.22.

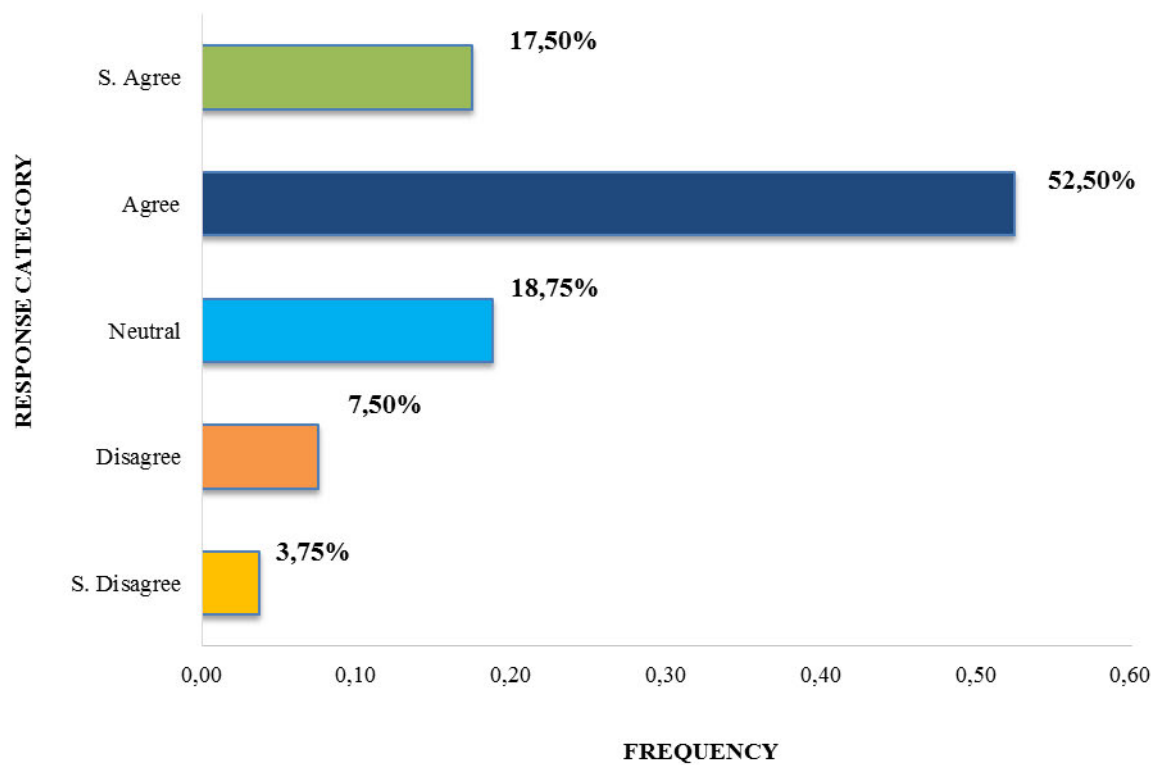


Figure 4.22: I achieve my targets and objectives on a daily, weekly, monthly and yearly basis

It was found that the majority of the participants (52.5 %) agreed that they achieved their targets and objectives, while 18.75 % was undecided, 17.5 % strongly agreed, 7.5 % disagreed and 3.75 % strongly disagreed.

4.7 Measure of central tendency and dispersion

The mean, the standard deviation, minimum and maximum values are calculated using descriptive statistics from the research instrument formulates this section of the chapter. The facets that influence job satisfaction are related to Table 4.1. Table 4.2 illustrates the facets that influence staff productivity, Table 4.3 relates to the overall job satisfaction and Table 4.4 depicts the overall staff productivity. The

tables point to the average responses for each of the sections from the questionnaire and the deviation that occurs with the average responses.

4.7.1 Facets of Job Satisfaction

Table 4.1 below illustrates the mean and standard deviation that is related to the facets that influence job satisfaction (Questions 7-14).

Table 4.1: Minimum and Maximum rating, mean and standard deviation results for the facets that influence job satisfaction

Facets	Question 7-15	N	Minimum	Maximum	Mean	Std. Deviation
Job Satisfaction	I am satisfied with my salary or wages?	80	1	5	2.7	1.084
	I am satisfied with the benefits I receive from Scott Bader?	80	1	5	3.6	1.026
	I am satisfied with my training and development?	80	1	5	3.6	0.95
	I am satisfied with the career advancement opportunities available to me?	80	1	5	3.11	0.955
	I am satisfied with my overall Job Security?	80	1	5	3.51	0.914
	I am satisfied with the recognition I receive for good performance?	80	1	5	3.38	0.960
	I am satisfied with my line Managers leadership?	80	1	5	3.64	1.022
	Do you find your work meaningful, interesting and challenging?	80	1	5	3.74	0.882

Table 4.1 illustrates the mean value (central tendency) and standard deviation (dispersion) of the facets that influence job satisfaction. This aided in generating a basis for distinguishing the various levels of facets that influence job satisfaction. This foundation is used as a source for discussions in the chapter that will follow.

4.7.2 Facets of Staff Productivity

Table 4.1 below represents the mean and standard deviation that is related to the facets that influence staff productivity (Questions 15-21).

Table 4.2: Minimum and Maximum rating, mean and standard deviation results for the facets that influence staff productivity

Facets	Question 15-21	N	Minimum	Maximum	Mean	Std. Deviation
Staff Productivity	I have the correct resources to achieve my targets and objectives?	80	1	5	3.5	0.904
	I am able to work independently to achieve my targets and objectives?.	80	1	5	3.93	0.925
	I am adequately trained to achieve my targets and objectives?	80	1	5	3.75	0.821
	My relationship with my co-workers assists me in achieving my targets and objectives?	80	1	5	4.09	0.578
	My relationship with my line Manager assists me to achieve my targets and objectives?	80	1	5	3.68	0.897
	My targets and objectives are achieved in a safe working environment?	80	1	5	4.06	0.656
	My input and ideas assists in achieving my targets and objects efficiently and effectively?	80	1	5	3.89	0.744

The mean and standard deviation have also been computed for the purpose of ranking the various levels of the facets that influence staff productivity, this will be discussed in greater detail in the next chapter.

4.7.3 Overall Satisfaction

Table 4.3: Minimum and Maximum rating, mean and standard deviation results for the overall job satisfaction

Question 6	N	Minimum	Maximum	Mean	Std. Deviation
I am satisfied with my job?	80	1	5	3.73	0.968

The mean and standard deviation for the overall job satisfaction responses from the participants are expressed in Table 4.3 and will be discussed further in Chapter Five.

4.7.4 Overall Productivity

Table 4.4: Minimum and Maximum rating, mean and standard deviation results for the overall Staff Productivity

Question 22	N	Minimum	Maximum	Mean	Std. Deviation
I achieve my targets and objects on a daily, weekly, monthly and yearly basis.	80	1	5	3.86	0.807

The mean and the standard deviation that was calculated from the respondents pertaining to their overall staff productivity (Table 4.4) will be discussed further in the next chapter.

4.8 Inferential Statistics

4.8.1 Reliability Analysis

Table 4.5: Reliability Analysis using Cronbach's Alpha Test

Reliability Statistics		
Construct	Cronbach's Alpha	No. of Items
Overall	0,888	17
Satisfaction	0,823	8
Productivity	0,845	9

Cronbach's Alpha provides a standardised measure of the internal consistency of a test or scale. It is expressed as a number between 0 and 1, with numbers closer to 1 indicating higher degrees of reliability. In general, alpha readings below 0.6 are considered poor, values between 0.6 and 0.8 are considered acceptable. Cronbach's Alpha that is greater than 0.8 are considered good.

Based on the above alpha, the overall scale (17 questions) is very reliable, so are the individual constructs (viz a viz. job satisfaction and staff productivity).

4.8.2 Correlation Analysis

4.8.2.1 The facets of Job Satisfaction

A correlation analysis was performed between the facets of job satisfaction and the overall level of job satisfaction as illustrated in Table 4.6.

Table 4.6: Pearson’s Correlation Analysis between the facets of job satisfaction and the overall Job Satisfaction

Correlation			
Facets of Job Satisfaction	Pearson Correlation	Sig. (2-tailed)	N
I am satisfied with my salary or wages?	.403**	.000	80
I am satisfied with the benefits I receive from Scott Bader?	.270*	.015	80
I am satisfied with my training and development?	.412**	.000	80
I am satisfied with the career advancement opportunities available to me?	.349**	.002	80
I am satisfied with my overall Job Security?	.290**	.009	80
I am satisfied with the recognition I receive for good performance?	.426**	.000	80
I am satisfied with my line Managers leadership?	.487**	.000	80
Do you find your work meaningful, interesting and challenging?	.077	.494	80
**. Correlation is significant at the 0.01 level (2-tailed)			
*. Correlation is significant at the 0.05 level (2-tailed)			

The strength and direction of the relationship between each of the independent variable (facets of job satisfaction) and the dependent variable (overall job satisfaction) was determined using the Pearson Product Movement Coefficient Correlation. Questions 7-14 represented the independent variables and question 6 represented the dependent variable. The results from the correlation shall be discussed further in the next chapter.

4.8.2.2 The Facets of Staff Productivity

A correlation analysis was performed between the facets of staff productivity and the overall level of staff productivity as illustrated in Table 4.7.

Table 4.7: Pearson’s Correlation Analysis between the facets of productivity and the overall Staff Productivity

Correlation			
Facets of Staff Productivity	Pearson Correlation	Sig. (2-tailed)	N
I have the correct resources to achieve my targets and objectives?	.331**	.003	80
I am able to work independently to achieve my targets and objectives?	.478*	.000	80
I am adequately trained to achieve my targets and objectives?	.342**	.002	80
My relationship with my co-workers assist me in achieving my targets and objectives?	.135	.234	80
My relationship with my Line Manger assist me in achieving my target and objectives?	.252*	.024	80
My targets and objectives are achieved in a safe wiorking environment?	.381**	.001	80
My input and ideas assists in achieving my target and objectives?	.427**	.000	80
**. Correlation is significant at the 0.01 level (2-tailed)			
*. Correlation is significant at the 0.05 level (2-tailed)			

The strength and direction of the relationship between each of the independent variable (facets of staff productivity) and the dependent variable (overall staff productivity) was determined using the Pearson Product Movement Coefficient Correlation. Questions15-21 represented the independent variables, while Question 22 denoted the dependent variable. The results from the correlation shall be discussed further in the next chapter.

4.8.3 Regression Analysis

Multiple linear regression analysis was performed because the Likert scale data was parametric. Table 4.8 below represents the multiple linear regression analysis that was conducted between the independent variables (questions 6-14) and the dependent variable (Question 22).

Table 4.8: Multiple Regression Analysis between the facets of job satisfaction and staff productivity

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.605 ^a	0.366	0.284	0.683
a. Predictors: (Constant), I am satisfied with my salary or wages, I am satisfied with my training and development., I am satisfied with the benefits I receive from Scott Bader, I am satisfied with my overall Job Security, I am satisfied with my job, I am satisfied with the career advancement opportunities available to me, I am satisfied with my line Managers leadership, I am satisfied with the recognition I receive for good performance, Do you find your work meaningful, interesting and challenging				

From Table 4.8 above, the results from the multiple linear regression indicate that there is a moderate and positive relationship between the facets of job satisfaction and staff productivity, which was given by the adjusted R square value of $R = 0.284$. This also indicates that the independent variables (facets of job satisfaction) have a positive impact on the dependent variable (staff productivity).

Table 4.9 ANOVA results for the Regression Analysis

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.839	9	2.093	4.488	.000 ^b
	Residual	32.649	70	.466		
	Total	51.488	79			
a. Dependent Variable: I achieve my targets and objects on a daily, weekly, monthly and yearly basis.						
b. Predictors: (Constant), I am satisfied with my salary or wages, I am satisfied with my training and development., I am satisfied with the benefits I receive from Scott Bader, I am satisfied with my overall Job Security, I am satisfied with my job, I am satisfied with the career advancement opportunities available to me, I am satisfied with my line Managers leadership, I am satisfied with the recognition I receive for good performance, Do you find your work meaningful, interesting and challenging						

Table 4.9 represents the ANOVA results for the Regression Analysis performed from Table 4.8. The ANOVA results indicate that the regression model is statistically significant at the 0.05 level of significance.

4.9 Summary

In this chapter, a comprehensive analysis of the statistics was incorporated, based on the opinions or views of the respondents who participated in the study. The demographical data of the respondents were also illustrated by means of pie charts. This chapter highlighted the results that were obtained from Section B and C of the research instrument, and the responses were then represented graphically, as well as tabulated in order to be able to answer the research questions. The research questions were proved to be reliable as per the Cronbach's Alpha Test and a Pearson Product Movement Correlation was performed to determine the facets that influence of job satisfaction and the facets that influence staff productivity. The chapter ends with a multiple linear regression analysis to determine the relationship between job satisfaction and staff productivity. The next chapter critically discusses the research objectives of the study, together with the statistical analysis from this chapter and the literature review that was performed in Chapter Two.

CHAPTER FIVE

DISCUSSION OF RESULTS

5.1 Introduction

In this chapter, a discussion of the results that are illustrated in Chapter Four is undertaken. Basically, this chapter connects the data obtained and the relevant literature, in order to achieve the goals or objectives of this research study. The first section of this chapter recapitulates the objectives of the study. The larger part of the chapter examines the results presented in the previous chapter. This chapter also defines the association between the findings of the research instrument and the relevant literature. The final section of the chapter highlights a summary of the relevant findings and outcomes of the study.

5.2 Objective One

The first objective of this study was to determine the facets that influence job satisfaction. These are discussed in this section.

5.2.1 Remuneration and Benefits

Figure 4.6 indicates that majority of the respondents was in a disagreement with being satisfied with the remuneration that they received from Scott Bader (22.5 % disagreed, 17.5 % strongly disagreed) while 22.5 % agreed and 35 % was undecided. Table 4.1 shows that Question 7 received the lowest mean score of 2.7 from all the questions that were associated with the facets of job satisfaction, which validate that the respondents were not satisfied with their salary or wages. The standard deviation of 1.084 (Table 4.1) indicates an extremely large variation in the responses received for Question 7 of the survey. The Pearson correlation score of 0.403 (Table 4.6) was obtained for Question 7 in relation with overall job satisfaction and it was statistically significant at the 0.01 level (2-tailed). This illustrates that there is a moderate and positive relationship between remuneration and job satisfaction.

According to the study carried out by Pandža et al. (2015), salary plays a pivotal role in influencing job satisfaction and this is evident from the correlational analysis

that was performed in Table 4.1 for this study (moderate and positive relationship). Adam's Equity Theory also accentuates that job satisfaction is directly linked to the observed equity in the workplace (Muogbo, 2013).

The response obtained from participants, regarding their views on the benefits which they received from the organisation, is expressed in Figure 4.7, where the majority of respondents (72.25 %) agreed and strongly agreed that they were satisfied with the benefits that they received from the organisation. Table 4.1 indicates a mean score of 3.6 for Question 8, which reaffirms that the respondents agreed that they were satisfied with the benefits that they received from the organisation. Scott Bader is a "common wealth" organisation, therefore, it provides above industry standards when it comes to employee benefits, therefore, the views as expressed in Figure 4.7 prove that this is true. A standard deviation of 1.026, as shown in Table 4.1, represents an extremely large variation in the response to this particular question from the participants. A Pearson correlation score of 0.270 (significant at the 0.05 level, 2-tailed) as shown in Table 4.6, found a small and positive relationship between the benefits received by employees and their overall job satisfaction.

The findings of the study performed by Ali et. al (2015) revealed that employee job satisfaction can be accomplished when managers do their best to design the work benefits so that it will promote satisfaction amongst the employees.

5.2.2 Training and Development

The current study indicates that 53.75 % agreed that they were satisfied with the training and development that they received from the organisation, while 11.25 % strongly agreed and 21.25 % was undecided (Figure 4.8). A mean score of 3.6 and a standard deviation of 0.95, as shown in Table 4.1, indicates that the respondents were in agreement with Question 8 and there was a large variation to the response of this question. A moderate and positive relationship exists between training and development and overall job satisfaction, as depicted in Table 4.6 for the Pearson Correlation ($r= 0.412$, $p= 0.000$).

The findings are supported by the literature review undertaken in Chapter Two,

whereby Onimole and Mni (2015) found that an under-qualified worker is exasperated because the worker does not have the skills to meet the job demands, thus, there was a negative impact on job satisfaction. It is further collaborated by the study performed by Chaudhary & Bhaskar (2016), which found that there is strong correlation between training and development of employees and the employees' levels of job satisfaction.

5.2.3 Career Advancement Opportunities

The findings of the study showed that 38.75 % (majority) of the respondents agreed that they were satisfied with the career advancement opportunities that are available to them within the organisation, while 31.25 % was undecided (Figure 4.9). A mean score of 3.11 (Table 4.1) was obtained for Question 9, which indicates that the employees agreed with the career advancement opportunities that can be found in the organisation. Table 4.1 shows that the standard deviation for question 9 was 0.955, therefore, there was a large variation to the responses received. There is a small and positive relationship between the career advancement opportunities and overall job satisfaction, as illustrated in Table 4.6 ($r= 0.349, p= 0.02$).

In a study conducted by Hajdukova et. al (2015) on employees in Slovakia, it was found that promotion was among the main factors that influence job satisfaction. The results from this study can be associated with the research performed by Alniacik, Alniacik, Akcin & Serhat (2012), in which career advancement demonstrated that there was a significant statistical correlation with job satisfaction. Similarly, the study performed by Asegid, Belachew & Yimam, (2014) indicated that employees who were satisfied with their promotion opportunities were more likely to be satisfied with their jobs.

5.2.4 Job Security

From Figure 4.10, 47.5 % (majority) of the respondents agreed that the organisation provides job security, while 28.75 % was undecided. A mean score of

3.51 and a standard deviation of 0.914 were obtained for Question 11 from Table 4.1, which implies that the respondents were in agreement with this question. There was a large variation to the responses for Question 11, based on the standard deviation of 0.914. The correlation analysis (Table 4.6) found that there is a small and positive relationship between job security and overall job satisfaction ($r= 0.290$, $p= 0.002$). The research done by Raziq & Maulabakhsh (2015) on banking, university and telecommunication sectors found that there is a positive relationship between job security and job satisfaction, through a regression analysis. Similarly, the study conducted for the private and public sector employees showed that there was positive relationship between job security and job satisfaction (Khan & Aleem, 2014).

5.2.5 Recognition

With regards to the theme of recognition (question 12) that was discussed in the current study, Figure 4.11 illustrates that 38.75 % of the respondents agreed that they were satisfied with the recognition that they received for good performance, while 32.5 % was undecided and 16.25 % disagreed. From Table 4.1, the mean score of 3.38 and a standard deviation of 0.960 specify that the majority of the respondents was in agreement with Question 12 and there was a large variance to the responses. The correlation analysis between Question 12 and Question 6 indicates a moderate and positive relationship between recognition and overall job satisfaction ($r= 0.426$, $p= 0.000$).

The study performed by Asegid, Belachew & Yimam (2014) on the nursing staff of South Ethiopia presented results that support Herzberg and Maslow's theories which identified recognition as a characteristic that is a strong determinant of job satisfaction. Sarwar & Abugre (2013) highlighted that 50 % of the respondents from their study viewed 'recognition' as a contributor to their satisfaction towards their job

5.2.6 Leadership of Line Managers

The responses gathered from Question 13 noted that 42.5 % of the respondents agreed that they were satisfied with their line managers' leadership, while 18.75 %

of the respondents strongly agreed and 27.5 % was undecided (Figure 4.12). Table 4.1 showed the mean score of 3.64 and a standard deviation of 1.022 for this particular question. This indicated that the majority of the respondents were satisfied with their line managers' leadership and there was a large variation to the responses. The Pearson Correlation from Table 4.6 presented a moderate and positive relationship between Question 13 and the overall job satisfaction ($r=0.487$, $p=0.000$).

Sušanj & Jakopec (2012) presented a study which revealed that active leadership styles positively influenced job satisfaction. This is also reaffirmed by a study carried out by Hamidifar (2010) where transactional and transformational leadership styles were strongly correlated with job satisfaction.

5.2.7 Work Itself

Figure 4.13 indicated that 60 % (majority) of the respondents agreed that their work was meaningful, interesting and challenging, while 13.75 % strongly agreed and 13.75 % was undecided. A mean score of 4.1 and standard deviation 0.882 was obtained from Table 4.6. This implies that the majority of the respondents was in agreement with Question 14 and there was a large variation to the responses. A Pearson correlation analysis indicated that there was small and positive relationship which is not statistically significant with work itself and the overall job satisfaction ($r=0.077$, $p=0.494$).

According to the study performed by Raza, Akhtar, Husnain & Akhtar (2015), it was found that work itself can have a positive impact on job satisfaction. A study conducted amongst 250 employees across different industry sectors showed that there was a positive and statistically significant relationship between work itself and job satisfaction (Malik, Danish & Munir, 2012).

5.3 Overall Job satisfaction

The majority of the participants (52.5 %) agreed that they were satisfied their jobs, while 17.5 % strongly agreed and 18.5 % was undecided (Figure 4.21). A mean score of 3.73 and a standard deviation of 0.968 were calculated for question 6 (Table 4.3). This implied that the majority of the respondents agreed with Question

6 and there was a moderate variation to the responses.

5.4 Objective Two

The second objective was to determine the facets that influence staff productivity. These are discussed in this section.

5.4.1 Job Resources

Question 15 indicated that 51.25 % of the respondents agreed that they had the correct resources to achieve their targets and objectives, while 8.75 % agreed and 22.5 % was undecided (Figure 4.14). Table 4.2 indicated that the job resource question resulted in a mean score 3.5 and a standard deviation of 0.904. As a result, the majority of the respondents viewed that they had the correct resources to perform their task and there was a large variance to the responses. A correlation analysis (Table 4.7) between Question 15 and the overall level of productivity yielded a small and positive relationship ($r= 0.331$, $p= 0.003$).

A study that was carried out on community health workers found that there was a strong correlation between the resources given to the workers and the overall level of productivity (Jaskiewicz & Tulenko, 2012).

5.4.2 Working Independently

The responses obtained from Figure 4.15 illustrate that the majority (57.5 %) agreed that they were able to work independently to achieve their targets and objectives, while 23.75 % strongly agreed. A mean score of 3.93 and a standard deviation of 0.925 were evident from Table 4.2, therefore, the majority of the respondents were in agreement with Question 16 and there was a large variation to the responses. Table 4.7 shows that there was a moderate and positive relationship with Question 16 and the overall staff productivity ($r= 0.478$, $p= 0.000$). A study conducted by Preenen et al. (2017) found that there was a strong association between labour flexibility (job autonomy, job rotation and multi-skilled) and productivity of an organisation.

5.4.4 Levels of Training

The current study indicates that 56.25 % of the respondents agreed that they had the correct training to meet their target and objectives, while 22.5 % was undecided and 13.75 % strongly agreed (Figure 4.16). Table 4.2 showed that Question 17 had a mean score of 3.75 and standard deviation of 0.821, therefore, the majority of the respondents agreed with this particular question and there was a slight variation of the responses with regards to the mean score. There was a small and positive relationship between the levels of training and the overall staff productivity, as illustrated in Table 4.7 ($r= 0.342$, $p= 0.002$).

A study carried out by Elnaga & Imran (2013) found that training has a positive impact on productivity. Training provides the stimulus that employees require to improve their performance capabilities. It is a useful tool that organisations use to enrich the skills and knowledge of the employees in order to achieve productivity (Hanaysha, 2016).

5.4.5 Relationship with Co-Workers

It was also found that the majority (66.25 %) of the respondents agreed that their relationship with the co-workers played a role in their productivity, while 21.25 % strongly agreed, as illustrated in Figure 4.17. Table 4.2 indicated that the mean score of 4.09 and a standard deviation of 0.578 were evident. Predominantly, the respondents are in agreement to this question and there is a slight variation of the responses. The correlation analysis (Table 4.7) yielded a small and positive relationship that was not statistically significant with Question 18 and the overall staff productivity ($r= 0.134$, $p= 0.234$).

The study conducted on the employees of Iranian construction companies established that co-worker relationships were among the influential factors that increased staff productivity (Hanaysha, 2016).

5.4.6 Relationship with Line Managers

The present study indicates that 56.25 % of the respondents agreed that their relationship with their line manager assisted them in achieving their targets and objectives, while 20 % was undecided and 12.5 % strongly agreed (Figure 4.18). A mean score of 3.68 and a standard deviation of 0.897 were obtained for Question 19 (Table 4.2). This specifies that the majority of the respondents agreed with Question 19 and there was a moderate variation of the responses with regards to the mean score achieved. Table 4.7 illustrated that there was a small and positive relation between Question 19 and the overall staff productivity ($r= 0.252$, $p= 0.024$)

The relationship between managers and their subordinates is normally an unmeasured input in companies, but it is a crucial element that affects productivity amongst workers (Syverson, 2011). A study performed by Afridi, Dhillon & Sharma (2015) concluded that when managers develop relationships with their employees, the productivity of the employee increases by 9 %.

5.4.7 Safe Working Environment

The majority (67.5 %) of the respondents agreed that their target and objectives were achieved in a safe working environment, while 21.25 % strongly agreed (Figure 4.19). A mean score of 4.06 and a standard deviation of 0.656 were achieved for the responses related to Question 20 (Table 4.2). The results from Table 4.2 indicate that the majority of the respondents were in agreement with this question and there was a slight variation of the responses. Table 4.7 specifies that there is a small and positive relationship associated between the 'safe working environment' and the overall staff productivity ($r= 0.381$, $p= 0.001$).

There was compelling evidence that a healthy and safe environment has the potential to increase staff productivity (Lamm, Massey & Perry, 2007). It is uncertain whether the benefits of providing a safe working environment will be short or long-lasting outcome for productivity. There was a positive association with a safe working environment and productivity (Boles, Pelletier & Lynch, 2004).

5.4.8 Input and Ideas

The current study found that 61.25 % (majority) of the respondents agreed that their input and ideas assisted them in achieving their targets and objectives, while 16.25 % strongly agreed (Figure 4.20). Table 4.2 specified that Question 21 achieved a mean score of 3.89 and a standard deviation of 0.744, therefore, this implied that the majority of the respondents agreed with this particular question and there is a moderate variation to the responses. A Pearson correlation value of 0.427 at a statistically significant level of 0.05 acknowledged that there was a moderate and positive relationship between Question 21 and the overall staff productivity (Table 4.7).

The study performed by White (2017) recommended that the line manager should consider the suggestions of their subordinates as this will facilitate a high level of productivity from those employees. Human capital is a key resource in business, therefore, it is imperative that employers consider the feedback from employees in order to strive for an increase in staff productivity (Ugoani, 2016).

5.4 Overall Staff Productivity

Figure 4.22 indicated that 52.5 % of the respondents agreed that they met their targets and objectives periodically, while 17.5 % strongly agreed and 18.75 % was undecided. Table 4.4 specifies a mean score of 3.86 and a standard deviation of 0.807, therefore, the majority of the respondents was in agreement with Question 22. There was a moderate variation with the responses in relation to the mean score achieved for Question 22.

5.5 Objective Three

The final objective of the study was to determine the relationship between job satisfaction and staff productivity. The findings are presented herein.

5.5.1 Job Satisfaction and Staff Productivity

The correlation analysis between the facets of job satisfaction and the overall job

satisfaction was performed, as illustrated in Table 4.6. It was found that all the themes of job satisfaction (Questions 7-14) had a small but positive relationship with the overall job satisfaction (Question 6) of the respondents. Therefore, Questions 6-14 were identified as the independent variables for the regression analysis.

A regression analysis was conducted to assess the relationship between the independent variables (facets of job satisfaction) and the dependent variable (overall staff productivity). The multiple linear regression analysis indicated that there was a moderate and positive relationship between the facets of job satisfaction and staff productivity, which was given by the adjusted R square value of 0.366 (Table 4.8) and the model was statistically significant at 0.005 level of significance.

The empirical evidence from the correlation analysis and the multiple linear regression analysis for this study indicates that job satisfaction has a direct and positive impact on staff productivity. Employees who are satisfied with their jobs often exhibit a higher level of productivity, while those who are not satisfied often exhibit lower levels of staff productivity. A study conducted by Shmailan (2016) validates that employees who are satisfied with their jobs tend to perform better and add to the general attainment of an organization's goals. The opposite can be said with employees who are not satisfied with their jobs, as they often become obstacles to the success of the company. There was a positive and statistically significant relationship between job satisfaction and staff productivity in the study performed by Hira & Waqas (2012) on the employees from the banking sector of Pakistan. From research studies explored in Chapter Two, one can deduce that there is a positive statistically significant relationship between job satisfaction and staff productivity, as also found in this study.

5.6 Conclusion

The employee's relationship with their line manager had a moderate positive relationship with job satisfaction that was significant and was ranked as the highest facet of job satisfaction through a Pearson Correlation. Similarly, work itself indicated a small positive relationship with no significance level associated to job satisfaction. The Pearson Correlation ranked working independently as the highest facet of staff productivity, with a moderate positive relationship that was significant. The facet of the relationship of co-workers was ranked the lowest with no significance level (Pearson Correlation). A multiple regression analysis between the facets of job satisfaction (independent variables) and the facets of staff productivity (dependent variables) indicated a moderate and positive relationship.

5.7 Summary

The outlined research objectives of the study were discussed and paralleled with empirical data from Chapter Four and the literature review from Chapter Two. The facets that influence job satisfaction (objective one) and staff productivity (objective two) were determined, as well as the relationship between job satisfaction and staff productivity (objective three). The study indicated that there exists a significant positive correlation between job satisfaction and staff productivity. The next chapter provides recommendations and conclusions that are established from this study.

CHAPTER SIX

RECOMMENDATION AND CONCLUSION

6.1 Introduction

Chapter five presented an examination of the objectives of the study through data analysis. The main objective of the study was to determine the relationship between job satisfaction and staff productivity. The current chapter summarises the discussion in the previous chapter and the implications of the outcomes to the Scott Bader South Africa. Subsequently, recommendations are also proposed for the organisation. The final section of this chapter offers recommendations grounded on the results attained from this research study, as well as additional recommendations for future studies.

6.2 Summary of Key Findings

The discussion of the results from the previous chapter established the key findings, which helped in achieving the outlined research objectives that was stipulated in chapter one. The results from the present study found the following key findings for the three objectives of the study.

6.2.1 Objective One: To determine the Facets that influence Job Satisfaction

The respondents' opinions on the leadership of their line managers ranked the highest of all the facets that influence job satisfaction, and this was followed by recognition and remuneration (salary or wages), as evident from the correlation analysis. Work itself was found to have a weak positive relationship with job satisfaction. Scott Bader South Africa adopts a policy whereby staff members are permitted to 'job shadow' any other employee within the organisation and also affords employees to rotate their jobs within departments, therefore, work itself was regarded as the most satisfied facet of job satisfaction among the respondents.

6.2.2 Objective Two: To determine the Facets that influence Staff Productivity

The respondents' abilities to work independently to achieve their targets and objectives were considered to be the highest rank facet of staff productivity via a correlation analysis, which was followed by the ability for the respondents to be productive through their input and ideas. The third highest rank facet of staff productivity was a safe working environment. Co-worker relationship was found to have a slight positive relationship with staff productivity, but it was found not to be statistically significant. The values of the organisation promote open communication with all employees, therefore, co-worker relationship was categorised as the facet of staff productivity that produced the most satisfied respondents.

6.2.4 Objective: Three: To determine the relationship between Job Satisfaction and Staff Productivity

This objective was established to determine the relationship between job satisfaction and staff productivity. The facets of job satisfaction were the independent variables, while the overall staff productivity was the dependent variable for the multiple linear regression analysis. The correlation analysis that was performed for objective one proved that all the facets of job satisfaction that were considered for this research study had a positive relationship with overall job satisfaction. The regression analysis yielded a moderate and positive relationship between the facets of job satisfaction and staff productivity. This proves that a satisfied employee is a productive employee.

6.3 Recommendations

It is vital for an organisation to understand the driving forces that promote job satisfaction in order to increase staff productivity in this global competitive market. Having this appropriate knowledge can assist the organisation to become financially sustainable for future generations. This knowledge can also assist the policy makers of the organisation to understand that job satisfaction has an impact on staff productivity.

The following section provides recommendations to encourage the executive management and human resources to cultivate and endow employees for the purpose of achieving job satisfaction, in order to boost their levels of productivity. Higher levels of job satisfaction amongst the employees will result in higher levels of staff productivity. The recommendations that are proposed were drawn from the outcomes of the current study and can be implemented by Scott Bader South Africa to improve the levels of job satisfaction amongst the employees, which will automatically lead the organisation to success.

No recommendations will be given for the relationship with co-workers (facet of staff productivity) and for the safe working environment (facet of staff productivity). Most of the respondents believed that they had a good working relationship with their co-workers and they work in a safe working environment, the fundamental reason for this is because Scott Bader has an excellent policy with regards to the health and safety of their employees. Scott Bader also promotes open communication between all employees within the organisation. There will be no recommendations provided for work itself (facet of job satisfaction) as most of the respondents (73.75 %) agreed that they found their work to be meaningful, interesting and challenging. Job rotation and skill variety is predominantly applied at the manufacturing site, therefore, a positive result was achieved for work itself.

The policy of the organisation is not only relevant to the employees of Scott Bader South Africa but also to all employees of Scott Bader globally, therefore, altering a company policy could be a difficult objective to achieve.

6.3.1 Job satisfaction

6.3.1.1 Remuneration and Benefits

This study indicated that the majority of the respondents were not satisfied with the salary or wage that they received from the organisation, but they were satisfied with the benefits that they received. In view of this, Scott Bader should explore the employee benefit scheme so that this standard is maintained or increased through continuous improvement. The organisation also needs to appraise the existing salary and wage packages that it offers to the staff. To improve job satisfaction

with regards to salary and wages, the company should implore the following actions:

- Source and utilise a reputable external service provider to review the current salary and wage structure.
- Encourage or build a trusting environment to achieve a repertoire with the employees.
- A personal engagement with the employees should be undertaken, whereby the relevant managers should have a face to face discussion with the employees, with regards to their satisfaction with their salary or wage and the findings of the external review.

6.3.1.2 Training and development

Training and development achieved satisfaction from the majority of the respondents. To increase the level of satisfaction with this particular facet of job satisfaction, Scott Bader should adopt the following training and development recommendations:

- Prepare a Myers-Briggs Type indicator report on all employees in order to understand the different psychological preferences of the staff.
- Develop a talent pipeline for all staff and the organisation should ensure that talent management discussions are undertaken with their staff.
- Ensure that all staff members are trained in coaching and mentoring so that the employee emotional intelligent levels can be increased.

6.3.1.3 Career Advancement Opportunities

This facet of job satisfaction produced a positive response from the majority of the participants. Although the outcome for the career advancement opportunities within the organisation is favourable, this facet should be considered as a serious factor that can lead to staff leaving the organisation. Scott Bader should consider

the following mechanisms:

- ❖ Have regular meetings or discussions with the staff, with regards to succession planning. These discussions should also have feedback sessions.
- ❖ Encourage staff to further their qualifications and education by providing a platform to achieve this (bursary programs).

6.3.1.4 Job Security

The employees of Scott Bader are mostly satisfied with their job security and this could be attributed to the fact that Scott Bader is a 'common wealth' organisation viz a viz. the profits of the company are shared with the employees and charities. The organisation can further strengthen the job security opinions of their staff by implementing the following:

- Ensure that there is active and transparent communication to all staff, with regards to the financial health of the company and the departments.
- The current and future strategic intent of the organisation should be clear to all staff.
- Cultivate a secure working atmosphere and encourage managers to create a happy working environment.

6.3.1.5 Recognition

The majority of the respondents agreed that they were satisfied with the recognition they received for good performance, from the organisation. Scott Bader should introduce the following actions to enhance the levels of satisfaction amongst employees with regards to recognition:

- ❖ Ensure that the criteria set for the recognition program are fair and consistent for all employees.
- ❖ Review the current recognition program and increase the intervals for staff recognition for good performance. Instead of recognition to be received

annually, the company can start an employee of the month program for each department.

6.3.1.6 Leadership of Line Manager

It was found that 61.25 % of the staff from Scott Bader was satisfied with the leadership of their line managers. It is evident from this study, that Scott Bader has good leaders who are present in management. To take leadership to the next level, viz a viz. good to great, the organisation needs to ensure that the people in management have the following attributes:

- The aptitude to be honest and consistent
- A confident communicator with active listening
- The ability to inspire, coach and mentor their staff
- The ability to create a positive working environment
- Excellent coordination and delegation skills
- High emotional intelligence

6.3.2 Staff Productivity

6.3.2.1 Job Resources

It was found from this study that the majority of the respondents agreed that they had the correct resources and the main reason for this is that Scott Bader attempts to use the latest technology for manufacturing and has a manufacturing program to identify the 8 waste streams that can hinder or limit productivity. The company can also ensure that the employees have the correct resources by doing the following:

- Encourage departmental teams to provide suggestions on how to improve or supplement job resources to their working environment.
- Perform regular “on the job” investigations or checks to access the flow of work.

- New equipment design and procedures should incorporate job resources as an important facet to productivity.

6.3.2.2 Working Independently

The ability to work independently to achieve targets and objectives was one of the higher ranked facets of staff productivity, according to the outcomes of the current research study. Scott Bader South Africa can maintain or improve this facet by performing the following recommendations:

- Use coaching techniques to solve problems by leading the employee to the solution rather than presenting the solutions to them.
- Implement a vigorous training program in order to achieve highly competent employees, whereby troubleshooting forms part of the training.
- Create an environment of trust between the manager or supervisor and their subordinates.

6.3.2.3 Relationship with Line Managers

The employees of Scott Bader South Africa have a good relationship with their line managers, according to this study. The organisation should thus consider this facet as an important driver for staff productivity, as depicted from the literature review in Chapter Two. The organisation can preserve or foster a good relationship between employees and managers by implementing the following:

- Creating a trusting environment that is encapsulated with integrity
- Avoid remote managing people by always ensuring that line managers are visible to their employees
- Line managers should be appropriately trained by ensuring that they attend expert courses such as leadership and communication

6.5 Recommendations for future studies

The following are recommendations that can be used by researchers for future studies:

- ❖ This study included the employees that worked for Scott Bader South Africa. A future study on job satisfaction and staff productivity can be included for all employees that work Scott Bader (globally).
- ❖ To investigate or explore this concept through the managers' point of view and to examine the behaviours that they identify as the greatest drivers of job satisfaction and staff productivity.
- ❖ The current study was performed for a specific manufacturing company, future studies can be done on a larger scale by incorporating various manufacturing organisations.
- ❖ Future researchers can conduct studies into emotional intelligence and productivity, to achieve a more insightful understanding on how to utilise human capital behaviours to accomplish higher levels of productivity.
- ❖ This study used a quantitative approach; future researchers can use a mix method approach (open ended questions) to achieve a fuller understanding of the concepts in this study.

6.6 Conclusion

The three objectives of this study that are highlighted in Chapter One were attained. The research questions led to outcomes that determined the facets which influence job satisfaction, those that influence staff productivity and the relationship between job satisfaction and staff productivity. Recommendations were offered in this chapter, for the purpose of addressing the issues of job satisfaction and staff productivity within the organisation. It was concluded that an employee who is satisfied with his job often displays high levels of productivity. Scott Bader South Africa should consider these facets which were researched and ensure that the human capital component of productivity is incorporated to overall local strategic plan of the company.

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APPENDIX 1: INFORMED CONSENT

UNIVERSITY OF KWAZULU-NATAL GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP

Dear Respondent,

MBA Research Project

Researcher: Vernon Thambiran 0823092218

Supervisor: Mr. C. Chikandiwa 0312608883

Research Office: Ms P Ximba 031-2603587

I, **Vernon Thambiran** an MBA student, at the Graduate School of Business and Leadership, of the University of KwaZuluNatal. You are invited to participate in a research project entitled “The Impact of Job Satisfaction on Staff Productivity amongst the staff at Scott Bader South Africa.

The aim of this study is to:

1. The facets that influence Job Satisfaction.
2. The facets that influences Staff Productivity.
3. The relationship between Job Satisfaction and Staff Productivity.

Through your participation I hope to understand how the facets of Job Satisfaction impacts on Staff Productivity. The results of the focus group are intended to contribute to the short and long term strategy of the organization.

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

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

The survey should take you about **15** minutes to complete. I hope you will take the time to complete this survey.

Sincerely

Investigator’s signature _____ Date _____

This page is to be retained by participant

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

MBA Research Project
Researcher: Vernon Thambiran 0823092218
Supervisor: Mr. C. Chikandiwa 0312608883
Research Office: Ms P Ximba 031-2603587

CONSENT

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

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

SIGNATURE OF PARTICIPANT

DATE

.....

This page is to be retained by researcher

APPENDIX 2: Questionnaire

The impact of Job Satisfaction on Staff Productivity at Scott Bader South Africa *Questionnaire*

Section A

Demographic Information

Please choose the appropriate answer

1. What is your gender?

- Male
- Female

2. What is your age?

- 18 to 24
- 25 to 34
- 35 to 44
- 45 and older

3. What is your race?

- African
- Indian
- Coloured
- White

4. What department do you work in?

- Production
- Laboratory
- Technical Services
- Site Services
- Supply Chain
- Human Resources
- Finance
- Sales

5. What is your qualification?

- B.Sc Degree
- BTech Degree
- National Diploma
- Matric
- Other (please specify below)

Section B

The facets that influence Job Satisfaction

Please choose the appropriate answer

6. I am satisfied with my job?

- Strongly Disagree
- Disagree
- Neutral/ Neither Agree nor Disagree
- Agree
- Strongly Agree

7. I am satisfied with my salary or wages?

- Strongly Disagree
- Disagree
- Neutral/ Neither Agree nor Disagree
- Agree
- Strongly Agree

8. I am satisfied with the benefits I receive from Scott Bader?

- Strongly Disagree
- Disagree
- Neutral/ Neither Agree nor Disagree
- Agree
- Strongly Agree

9. I am satisfied with my training and development?

- Strongly Disagree
- Disagree
- Neutral/ Neither Agree nor Disagree
- Agree
- Strongly Agree

10. I am satisfied with the career advancement opportunities available to me?

- Strongly Disagree
- Disagree
- Neutral/ Neither Agree nor Disagree
- Agree
- Strongly Agree

11. I am satisfied with my overall Job Security?

- Strongly Disagree
- Disagree
- Neutral/ Neither Agree nor Disagree
- Agree
- Strongly Agree

12. I am satisfied with the recognition I receive for good performance?

- Strongly Disagree
- Disagree
- Neutral/ Neither Agree nor Disagree
- Agree
- Strongly Agree

13. I am satisfied with my line Managers leadership?

- Strongly Disagree
- Disagree
- Neutral/ Neither Agree nor Disagree
- Agree
- Strongly Agree

14. Do you find your work meaningful, interesting and challenging?

- Strongly Disagree
- Disagree
- Neutral/ Neither Agree nor Disagree
- Agree
- Strongly Agree

Section C

The facets that influence Staff Productivity

15. I have the correct resources to achieve my targets and objectives?

- Strongly Disagree
- Disagree
- Neutral/ Neither Agree nor Disagree
- Agree
- Strongly Agree

16. I am able to work independently to achieve my targets and objectives?

- Strongly Disagree
- Disagree
- Neutral/ Neither Agree nor Disagree
- Agree
- Strongly Agree

17. I am adequately trained to achieve my targets and objectives?

- Strongly Disagree
- Disagree
- Neutral/ Neither Agree nor Disagree
- Agree
- Strongly Agree

18. My relationship with my co-workers assists me in achieving my targets and objectives?

- Strongly Disagree
- Disagree
- Neutral/ Neither Agree nor Disagree
- Agree
- Strongly Agree

19. My relationship with my line Manager assists me to achieve my targets and objectives?

- Strongly Disagree
- Disagree
- Neutral/ Neither Agree nor Disagree
- Agree
- Strongly Agree

20. My targets and objectives are achieved in a safe working environment?

- Strongly Disagree
- Disagree
- Neutral/ Neither Agree nor Disagree
- Agree
- Strongly Agree

21. My input and ideas assists in achieving my targets and objectives efficiently and effectively?

- Strongly Disagree
- Disagree
- Neutral/ Neither Agree nor Disagree
- Agree
- Strongly Agree

22. I achieve my targets and objectives on a daily, weekly, monthly and yearly basis?

- Strongly Disagree
- Disagree
- Neutral/ Neither Agree nor Disagree
- Agree
- Strongly Agree

APPENDIX 2: EDITORS LETTER

18 November 2018

Re: LANGUAGE EDITING STATEMENT

I, THE UNDERSIGNED, hereby confirm that I have edited the thesis titled: **The impact of job satisfaction on staff productivity amongst the staff at Scott Bader South Africa**, by **Vernon Thambiran**, for the degree of **Master of Business Administration**.

Regards



Hatikanganwi Mapudzi
Associate Member

Membership number: MAP002
Membership year: March 2018 to February 2019

078 086 5605
fmapudzi@yahoo.co.uk

www.editors.org.za

PhD (Communications), M. A (Journalism & Media Studies), PGDip (Media Management), B.Soc. Scie. (Hons) (Communications), B. Applied Communications Management.

APPENDIX 3: COMPANY APPROVAL LETTER



For Attention:

Chair of Ethics Review Committee
University of KwaZulu-Natal
Durban
4001

18th October 2016

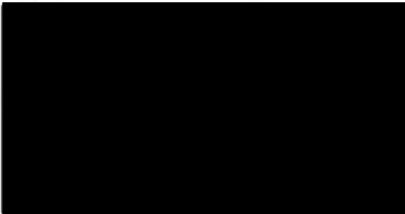
RE: LETTER OF SUPPORT TO STUDENT, STUDENT NUMBER 214572780 - GRANTING PERMISSION TO USE SCOTT BADER (PTY) LTD AS A CASE STUDY

I have considered a request from **V. Thambiran** to use Scott Bader (Pty) Ltd as a research study site leading to the awarding of a Master in Business Administration entitled:

"The Impact of Job Satisfaction on Staff Productivity amongst the staff at Scott Bader South Africa"

We wish to inform you of the acceptance of his request and hereby assure him of our utmost cooperation towards achieving his academic goals; the outcome which we believe will help our organisation in the long and short term strategy. **In return, we stipulate as condition that V. Thambiran presents the results and recommendations of this study to the Senior and Executive Management team based at Scott Bader (Pty) Ltd on completion.**

I wish **V. Thambiran** all the best in his studies.



Mr. B. Mohamed Yunus
Managing Director

APPENDIX 4: ETHICAL CLEARANCE



17 November 2016

Mr Vernon Thambiran (214572780)
Graduate School of Business & Leadership
Westville Campus

Dear Mr Thambiran,

Protocol reference number: HSS/1972/016M

Project title: The impact of Job Satisfaction on Staff Productivity amongst the staff at Scott Bader South Africa

Full Approval – Expedited Application

In response to your application received on 10 November 2016, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol have been granted **FULL APPROVAL**.

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

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

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

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

Yours faithfully

Dr. Shenuka Singh (Chair)

/ms

Cc Supervisor: Mr Christopher Chikandiwa
Cc Academic Leader Research: Dr Muhammad Hoque
Cc School Administrator: Ms Zarina Bullyraj

Humanities & Social Sciences Research Ethics Committee

Dr Shenuka Singh (Chair)

Westville Campus, Govan Mbeki Building

Postal Address: Private Bag X64001, Durban 4000

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Website: www.ukzn.ac.za



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APPENDIX 5: TURNITIN REPORT

The Impact of Job Satisfaction of Staff Productivity amongst the staff of Scott Bader South Africa

ORIGINALITY REPORT

8%	9%	5%	3%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

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