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**The influence of employee relationship management on job satisfaction at Boxer Superstores head office**

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## **Candidate Declaration**

I, **Deerolan Govender** declare that this dissertation, entitled: **The Influence of Employee Relationship Management on Job Satisfaction at Boxer Superstores Head Office** represents my own work and is submitted to fulfil the requirements of the degree of Master of Human Resource Management at the University of KwaZulu-Natal, Durban. The contribution of any supervisors and others to the research and to the dissertation was consistent with normal supervisory practice. I confirm that no part of this dissertation has been submitted for publication in advance of its submission for examination. This dissertation contains no material that has been submitted previously, in whole or in part, for the award of any other academic degree or diploma.



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## **Dedication**

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## **Abstract**

Employee relationship management can be referred to as the relationship of development and management between an employer and its employees. There are various aspects that can impact an employee's job satisfaction, including employee relationship management. Employee relationship management regarding South African employees within the retail industry is increasingly becoming a major concern. While numerous studies have been undertaken regarding retailers and customers, they have not considered the employees and their job satisfaction.

This study is specifically aimed at identifying how employee relationship management at Boxer Superstores Head Office influences job satisfaction. This study endeavours to establish if the strategies that have been implemented with regard to employee relationship management can enhance its employees' job satisfaction.

A mixed method research approach was used. A questionnaire and in-depth interview schedule were used to gather information from the Boxer Superstore Head Office employees.

The overall findings identified that the safety/health, communication, career development and compensation strategies that have been employed at Boxer Superstores do have an influence on the employees' job satisfaction.

### **Key Words**

*Job Satisfaction Strategies; Human Resource Management; Employee Relationship Management; Employee Satisfaction; Job Satisfaction*

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## **List of Abbreviations**

<b>ANOVA</b>	Analysis of Variance
<b>ER</b>	Employee Relations
<b>ERM</b>	Employee Relationship Management
<b>HR</b>	Human Resources
<b>HRM</b>	Human Resource Management
<b>IT</b>	Information Technology
<b>JS</b>	Job Satisfaction
<b>KMO</b>	Kaiser-Meyer-Olkin
<b>KZN</b>	KwaZulu-Natal
<b>SA</b>	South Africa
<b>SPSS</b>	Statistical Package for the Social Sciences
<b>UKZN</b>	University of KwaZulu-Natal
<b>VAS</b>	Value Added Services

## **Chapter 1: Introduction**

### **1.1. Introduction**

Employee relationship management (ERM), which is related to retail employees in South Africa, is becoming more concerning, as shown by research studies. This study is specifically aimed at identifying how employee relationship management at Boxer Superstores Head Office influences job satisfaction. This study endeavours to establish if the strategies that have been implemented with regard to employee relationship management can enhance its employees' job satisfaction. A mixed method research approach was used. A questionnaire and in-depth interview schedule were used to gather information from the Boxer Superstore Head Office employees. The chapter presents an overview of the study, covering aspects such as the background to the study; the research problem; the research objectives and research questions; the aim of this study; its purpose; and the importance of the study. The chapter further presents a summary of all the chapters and, finally, the conclusion.

### **1.2. Background to the Study**

Boxer Superstores was founded in 1977 (Muller, 2014). At first, it was called KwaZulu-Natal Cash and Carry and served the Empangeni area; but was later renamed Boxer Cash and Carry. The name changed again in 1997 to Boxer Superstores (Muller, 2016), with the Head Office in Westville, KwaZulu-Natal. The number of stores continued to grow over the next four decades. The stores operate in all nine of South Africa's provinces, and there are five stores in Swaziland (Muller, 2017). Boxer Superstores has many loyal customers because of their best-possible prices and quality which give them an advantage over competitors, particularly in the retail industry (Muller, 2016). According to the Annual Report for 2017 (Muller, 2017), Boxer Superstores' success is mainly attributed to ERM. This culture is

promoted because employers and employees have an interest in the organisation. Employee relationship management measures put in place by Boxer Superstores are designed to facilitate a work environment where there is co-operation, effective conflict resolution, and strong power relations between employer and employees. The Annual Report (Muller, 2016) claims that Boxer Superstores' ERM plan is informed by progressive systems including legal, policy, and technological changes, to name a few. Boxer Superstores thus seems to have an ERM system that is promoting an effective and strong relationship with employees (Muller, 2016). Despite having an internal ERM system designed to foster a productive and secure workplace, the influence of ERM on job satisfaction at Boxer Superstores is not known. Consequently, this study will investigate the role of ERM on employees' job satisfaction at Boxer Superstores at its Head Office in Westville, KwaZulu-Natal.

### **1.3. Research Problem**

It has been identified that a substantial number of retail industry employees are dissatisfied with their current job positions and that this is mainly due to an unhealthy work relationship existing between employer and employee (Singh & Kumar, 2011). A major contributing factor is that employee needs are not deemed to be of equal, or greater, importance as the needs of the rest of the organisation. This is regarded as one of the major contributors to job dissatisfaction in South African (Brunetto & Farr-Wharton, 2012). A study by Universum (2015) identified that many retail industry employees in South Africa are unhappy with their current job situations. Van Dyk et al. (2012) identified a substantially large number of employees who have discussed their intentions of resigning from their current occupations. Should this negative trend continue, and retail industry employee satisfaction does not improve due to employees' concerns not being addressed, there is a possibility that South Africa could face a longer economic recession. Previous studies that were conducted in the

retail industry were limited to customer satisfaction and did not focus on issues relating to employee job satisfaction (Jeon & Jeong, 2012). In South Africa, most retail companies, including Boxer Superstores, do apply ERM strategies and practices to address employee dissatisfaction, but they do not label this as ERM. Employee relationship management systems exist in the retail industry in South Africa, but are not reported or managed as ERM. The problem that this study intends to address is whether ERM has an influence on employee job satisfaction and to determine whether ERM practices affect employees' job satisfaction at Boxer Superstores.

#### **1.4. Aim of the Study**

This study aims to identify how job satisfaction is influenced by ERM strategies and practices at Boxer Head Office. The study will try to establish if the strategies that have been implemented do enhance its employees' job satisfaction.

#### **1.5. Research Objectives**

The following research objectives were identified:

- i. to understand the career development strategies, compensation strategies, corporate communication strategies and safety/health strategies used at Boxer Superstores Head Office in Westville influence employees' job satisfaction;
- ii. to ascertain if there is a significant relationship between career development strategies, compensation strategies, corporate communication strategies and safety/health strategies used at Boxer Superstores Head Office in Westville, and employees' job satisfaction;

- iii. to determine to what extent the variation job satisfaction is due to compensation strategies, corporate communication strategies and safety/health strategies used at Boxer Superstores Head Office in Westville; and
- iv. to establish whether the biographical variables (gender, age, race, position, and years of work experience) have a significant influence on the compensation strategies, corporate communication strategies, safety/health strategies and employees' job satisfaction used at Boxer Superstores Head Office.

### **1.6. Research Questions**

The following research questions were identified:

- i. To what extent do the career development strategies, compensation strategies, corporate communication strategies and safety/health strategies used at Boxer Superstores Head Office in Westville affect employees' job satisfaction?
- ii. Is there a significant relationship between career development strategies, compensation strategies, corporate communication strategies and safety/health strategies used at Boxer Superstores Head Office in Westville and employees' job satisfaction?
- iii. To what extent is the variation in job satisfaction due to the compensation strategies, corporate communication strategies and safety/health strategies used at Boxer Superstores Head Office in Westville?
- iv. To what extent do the biographical variables (gender, age, race, position, and years of work experience) differ on compensation strategies, corporate communication strategies, safety/health strategies and employees' job satisfaction at Boxer Superstores Head Office in Westville?

### **1.7. Significance of the Study**

Employee relationship management (ERM) does have an impact on the job satisfaction of the Head Office employees at Boxer Superstores. Job satisfaction is used to develop and obtain a competitive advantage. This study assisted in identifying which aspects of job satisfaction need to be focused on to improve ERM. The information obtained can also be used to sustaining the current positive atmosphere at the stores, and should have a positive impact and influence on the company's long-term success. This study should be beneficial to the organisation as it has contributed information which will inform Boxer Superstores' management of the critical management strategies that influence employee job satisfaction. The study identified the key reasons for job satisfaction amongst its employees, assisting management in addressing any issues that employees may be experiencing, and provided management with the opportunity to understand the employees' needs. This can be used to address any issues that have been identified at the head office, as well as improving the support facilities and all their store management practices. The study can also assist in creating a positive working environment which allows for both employees and management to be happy, thereby ensuring employee job satisfaction.

### **1.8. Rationale of the Study**

The study was conducted to improve the working relationship between Boxer Superstores Head Office management and its employees. The study is therefore aimed at identifying:

- i. the level of employee job satisfaction at the Boxer Superstores Head Office;
- ii. aspects of job satisfaction that need to be addressed;
- iii. aspects of job satisfaction that the Boxer Superstores' management team needs to focus on in terms of resolution or implementation that needs to take place.

## 1.9. Limitations of the Study

The limitations of the present study are:

- i. Only Boxer Superstores employees at their Head Office were included in the study. Therefore, the findings from this study cannot be generalised to all Boxer Superstores. The sample only represents the entire population of Boxer Superstores' employees at its Westville headquarters, where the findings can be generalised.
- ii. The reasons for job satisfaction will differ from companies in other industries, or the same or similar industries, as they are industry-specific. The results cannot therefore be generalised to other companies and industries.

## 1.10. Outline of the Study

The outline of the study is presented by chapter:

- i. **Chapter 1: Introduction.** This chapter introduced the study, and the background to this study. Other aspects covered included the research problem; the research questions and research objectives; the aims of the study; the rationale of the study; the significance and limitations of the study; as well as the dissertation outline. The format of the study and summary to the chapter were presented.
- ii. **Chapter 2: Literature Review.** In this chapter, ERM relating to this study was discussed. Other areas discussed in the chapter included the definition of the concept, theories of employment relationship, perceptions, and practices of ERM.
- iii. **Chapter 3: Literature Review.** In this chapter, job satisfaction relating to this study was discussed, as well as job satisfaction theory; factors influencing job satisfaction and the theoretical framework underpinning the study.
- iv. **Chapter 4: Research Methodology.** This chapter presented the research methodology including the research design supporting this particular study; the study

site; the population and the target population; sampling techniques; data collection and techniques for analysis; data control measures; ethical issues; and a chapter summary.

- v. **Chapter 5: Presentation, Findings, and Discussion of Results.** This chapter presented the findings of this study. The chapter also addressed the main research questions relating to this study.
- vi. **Chapter 6: Conclusion and Recommendations.** This chapter presented the conclusion and recommendations, and the implications for Boxer Superstores.
- vii. **Chapter 7: Conceptual Contribution of the Study.** This chapter presented the model generated from the study, describing its valuable contribution to the study and how it relates to ERM strategies and practices influencing job satisfaction. The framework was made up of key constructs that include the safety/health strategies; communication; career development and compensation employed at Boxer Superstores that influence employees' job satisfaction.

### **1.11. Chapter Summary**

Chapter one of this study introduced the topic and provided a summary of the study. It provided the background relating to this study, the problem being investigated, the research objectives and the research questions, the aim of the study, as well as the significance of the study. An overview of all the chapters in the study was also presented, as well as a chapter summary.

The chapter which follows will discuss with the definition, concept, theories and practices of employee relationship management.

## **Chapter 2: Employee Relationship Management**

### **2.1. Introduction**

The employee-management relationship can be described to as the relationship of development and management between an employer and its employees. There are various aspects that can impact an employee's job satisfaction, including the employee-management relationship. Employee relationship management regarding South African employees within the retail industry is developing into a major concern, as shown by research studies. This chapter reviews the information in the literature on the definition, concept, theories and practices of employee relationship management.

### **2.2. Understanding Employee Relationship Management**

The concept of employee relationship (ER) is of a special kind of interpersonal relationship which was proposed by western scholars in the twentieth-century to replace the concept of industrial relations. It refers to the relationship of rights and obligations, management and obedience, arising from the interests of the enterprise and the staff. It includes co-operation, conflict, strength and power relations, and is influenced by the economy, technology, policy, the legal system and the socio-cultural background in a given society (Yongcai, 2010: 940). Relationships between employees, their employer and the organisation all form part of a business's internal relationship management. Much research regarding this internal relationship management has focused on organisational behaviour/theory and human resource management (Liao et al., 2014: 25–26). Accordingly, employee management is defined as the relationship between an employer, or the representative manager, and employees, and is aimed at maintaining commitment, morale and trust to create a productive and secure workplace environment (Bajaj et al., 2013: 90).

Employee relationship management is a relatively new concept. A general definition describes ERM as those strategies, programmes and technologies employed to effectively manage how firms relate to prospective, current and former employees. There are many similarities to customer relationship management, which is understandable, since the notion of ERM has been derived from that concept (Lagergren & Andersson, 2013: 21). Moreover, there are comparable terms, such as human capital management and talent management (Buttle, 2009: 357), although it is unclear whether these terms refer to the same concepts.

Employee relationship management can also be defined as a specific aspect of human resource management (Yongcai, 2010: 940). According to Jing (2013: 25), it is a way of implementing various control methods and practices which allow the regulation of relations between an organisation and its employees; and this can assist the organisation to achieve the objectives and goals that have been set.

Oluchi (2013) has defined ERM as a process that organisations can use to manage their interactions with employees, with the aim of achieving the goals of the organisation. According to Oluchi, 2013:11, the human resource (HR) department plays a pivotal role in these processes. They have an important role in terms of training and coaching managers and executives on how to effectively establish and nurture relationships with their employees, as well as measuring and monitoring those relationships to determine which objectives are being met and which need to be worked on.

According to Jing (2013:26), ERM refers to the relationship of management and development between an employer and its employees. Many different issues can affect and impact employee satisfaction and they have direct repercussions on employee productivity and corporate culture. Bergeron (2013:196) states that ERM can be described as the procedure

for controlling the relationship between employees and the organisation so that employees are able to exchange their skills and specialised knowledge for remuneration and non-monetary compensation which benefit both employee and organisation.

According to Pareek and Rai (2012:35), the central focus of management regarding its relationship with its employees should be effective organisational communication that assists in building the confidence of its workforce, as well as its loyalty and trust. This will, in turn, enable the organisation to understand its employees and identify their true strengths and potential. According to Pareek and Rai (2012:35), Employee relationship management is an extremely useful and powerful tool which should enable the employees to improve their work performance. The growth of ERM allows organisations to customise, recognise, interrelate and evolve the working relationship with their employees.

Employee relationship management can further be described as the way communication is managed between the organisation and its employees (Yongcai, 2010:941.) This type of communication allows for adjustability and facilitates the improvement of employee satisfaction while supporting the organisation in achieving their goals. Employee relationship management is involved in all facets of HR management. ERM starts when a candidate is being interviewed and when the organisation is deciding whether the organisation will be employing that particular employee (Yongcai, 2010:941).

The basic content of ERM is shown in Table 2.1.

**Table 2.1 Basic content of Employee Relationship Management (ERM)**

<u>Category</u>	<u>Basic Content</u>
<b>Labour Relationship Management</b>	As the key part, this includes labour dispute solutions, labour pleading, personal disputes and emergency solutions.
<b>Communication Management</b>	Guarantee the smooth communication channel; adopt an effective way of communication to guide the two-way exchange between the enterprise and the staff.
<b>Employee Participation Management</b>	Build a good staff participation environment; adopt an effective management style to give play to the staff intelligence and wisdom; fully realise the self-value; foster improvements in the harmony between labour and capital
<b>Employee Information Management</b>	Set up employee information management systems; offer information support for the enterprise's strategy and human resource management; promote information sharing between every department; promote the communication within enterprises
<b>Enterprise Culture Construction</b>	Build and popularise the corporate culture, lead staff to keep unanimity with company's values; drive the common development of enterprises and staff.

Source: Yongcai (2010: 941)

By gaining an understanding of the different definitions that relate to ERM, the researcher was able to identify that ERM manages the relationship between the employees and their employer. This is done through communication to improve employee satisfaction, commitment and performance, and this may lead to a reduction in employee turnover, thereby contributing to the achievement of an organisation's goals.

### **2.3. The Employee Relationship Management Process**

According to Strohmeier, (2013: 90), applying ERM requires specific processes that offer operational measures to achieve the objective of individualised, mutually valuable relationships. Candidate relationship management refers to the practices which focus on the recruitment process. The second group of practices focuses on all other HR aspects, aside from recruitment. The combination is able to offer the possibility of categorising the ERM process.

According to Strohmeier (2013), the main aspects of the ERM process can be divided into three specific areas based on their specific roles or purposes:

- i. Collaborative processes: These refer to the interaction between the organisation and employees in recruiting, development and compensation, *inter alia*. These are factors that are required for building and maintaining the intended relationships.
- ii. Operational processes: These refer to the administrative aspects that are related to recruiting, development, compensation, and so forth. The main difference between the operational processes and current operational HR relates to the constant changes due to individual employee situations or aspects. An example relating to operative compensation is when payroll processing must change from calculating identical salaries to calculating specific characteristics for individual employees.

- iii. Analytical processes: These refer to collecting, preparing and identifying in-depth information which will be required to support decisions in operational and collaborative ERM. Most of the information refers to individual employee situations, as well as past trends and future goals and plans that have been set out. An overview of the ERM processes is the collaboration of operational and analytical needs and requirements that can be adapted to individualised HR (Strohmeier, 2013: 97).

Understanding ERM and its processes and strategies will assist in developing the goals of ERM within an organisation.

## **2.4. Goals of Employee Relationship Management**

According to Singh and Kumar (2011:126), ERM is aimed at supporting successful organisations by building effective relationships between employer and employees. Organisations use a few common practices in fostering employee relations, but this does not necessarily cover the various situations that are experienced. Organisational issues that are responsible for productivity gaps are identifiable. Employee relationship management tries to assist organisations to focus on those characteristics that enable the organisation to become successful and improve its productivity. Change is unavoidable and necessary, for both continuity and expansion. Employee relationship management is concerned with progressively moving towards improving productivity and gaining a competitive advantage, as well as focusing on building and nurturing dedication, confidence and belief, to generate a productive and secure workplace environment.

### **2.4.1. Employee Relationship Management Goals**

Singh & Kumar (2011:127), asserted that the goals of ERM are as follows:

- i. Ensure a link and congruency between the employee contract and the employment relationship through a psychological commitment.

- ii. The terms and conditions of employment must ensure that it focuses on both the organisation's objectives, as well as employee needs and desires, and that all aspects are met.
- iii. Develop company policies, procedures, rules, and regulations that are lawful, fair, and unbiased and are in line with the organisation's objectives and the employees' needs and aspirations.
- iv. Define and clarify the expectations of performance management, allowing employees to develop strategies which will allow them to achieve the targets set for their individual job functions.
- v. Develop effective communication methods to ensure employees receive adequate information.

The next section discusses the significance of ERM.

## **2.5. The Significance of Employee Relationship Management**

According to Vineet et al. (2013: 23), it is advisable for an organisation to have a documented and effective ERM system in place as this enables the personalising of employee relations to suit the specific organisations needs and culture. Good employee relationships contribute to the overall success of the organisation. Singh & Kumar (2011:127) asserted that the importance of ERM may be summarised as follow:

- i. Employee relationship management encourages employee commitment, morale and trust in their organisation.
- ii. Employee relationship management creates a link from the psychological commitment to an employee's contract and their employment relationship. It also

focuses on fairness and ensuring that both organisational and employee objectives are met.

- iii. Employee relationship management assists employees in achieving the objectives that have been set out by the organisation. It also focuses on assisting employees to achieve the tasks and targets that have been set for their individual job function. It will also assist in developing effective communication strategies. It further emphasises performance, growth and the development of employees with the aim of gaining a competitive advantage.
- iv. Employee relationship management assists by improving the working conditions, as well as the administration relating to HR policies, and by creating a positive relationship among employees.
- v. Employees develop work responsibility. This will assist in improving work performance, work productivity and work morale, and will empower and further encourage employees to improve the entire organisation.
- vi. Employee relationship management is important in promoting and developing employer and employee relationships.
- vii. Employee relationship management aims to reduce conflict in the workplace at all levels: individual, inter-group team and intra-group team levels.
- viii. Employee relationship management aims to achieve the highest possible level of mutual understanding and respect between an employers and its employees.
- ix. Employee relationship management provides motivational stimulus that benefits the employees.
- x. Employee relationship management aims to improve the quality of an employee's life at work and assists in reducing stress.

The next section focuses on the benefits of ERM.

## 2.6. The Benefits of Employee Relationship Management

According to Vineet et al. (2013), ERM not only improves staff performance levels in an organisation, but it also has many other advantages, as summarised in Table 2.2.

**Table 2.2 Advantages of employee relationship management (ERM)**

1	Strengthens corporate communication and culture.
2	Fosters learning - about company products, services and customers.
3	Provides real time access to company training.
4	Targets information to employees based on their interests and needs – user personalisation.
5	Streamlines performance management.
6	Manages resources creatively.
7	Frees the HRM department to concentrate on more strategic tasks.
8	Raises productivity.
9	Encourages innovation levels.
10	Reduces turnover.
11	Reduces recruitment and training costs.
13	Affords effective and consistent rewarding.

Source: Wargborn, (2010: 11)

The section which follows discusses the different employment relationship theories.

## 2.7. Theories of Employment Relationships

According to Abbott (2016), theories are formulated to explain, predict, and understand phenomena, and in many cases, challenge and extend existing knowledge within the limits of critical assumptions. The theoretical framework is the structure that can hold or support a theory of a research study. The following theories were adopted for this study and are explained below: unitary theory, conflict theory, systems theory and strategic choice theory.

### **2.7.1. Unitary Theory**

For Fajana (2010: 33), the basis of unitary theory is that the greater social system, or the work enterprise as a subsystem of the larger social system, is a unitary organisation. This theory views the organisation as pointing towards a unified authority and loyalty structure, and places emphasis on common values, interests and objectives. Those who subscribe to this perspective view organisational participants as a team or family that emphasise shared values, shared goals, and a common destiny. This theory implies the absence of factionalism within the enterprise.

According to Fidler (2011: 42), conflict is often deemed as irrational and the termination of employees who strike is often the outcome, rather than the parties entering into consultation and getting to the root cause. Unitary theory identifies that managers and employees both have a common interest in the success of their organisations. When conflicts do occur, it is highly probable that they will not develop to the extent that they endanger the organisation so that it has to close. The divisions experienced could be the result of personality clashes, incorrect recruitment and promotions, or poor communication.

According to unitary theory, trade unions are viewed as an unnecessary interference in the management's right to make decisions (Rose, 2016: 49). Trade unions are regarded as external interference in the organisation, which could lead to competition with management for the loyalty of employees. Abbott (2016) adds that management should ensure that the organisation is supported by its employees, that management is the single source of authority, and any alternative sources of authority are eliminated from the workplace. Rose (2016) also contends that unitary theory tends towards authoritarianism and paternalism, is pro-management, biased and emphasises consensus and industrial peace. Finally, the underlying

assumption of unitary theory is that the organisation exists in perfect harmony and all conflict is unnecessary.

### **2.7.2. Conflict Theory**

Conflict theory views society as competing for limited resources and identifies the organisation as one complete unit that is broken down into different sectors. The different sectors in turn have numerous values, interests, and objectives. This leads to employees having numerous values and aspirations that have been developed over time. Their worthiness and desires are continually in dispute with management. Conflict theory argues that conflict is unavoidable in an organisation. This can be rectified using settlements and agreement or collective bargaining.

Rose (2016) further states that conflict theory considers trade unions as lawful challengers to organisational decisions and they promote contestation and alliance. Trade unions are therefore identified as legal representations which allow for specific employees to interfere with managerial decisions. In addition, Rose (2016) maintains that the pluralist perspective would be more applicable than the unitary perspective when analysing industrial relations in medium-to-large unionised organisations and this agrees with expansion in the contemporary society.

### **2.7.3. Systems Theory**

According to Abbott, (2016), systems theory is derived from the structural aspects of the social system. It emphasises that industrial relations are best regarded as a sub-system of the larger social system. Systems theory states that work will be affected by both formal and informal rules and regulations. This covers aspects such as recruitment, holidays, performance, wages, hours and other such aspects that deal with employment. It emphasises

that these rules are what industrial actors use to identify if their organisation is actually influenced by the wider environmental context in which the actors operate, and that the actors themselves share an interest in maintaining the processes of negotiation and conflict resolution.

Otobo (2010: 3), citing Dunlop (1958), argues that an industrial relations system, at a given time in its development, is seen as affecting certain actors and contexts. It is an ideology which binds the industrial relations system together, and a body of rules created to govern actors at the workplace and work community. According to Otobo (2010: 3), citing Dunlop (1958), systems theory can provide the analytical tools and a theoretical basis that can make industrial relations an academic discipline in its own right.

According to Abbott (2016), four key elements are used to create the system of rule-making in industrial relations:

- i. industrial actors, consisting of employers, employees, their representatives, and external agencies with an interest in industrial relations;
- ii. the environmental context, made up of prevailing economic and technological conditions, markets, and distribution of power in the wider society;
- iii. procedural and substantive rules governing the employment relationships between the actors; and
- iv. a binding ideology, acting as a set of common beliefs and understandings that serve to encourage compromises on the part of each actor for the sake of making the system operable.

#### **2.7.4. Strategic Choice Theory**

Strategic choice theory focuses on the systems concept developed by Dunlop (1958), cited by Otopo (2010: 3). He developed the theory by including contemporary changes in the way industrial relations were being practised during the 1950s. There were three significant changes that needed to be considered as they had the largest influence on the way managers were dealing with industrial relations issues:

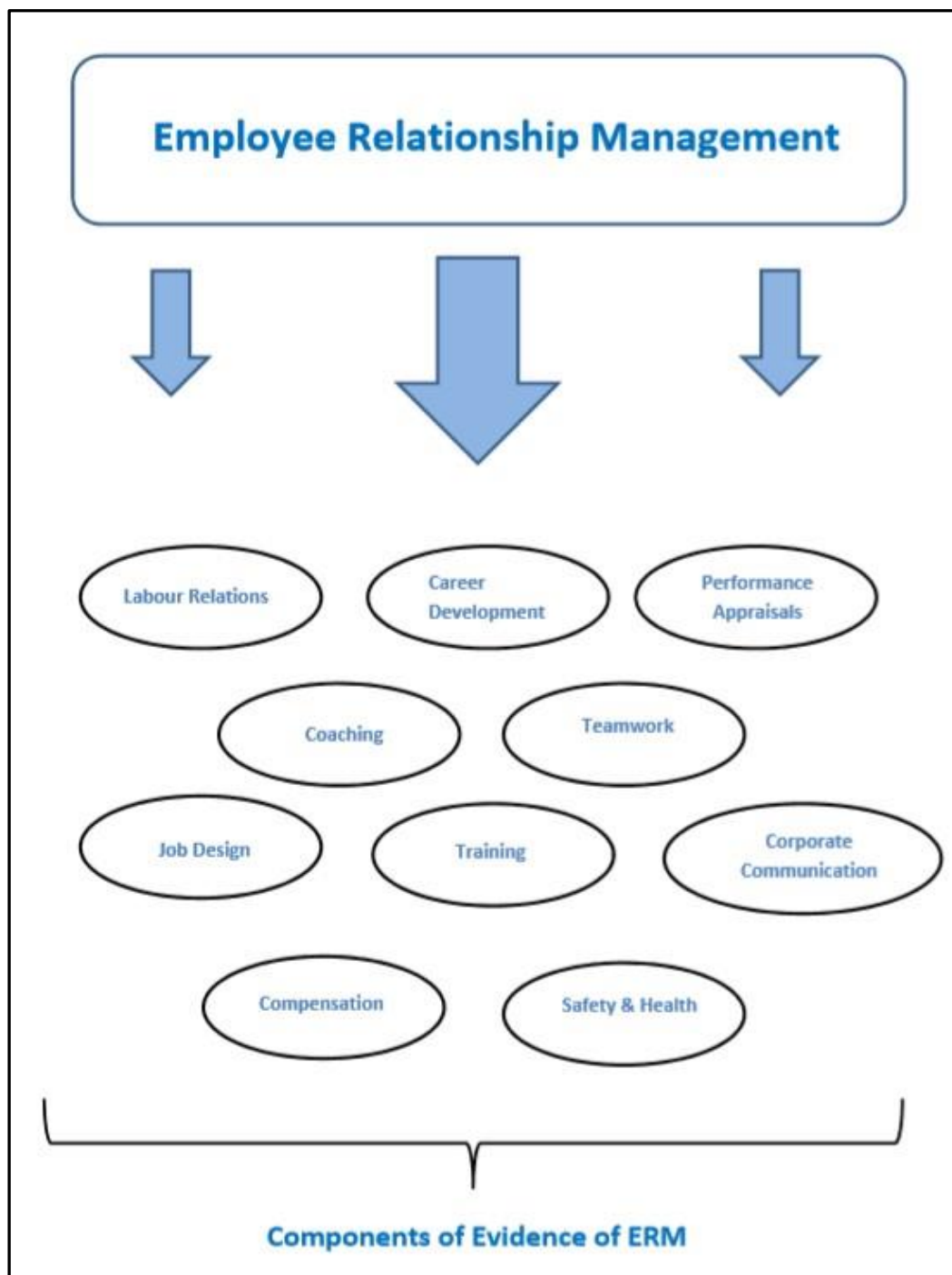
- i. an increase in the number of new industries which were not being covered by unions and that resulted in the decrease of union membership;
- ii. the way collective bargaining structures and outcomes that involved trade unions had adapted and changed; and
- iii. new managerial values and human resource strategies that encouraged information sharing, co-operation in the workplace, performance incentives and incentive schemes and team work.

According to Abbott (2016), strategic choice theory recognises the interrelationship between decisions and activities across different levels of the industrial relations system. The theory acknowledges the relevant forces in the external environment that affect employment relationships. Changing external environments induce employers to adjust their competitive business strategies. In making these adjustments, the range of options considered is filtered and constrained to be consistent with the values, beliefs, and philosophies engrained in the mind of key decision makers. As choices are embedded in historical and institutional structures, the range of feasible options available at any given time is partially constrained by the outcomes of previous organisational decisions, and the current distribution of power within the business organisation and between the organisation and unions, government agencies, or other external organisations it deals with. According to Abbott (2016) the idea

of strategic choice theory is that industrial relations processes and outcomes are determined by a continually evolving interaction of environmental pressures and organisational responses.

This study uses the Employee Relationship Management Model, as depicted in Figure 2.1. The model identifies the different concepts which define the management of the relationship between employees and the organisation. Career development, safety/health, compensation, and corporate communication are the four constructs out of ten that were selected from the model. The reason only four constructs were selected was because the other constructs had been studied widely and there were limited resources available for the study. It was believed that focusing on these four constructs would make the study more conclusive as an in-depth focus on fewer constructs. Studying all ten constructs could possibly have created a much larger study project which would have been too time consuming to finish on time. Respondents might also not have answered to the best of their ability as the questionnaire and interviews could possibly have been extremely long, were the study to cover all ten constructs.

**Figure 2.1. The Employee Relationship Management (ERM) Model**



Source: Wargborn (2010: 10)

According to Wargborn (2010), ERM is a process that organisations use to effectively manage all interactions with their employees, ultimately to achieve the set goals of the organisation. The HR department can play a critical role in this process, both in terms of

training and coaching managers and executives on how to effectively establish and nurture relationships with employees, and in measuring and monitoring those relationships to determine whether objectives are being met. Employee relationship management practices provide many advantages to organisations. Wargborn (2010) stresses that ERM not only fosters high levels of performance, but there have also been documented many positive effects of ERM in organisations, such as strengthening corporate communication and business culture; fostering learning about company products, services and customers; providing real-time access to company training; and targeting information to employees based on their interests and needs. Streamlining performance management; managing resources creatively and freeing the HR department to concentrate on more strategic tasks that raise productivity, encourages the innovation levels of the employees, reduces employee turnover, thereby reducing recruitment and training costs, and supports management in affording effective and consistent rewarding.

In line with this, Jones and George (2016) recognise that ERM involves the communication and relationship between management and the employees that is aimed at maintaining employer-employee relationships, which in the end contribute to satisfactory productivity, job satisfaction, motivation and the morale of the employees. Kaliski (2017) contends that effective employee relations enhance positive communication and good attitudes between management and employees, promote the overall wellbeing of employees during their tenure at the organisation and help in preventing and resolving problems involving employees that otherwise affect the work situation. Employee relationship management includes the ability to balance life-work needs and employee needs; the ability of the organisation to maintain good relations with its stakeholders, including trade unions, employees, suppliers, and customers; and measuring and monitoring results. Organisations normally engage in various

ERM practices to develop healthy relationships and extract the best out of each team member.

According to Schweitzer and Lyons (2012), management practices include: employee empowerment and involvement; initiating employee suggestions; facilitating collective bargaining; conflict management and grievance redress measures; expertise training and development; transparency in communication and encouraging group activities (teamwork). Employee relationship management practices can have many different effects on the work of an organisation. They can enhance perception and strengthen corporate communication; foster learning; increase employee involvement; provide real-time access to company training; target information to employees based on their interests; streamline performance management; manage resources; encourage loyalty and commitment; raise productivity; encourage innovation levels; reduce turnover; and retain human talent.

Empowerment as a recent and advanced manifestation of employee involvement improves employee relations and contributes directly to organisational objectives by increasing skill sets and granting authority to the employees to make decisions that would traditionally be made by managers (Ivancevich, 2011). It can also encourage employees to be creative and to take risks, which are key components that can give an organisation a competitive edge in a fast-changing environment (Hymowitz, 2012). According to Shapiro (2010), organisations are involving employees to different degrees and staff are encouraged, enabled, and empowered to contribute towards goal attainment.

Shapiro (2010) contends that workers who have greater choice concerning how to do their own work have been found to have higher levels of job satisfaction. Employee empowerment is more relevant in today's competitive environment where there are more

‘knowledge workers’ (Jarrar & Zairi, 2012; Wimalasiri & Kouzmin, 2000). It is thus of vital importance that HR managers understand that empowerment really is a necessary tool to increase employee satisfaction, which in turn will lead to greater productivity and organisational effectiveness. According to Garrido et al. (2015), disciplinary procedures adopted by organisations determine how organisations recognise and respond to employee disciplinary issues in the organisational context. Transparency and effective communication in disciplinary matters will enhance relations between the employer and the employees.

In their research, Garrido et al. (2015) citing Sweney and McFarlin (2005) found that effective approaches adopted in conflict management within an organisation, such as coaching, training, mediation and facilitation, will improve employee and employer relations and will enhance job satisfaction. The opportunity for employees to join trade unions of their choice as their right always influences the spirit of team-work and motivation to perform well in any organisation. Employees who are members of trade unions tend to feel protected and have a voice in the changing business environment. Other practices that are used by employees to measure their level of job satisfaction include collective bargaining agreements; grievance and dispute settlements; work-life balance; how they are engaged in an organisation’s decision making; trade unionism; career growth and promotion opportunities; organisational culture; and rewards. The application of human relations in managing HR is critical in today’s competitive business environment (Christen et al., 2016). According to Amess and Drake (2013), communication is one of the critical components that enhance the spirit of team-work within an organisation. Decentralised organisational structures can enhance the quality of decision-making in an organisation and *vice versa*. Top-down and bottom-up management approaches in an organisation are likely to promote cohesiveness among workers of the organisation, and thereby, job satisfaction. Timely feedback to

employees on evaluations from their top-level managers and an open-door culture of sharing ideas between top-level management and lower-level management always enhance employee satisfaction and organisational performance.

## **2.8. Employee Relationship Management Practices**

Mayhew (2015) asserts that positive working relationships between employers and employees do not occur by chance. Instead, they are the result of a strategy and activities designed to improve communication between employees and employer. Scholars emphasise other ERM practices such as employee empowerment and involvement; employee feedback and opinions; collective bargaining; conflict management and grievance processes; employee training and development; improvements in communication; encouraging and focusing on teamwork; and compensation (Schweitzer & Lyons, 2012).

### **2.8.1. Employee Empowerment and Involvement**

According to Ivancevich (2011), empowerment is a recent and advanced manifestation of employee involvement which improves employee relations and contributes directly to organisational objectives by increasing skillsets and granting authority to the employees to make decisions that would traditionally be made by managers. It encourages employees to be creative and to take risks, which are key components that gives an organisation a competitive edge in a fast-changing environment. According to Ivancevich (2011), citing Johnson and Redmond (2008), employee involvement is operationalised through a process of five essential steps, namely: informing; consulting; sharing; delegating; and empowering.

According to Shapiro (2010), organisations aim to involve employees in jobs in which they are encouraged, enabled, and empowered to contribute towards achieving the end goal. According to Shapiro (2010), citing Spreitzer and Doneson (2008), employees who have a

greater choice with regards to how to do their own work have been identified as having high job satisfaction. Employee empowerment is more relevant in today's competitive environment where 'knowledge workers' are more prevalent (Jarrar & Zairi, 2012; Wimalasiri & Kouzmin, 2000). It is vital that HR managers understand that empowerment is an important tool that can be used to increase employee satisfaction, which in turn can result in increased productivity and organisational effectiveness.

### **2.8.2. Initiating Employee Suggestions**

According to Yusof and Aspinwall (2010), employee suggestion schemes are formal ways in which to encourage employees to contribute constructive ideas for improving the organisation where they work. Implemented ideas can be rewarded with a monetary award or some other form of recognition, usually proportionate to the benefits generated. This creates a climate of trust and confidence, job satisfaction and continual improvement in the company.

Marx (2015) further defines a staff suggestion scheme as a formalised procedure to encourage the employees to think creatively about their jobs and job environment, and to come forward with ideas for which they will be rewarded on a specific basis, if they are acceptable and to the advantage of the organisation.

### **2.8.3. Facilitating Collective Bargaining**

Collective bargaining is a procedure used in making decisions and represents the interests of both the employer and the employee. The process implies the negotiation and continual application of rules that have been agreed upon and set out to govern the substantive and procedural terms of the employment relationship (Windmuller et al., 2017). It can be initiated between trade unions and individual companies or between unions and employer associations. Collective bargaining is used to establish the rules between clashing interests

relating to the terms and conditions of employment. By eradicating unilateral decision-making by the employer, it allows bargaining to introduce an element of industrial democracy into the organisation (Cordova, 2010; Traxler, 2011).

Brown (2014) proposed that the number of aspects that relate to bargaining taking place has decreased in the last two decades, while extensive collective bargaining has seldom extended employees' remuneration and working hours. The focus is to reach compromises and agree on the rules for facilitating conflict resolution. This provides a protective function for employees, including a voice and a distributive function. Collective bargaining systems do not only determine the terms and conditions of employment, but also facilitate better employee relations in an organisation.

Collective bargaining must include job evaluation, as job evaluation will assist in identifying the true worth of a specific job. This is required to identify compensable factors such as specific skills, effort, responsibilities and working conditions. According to Noe et al. (2014), incentive pay is compensation relating to an employee's performance, profits and other measures of success. Organisations choose the type of incentive pay to evoke emotion, push employees in a certain direction, or control employees' behaviour. This may influence the amount paid, which may be linked to employee behaviour and work outcomes. Dessler (2010) asserts that incentives are usually paid to those employees whose work is above the average and is impressive in certain aspects.

#### **2.8.4. Conflict Management and Grievance Redress Measures**

When problems do arise, it is imperative to understand the correct way they should be handled as this is an important aspect of ERM. Conflicts can also take place between employees and employers. The large number of grievances and disciplinary actions that arise

invariably impacts the costs of managing an organisation. The extent to which management and unions allocate time and effort to these conflicting situational procedures can result in a reduction of the resources available for training, communicating, and other aspects relating to productivity, HR management, or organisational development (Katz et al., 2013). The number of grievances or disciplinary actions should be related to other measures of the performance of an industrial relations system (Thomson & Murray, 2016). A high degree of conflict between employer and employee leads to lower productivity and poor work quality which leads to poor organisational performance and negative recognition of the organisation. Grievance and conflict resolution strategies are important and a resourceful tool for employers and employees to resolve conflicts of employment relationships and for protecting the rights of individuals and employees alike.

#### **2.8.5. Training and Development**

According to Noe et al. (2014), forward-looking management are those managers who provide opportunities for employee development. Employees are an important asset in an organisation when developed and utilised to their full potential. The specialised knowledge and skills that employees bring to their organisation is limited. Employees should acquire additional skills which are required for them to assume further responsibilities in their current and future positions. Employers need to encourage their employees to adjust to a very fast-paced and changing business environment. This has proven to be critical for an organisation to gain a competitive advantage.

#### **2.8.6. Transparency in Communication**

As Green (2010) has recognised, communication plays a key role in the success of any workplace programme or policy and serves as the foundation for healthy workplace practices. According to Green (2010), transparency in communication about workplace practices helps

achieve the desired outcomes for both the employee and the organisation. Regular and transparent sharing of the right information on work requirements with organisational members enables employees to do the right thing. This helps maintain trust and builds an engaged workforce. When employees feel that they cannot be heard, or do not know what is required of them, they may become frustrated, leading to lower employee morale. Low morale in the workplace can result in negative perceptions, thus leading to low productivity and an uncomfortable work environment.

### **2.8.7. Encouraging Teamwork**

Mattick and Miller (2016) define a team as a group of people gathered in one department or task area, with common skills or product output as their goals. Encouraging teamwork is a requirement to achieve compounded, multiple, interdependent tasks. According to Mattick and Miller (2016), citing Sheaffer et al. (2009), teams can overcome and supplement individual skill weaknesses. Gaines and Wilson (2015) argue that teamwork is the ability to work together towards a common goal. It is the ability to direct individual accomplishments toward organisational objectives. It is imperative for organisational management to work on developing teamwork and collaboration among their employees and to do this on an ongoing basis. This will encourage employees to communicate with each other, ensure all employees receive feedback and communication in a timely manner, and ensure all employees have access to necessary documents and communications in a shared database. Teamwork will also ensure that employees have the necessary information that they require should they need to share information with each other. Encouraging teamwork thus enables employees to achieve their goals much more quickly than if they were working as individuals.

## **2.9. Perceptions and Employee Relations Management Practices**

The perceptions that employees have regarding ERM practices in an organisation make a significant difference in the quality of the workplace and this can further determine the outcomes of their activities. Organisations need to get involved in several employee relations practices to influence members' perceptions about supporting organisational activities. For organisational members to perceive employee management practices positively, organisational management needs to emphasise gaining support from their employees, having mutual trust, ensuring freedom of association, improving career, salary and retirement benefits, and implementing employee retraining strategies (Gomez-Mejia et al., 2011).

## **2.10. Chapter Summary**

The chapter presented literature on ERM. Areas discussed included what ERM is all about, basic concepts of ERM; the ERM process; ERM goals; the significance of ERM; the benefits of ERM; ERM theories (unitary theory; conflict theory; systems theory and strategic choice theory); ERM practices (employee empowerment and involvement; initiating employee suggestions; facilitating collective bargaining; conflict management and grievance redress measures; training and development; transparency in communication and encouraging team work); perceptions and ERM practices; and the theoretical framework, which included the ERM model.

The chapter which follows discusses job satisfaction, theories of job satisfaction and factors affecting job satisfaction.

## **Chapter 3: Job Satisfaction**

### **3.1. Introduction**

Job satisfaction is one of the most complex areas facing managers when it comes to managing their employees. Job satisfaction is a term for the feelings and perceptions that workers have regarding their work and how they feel in an organisation. This chapter presents some literature on job satisfaction related to this study. Aspects discussed include the concept of job satisfaction, job satisfaction theories, factors influencing job satisfaction, the theoretical framework underpinning the study, and finally, a chapter summary.

### **3.2. Job Satisfaction**

Locke (2009:9) defines job satisfaction as a pleasant or positive emotional state which results from the evaluation of an employee's job or job experiences (Judge & Klinger, 2008:4). For Locke (2009:10), the important issue is the implied emotional state of the employee as an affective component to job satisfaction. The appraisal process suggests that there is a cognitive or evaluative component to job satisfaction. The definition by Locke (2009) consists of three elements: effective communication, the cognitive component, and job-focus.

There are numerous definitions of job satisfaction in the literature. The reason for this is that job satisfaction can be viewed in different ways by different people. This is because employees are affected by various factors, including personal characteristics, needs, values, feelings and expectations. The definition also varies from organisation to organisation, since job satisfaction depends on influencing factors such as job characteristics, opportunities for employees, and the working environment (Harputlu, 2014).

Job satisfaction may be defined as an employee's feelings or state of mind relating to their work (Chughati & Perveen, 2013: 10); or an employee's positive attitude towards the

organisation, co-workers, or the job itself (Sypniewska, 2013: 8). When the organisation meets an employee's job expectations, the individual experiences more positive feelings and these positive emotions tend to indicate job satisfaction (Green, 2010: 3).

According to Zeffane (2014), most studies have identified at least two categories of job satisfaction:

- i. environmental factors, which are associated with the actual job or work environment; and
- ii. personal characteristics, which are associated with individual attributes and characteristics.

Another definition of job satisfaction is the extent to which people like/are satisfied, or dislike/are dissatisfied, with their jobs (Spector, 2017: 2). Job dissatisfaction reduces an employee's performance and can lead to poor productivity and an increase in absenteeism. This, in turn, leads to more job dissatisfaction (Altuntas, 2014: 7).

Job satisfaction can also be defined as the result of personal affections, employee perceptions and feelings about the different aspects of their jobs (Zaim et al., 2012; Theron, 2010). According to Zhu (2013), if employees have a positive mindset regarding their work, this positive attitude can be defined as job satisfaction. If employees have a negative mindset regarding their work, this can be defined as dissatisfaction (Zhu, 2013). Job satisfaction can therefore be seen the level of satisfaction or dissatisfaction that employees have towards their job functions. According to Wright and Kim (2014), job satisfaction can also reflect the interaction between employer and employee and between what they desire and achieve in their work environment. It is commonly explained using the Needs Satisfaction Model. The

greater the job fulfilment for the employee, the greater the job satisfaction (Taylor & Westover, 2011).

Job satisfaction has been divided into two main categories: general satisfaction and specific satisfaction. General satisfaction refers to the overall satisfaction and can be defined as an overall evaluation of the job. Specific satisfaction, also referred to as job satisfaction, can be defined as an evaluation of various aspects of the job (Zhu, 2013). Lussier (2015) defines job satisfaction as an employee's overall attitude to the work. Other studies also identify employee evaluations on every specific aspect of their work, differing from the overall definition (Zhu, 2013). Job satisfaction is basically the feeling of fulfilment or enjoyment that a person derives from their job.

### **3.3. Theoretical Framework**

The theoretical framework adopted by this study is supported by the concept of job satisfaction. According to Armstrong (2016), job satisfaction is the fulfilment employees feel in relation to their jobs and places of work. Employees may measure their satisfaction in financial, non-financial or psychological contractual terms. The degree of job satisfaction of people ranges from extreme dissatisfaction to extreme satisfaction. People also perceive various aspects of their jobs, such as the type of job, the amount of pay, one's co-workers, subordinates, or their supervisors, differently.

In their research, Jones and George (2016) found that factors that promote job dissatisfaction include poor leadership styles; the inability of firms to allocate adequate resources to train workers; the inability to settle employee disputes on time; inappropriate compensation policies; and inappropriate performance appraisal techniques. On the other hand, it is evident that organisations that maintain good relations with their employees are likely to experience

increased profits, improved customer service delivery, minimal resistance to change, and a dedicated and motivated staff who work to achieve organisational objectives. The performance of an organisation can be adversely affected by job dissatisfaction, resulting in increased employee turnover, decreased profits, and lower standards of performance in the competitive business environment.

The section which follows discusses the theories of job satisfaction.

### **3.4. Theories of Job Satisfaction**

Various theories in the literature attempt to explain job satisfaction. Among these theories, the most prominent are divided into two categories:

- i. Content theories identify factors leading to job satisfaction or dissatisfaction and suggest that job satisfaction is realised when an employee's need for growth and self-actualisation is met by his/her job.
- ii. Process theories attempt to describe the interaction between the variables for job satisfaction and explain job satisfaction by looking at how well the job meets an employee's expectations and values.

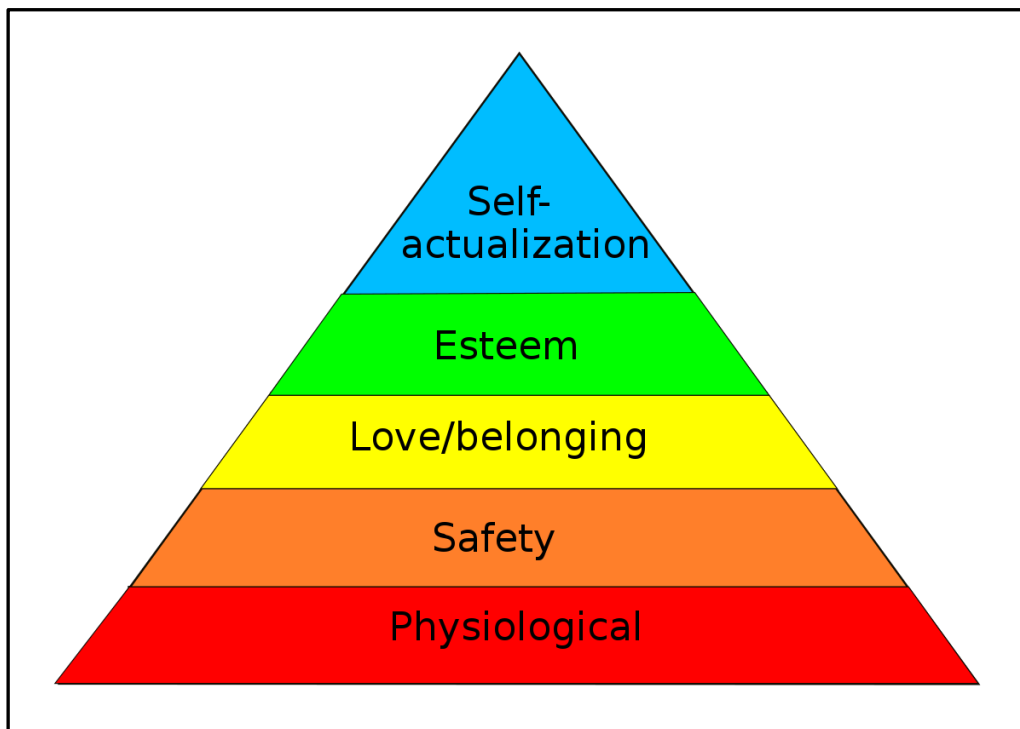
#### **3.4.1. Major Content Theories**

Content theories mainly deal with determining the satisfaction levels of particular needs, and their priorities. These theories are particularly important for understanding what motivates people at work (Luthans, 2015).

##### **3.4.1.1. Maslow's Hierarchy of Human Needs**

Maslow's Hierarchy of Human Needs was developed during the 1940s and 1950s (Luthans, 2015). The five categories are shown in Figure 3.1.

**Figure 3.1. Maslow's Hierarchy of Human Needs**



Source: Luthans (2015: 432)

According to Maslow's Hierarchy of Human Needs developed during the 1940s and 1950s, people will satisfy their needs in a specific order or sequence. At different levels, there are specific needs and desires that people want to fulfil. For example, when physiological and security needs are satisfied, people will seek to fulfil needs from higher levels, such as belonging, esteem, and self-actualisation. Needs from higher levels thus become important. This model assumes that people will only feel satisfied to a certain level regarding their needs of a lower level. Employees within an organisation prefer to climb to the next level after achieving their needs at the present level. The yearning to achieve a need on a higher level takes over (Sypniewska, 2013), and the previous need loses its importance once it has been satisfied.

Maslow's hierarchy categorises the five basic human needs as follows:

- i. Physiological or basic needs: At this level in the hierarchy, these needs must be satisfied to stay alive. They consist of food; water; drink; shelter; warmth; sleep; and other factors necessary for survival.
- ii. Security or safety needs: These are the needs which an employee would like to achieve, including self-protection; a safe physical environment; law; limits; avoidance of harm; stability; freedom from emotional distress; and provision for the future.
- iii. Belonging or affection needs: These needs include friendships; companionship; groups of people for various activities; affection; love; family; relationships; and work colleagues, etc. The need to belong relates to the desire for friendship and love.
- iv. Esteem or ego needs: This fourth level relates to self-esteem; achievement; mastery; independence; status; dominance; prestige and managerial responsibility; possessions; authority; and receiving respect from other employees. These types of needs arise in both work and social life.
- v. Self-actualisation needs: This is the fifth and the highest level of needs and comprises self-fulfilment; achieving personal potential; attaining personal growth; experiences; and development. These specific types of needs represent those capacities that individuals need to develop to be creative in the work environment (Zhu, 2013).

The theory makes a significant contribution to organisations in terms of motivation. Motivated employees are thus expected to be more satisfied. Due to the fundamental approach of this theory, an organisation which offers different incentives to its employees to fulfil their needs and to progress up the hierarchy will possess a highly motivated workforce (Luthans, 2015).

Due to the clarity and structure of Maslow's hierarchy, this theory has gained wide acceptance. According to Luthans (2015), many researchers have also criticised the theory,

which has resulted in additional changes. The most criticised aspect of the theory relates to the assumption that, once a need from a lower level is met, a worker is automatically motivated to satisfy the need at the next level. Various levels of needs can be satisfied at one time and certain behaviour can be aimed at higher levels, while the lower level is yet to be satisfied. The theory is criticised on the grounds that it simplifies people's needs.

According to Graham (2012), Maslow's Hierarchy of Human Needs underestimates the needs of people by classifying needs into five levels. Likewise, dissatisfaction cannot be explained by using this model.

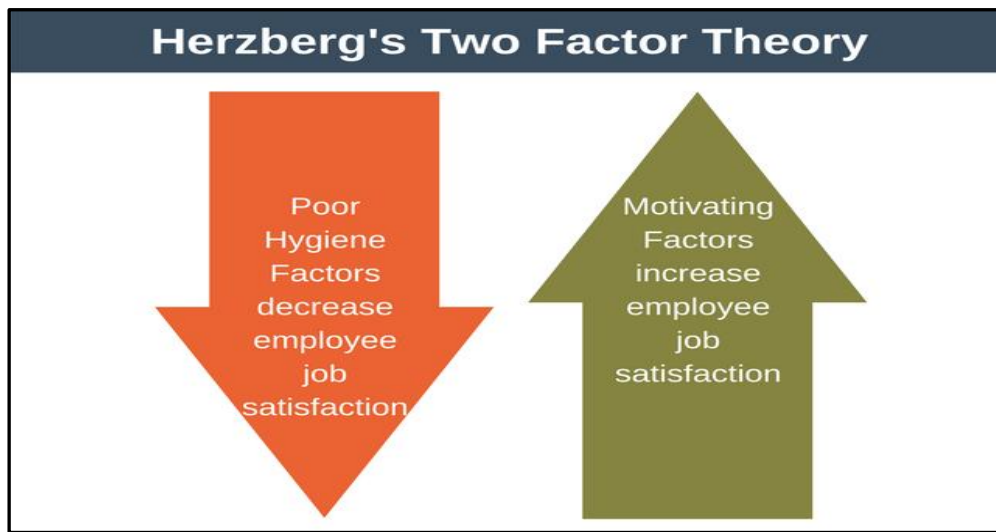
#### **3.4.1.2. McGregor's Theory X and Theory Y**

Douglas McGregor introduced Theory X and Theory Y. This theory rests on two different assumptions. These assumptions deal with the relationships between managers and employees (De Cenzo & Robbins, 2014). Theory X deals with employees that need to be controlled and threatened with punishment for them to perform. The main reason for this is that they dislike their jobs and therefore avoid work. Theory Y assumes employees will have direction and control if they are committed to their work (Gerçeker, 2008). For McGregor, Theory Y is considered valid and leads to job involvement, autonomy and responsibilities, and increased employee motivation (De Cenzo & Robbins, 2014).

#### **3.4.1.3. Herzberg's Two-Factor Motivator-Hygiene Theory**

Frederick Herzberg's theory (1959) is closely related to Maslow's Hierarchy of Human Needs theory and introduced a two-factor theory of motivation, as shown in Figure 3.2.

**Figure 3.2. Herzberg's Two-factor Motivator-Hygiene theory**



Source: Luthans (2015: 395)

This theory deals with the implications of the Motivator-Hygiene Theory. The theory focuses on improving extrinsic factors such as salaries, benefits, and safety. This will prevent employees from becoming consistently dissatisfied, without motivating them to increase their efforts to improve their performance (Barnet & Simmering, 2016). To motivate workers, managers need to focus changing the intrinsic factors by providing autonomy; opportunities; responsibility; recognition; skills and careers.

According to Stello (2010), certain aspects of Herzberg's Motivation-Hygiene Theory are also criticised. The theory fails to provide clarification on the differences pertaining to satisfaction and dissatisfaction. These two factors, called motivators and hygiene, are very different from organisation to organisation. Factors that tend to cause dissatisfaction in one organisation can also contribute to satisfaction in other conditions or countries. The difference is difficult to put into practice as people tend to have different needs and expectations. The level of satisfaction cannot be predetermined with only one motivator (Stello, 2011).

#### **3.4.1.4. The Need for Achievement and Basic Needs Theory**

This theory has been used extensively for both empirical and experimental research in the past. In the main, this theory deals with the individual who has a strong need for either basic needs or achievement, which in turn has the potential to motivate behaviour which leads to job satisfaction. Managers should try to develop an understanding of what level of needs their employees have. This can then be used to structure their jobs to increase employee satisfaction, while increasing job performance and achieving the organisation's goals (Higgins et al., 2011).

#### **3.4.2. Process Theories of Job Satisfaction**

This theory explains job satisfaction by focusing on values and expectations. Some of the most successful theorists who have been involved in these theories include Adams, Hackman, and Vroom (Zhu, 2013).

##### **3.4.2.1. Expectancy Theory**

Expectancy Theory can be defined as a belief, which concerns a particular action, followed by a particular outcome (Lunenburg, 2011). The American psychologist, Edward Tolman, introduced Expectancy Theory in the 1930s. This theory indicates that human behaviour is motivated by one's expectations. According to the expectancy theory, an individual decides to behave in a certain way to achieve the desired reward, and motivates herself/himself to select a specific behaviour according to what they expect and what the result of that behaviour ought to be (Ugah & Arua, 2011). If employees require additional compensation in order to satisfy their personal wants and needs, then they are confident that, by performing at their optimum and achieving the set goals, they will receive more compensation.

Victor Vroom (1960s) applied the concepts of behavioural research which were introduced by Edward C. Tolman in the 1930s. Expectancy Theory is a process theory of job satisfaction and motivation. This theory describes expectations in which an individual's effort is determined by the expected outcomes and the value of those outcomes in that person's mind (Liao et al., 2011). The concept of expectancy is based on individual perception and personal behaviour.

According to Expectancy Theory, there is strong relationship between the effort, the performance and the rewards the employees get from their effort and performance. Employees become motivated when they believe that more effort will lead to a good performance, and good performance will lead to a desired reward (Lunenburg, 2011). Vroom presented three basic variables in his theory: expectancies, instrumentalities, and valences. Expectance is the degree to which people believe that putting in effort leads to a given level of performance. Instrumentality is the degree to which people believe that a given level of performance will result in certain outcomes or rewards. Valence is the extent to which the expected outcomes are attractive or unattractive (Lunenburg, 2011).

The difference between the content theories is that the Expectancy Theory identifies the complexity of the motivation process. The motivation process is not a simplistic approach. Victor Vroom's Expectancy Theory does not provide the specificities that deal with the aspects of employee motivation. Instead, his theory emphasises the process that identifies individual differences that relate to work motivation. Expectancy Theory thus advises on how to enhance employee motivation by explaining the individual's effort by performance expectancy and performance to reward expectancy (Zhu, 2013).

This theory means that, if employees put in more effort and perform better at work, then they are compensated. If discrepancies occur between expected compensation and actual outcomes, this leads to employee dissatisfaction. In other words, if employees receive less than they had expected, or felt and believed themselves to have been treated unfairly, then dissatisfaction may occur (Worrell, 2014). Managers should thus ensure that their employees believe that more effort leads to valued rewards (Lunenburg, 2011).

In 1964, Vroom also pointed out that the job satisfaction considers seven factors: the compensation; the supervisor; the colleagues; the working environment; the job content; the promotion; and the organisation. This type of study has been used by social scientists for many years (Zhu, 2013).

In the late 1960s, Porter and Lawler extended the Vroom Expectancy Model, into the Porter-Lawler Expectancy Model. Although the basic concept of the Porter-Lawler model is based on Vroom Expectancy Theory, the Porter-Lawler model is more complex. It indicates that increased effort does not automatically lead to improved performance because individuals may not possess the necessary abilities needed to achieve higher levels of performance, or they may have an inadequate perception of how to perform necessary tasks (Barnet & Simmering, 2016).

#### **3.4.2.2. Equity Theory**

Equity Theory is a motivation theory concerning satisfaction and dissatisfaction and was developed by the American psychologist, John Stacey Adams, in 1963. It aims to obtain a balance between employees' inputs and their outcomes. Input factors include responsibility; ability; experience; age; effort; educational level; and skills. Output factors include recognition; salary; work conditions; opportunity; status; and promotion (Holtum, 2012).

The degree of equity can be defined as the relationship between inputs and outcomes. Employees tend to compare their contribution with their rewards. When making these comparisons, should employees feel they are being treated unfairly, this will lead to dissatisfaction. Should the rewards be low, this could be identified as a factor that leads to an increase in inequality. This can result in employees attempting to increase their rewards. If this is not possible, employees will tend to decrease their work contribution, which in turn will lead to a decrease in performance. If the rate is higher than another employee's rate, this could also result in a feeling of guilt. Both under-rewarding and over-rewarding can cause dissatisfaction (Al-Zawahreh & Al-Madi, 2014). Other studies that relate to equality have shown that females are more tolerant than males and perceive inequality less than do males (Atasoy, 2014).

John Stacey Adams's Equity Theory has contributed significantly to motivation theory by pointing out social comparisons. While most expectancy theories focus on the relationship between performance and reward, Adams's Equity Theory focuses on the motivation process, which is more complicated. It also focuses on employees who evaluate their rewards by social comparisons.

### **3.4.2.3. Discrepancy Theory**

The difference between the desired outcomes and the received outcomes is said to determine satisfaction. Dissatisfaction occurs when the desired outcome is less than the received outcome. Locke (2009), citing Katzell (1961), has presented the two most-developed discrepancy theories. For Locke (2009), the perceived discrepancy is important, as satisfaction is determined by the difference between what people want, what they expect to receive, and what they actually receive (Atasoy, 2014).

#### **3.4.2.4. Job Characteristics Theory**

According to the Hackman-Oldham model, the different aspects of job satisfaction led to the development of the Job Characteristics Theory. This model provides a framework to study how particular job characteristics affect job outcomes, and which job characteristics are the best predictors of job satisfaction. Job satisfaction is affected by features such as interaction of task characteristics, characteristics of workers and organisational characteristics (Green, 2010). According to Green (2010), in the Job Characteristics Theory, job satisfaction is based on five job characteristics. These characteristics fall under three psychological levels: experienced meaningfulness of the work; experienced responsibility for outcomes of the work; and knowledge of the actual results of the work activities. Experienced meaningfulness has three job characteristics: skill variety, task identity, and task significance. The job characteristics of someone with experienced responsibility is their ability to act on their own knowledge and experience. The job characteristics of someone with knowledge of the actual results is based on the feedback that the individual received.

Studies by Hackman and Lawler, conducted in 1971, provided important information which assisted in the development of the Hackman-Oldham model in 1975. The model used the most widely accepted job characteristics approach. The five job attributes were: variety; autonomy; task identity; feedback dealing with others; and friendship opportunities.

#### **3.4.2.5. Goal-Setting Theory**

In the late 1960s, Dr. Edwin Locke and Dr. Gary Latham conducted much of the research that has informed the theories of goal-setting, showing how goals and feedback can be substantial motivating factors for employees. Through their research, Locke and Latham settled on the five principles of goal-setting. Goal-setting theory emphasises the importance of specific goals in motivation and satisfaction. The goal-setting process is developed according to the

order in which people want to achieve their personal goals. The goals that individuals set are based on either their emotions or desires.

One of the findings of goal-setting theory is that specific and difficult goals necessitate higher performance. Another is that goal-setting would be most effective if an effective feedback process exists. Therefore, managers should assess the reasons why objectives are, or are not, reached, rather than punishing (Luthans, 2015).

### **3.5. Factors that affect Job Satisfaction**

Several approaches have been used to determine employee job satisfaction and many studies in the literature have been conducted regarding the factors which affect employee job satisfaction. Significant background information is obtained about the related factors affecting job satisfaction.

Locke (2009) defined the dimensions of job satisfaction as the job itself; payment; promotion; working conditions; benefits of the work; fellow workers; personal values; and employee relationships. In 1962, Vroom pointed out that job satisfaction has seven aspects: the compensation; the supervisor; the colleagues; the working environment; the job content; the promotion; and the organisation itself. In a recent study, Green (2010) identified the factors affecting job satisfaction as follows: feelings of success; relations with the management and employees; job safety; responsibility; recognition; high salary; promotion opportunity; clarity of roles; participation in decisions; freedom; good co-ordinated work; lack of continuity; relocation; performance; life satisfaction; and perceived work stress (Çınar & Karcıoğlu, 2012). These various studies all support the idea that employee satisfaction has many features and is influenced by various factors (Zaim et al., 2012).

According to other studies in the literature, numerous other factors affect job satisfaction: salary; benefits; the nature of work; pressure; career development; education and training; job nature; management style; safety; job security; appreciation; training; workload; pay; promotional opportunities; organisational support of career; and rewards (Mihajlović et al., 2015). Other factors include: the overall working environment; the department environment; physical conditions; equity; task variety; intergroup conflict; perceived organisational support; organisational commitment; delegation of power; communication; organisational integration; role ambiguity; communication with management; style of management; communication between colleagues and other groups; and teamwork and co-operation. For van Saane et al. (2013), personal development; content of work; variety of task; responsibility; working hours; timings; recognition of superiors; job characteristics; job clarity; role conflict; advancement opportunities; company culture; safety at work, and work content all affect job satisfaction. Similarly, Spector (2017) has identified that good relationships with co-workers; technology; atmosphere at work; workload; feelings of accomplishment; performance; advancement opportunities; work exhaustion; turnover; absenteeism; performance evaluation systems; compensation; company image and corporate culture affect job satisfaction (Mihajlović et al., 2015; Sypniewska, 2013; Van Saane et al., 2013).

**Figure 3.3.Organisational structure**

<p>Functional Structure</p>	<p>A functional structure places people with similar positions, skills set and tasks into various groups. A common functional structure is a customer service call centre. Each person is performing the same task, using the same equipment and has a common goal of handling customer issues. The advantages of this structure are that it is easy to communicate to a specific group; decisions are made quickly; and training and development are more effective because everyone is learning the same thing at the same time. The disadvantages of this structure are that it limits diversity among the staff, and it is more difficult to meet changing needs.</p>
<p>Divisional Structure</p>	<p>Divisional structures are broader in scope than functional structures. A functional structure is based on a group of people with the same task, whereas divisional structures are sub-departments within a larger company. For example, if a corporation owns various brands, one brand may be considered its own department and have its own HR team, marketing team, public relations, and executive group over the division. This allows for improved quality of products and services, customised management, increased teamwork and quick decision making. However, this structure requires high operating costs, does not promote communication between divisions, and increases conflict.</p>
<p>Flat Structure</p>	<p>A flat structure in office administration includes administrative and team members in the processes of making decisions, brainstorming and feedback. A flat organisation has a limited hierarchy when it comes to administrative levels. This structure encourages open communication and incorporates democratic and delegated administrative styles.</p>
<p>Tall Structure</p>	<p>A tall organisational structure has multiple tiers of administrative leadership. A tall organisation prevents members in the office from interacting with the administration. Feedback is not encouraged, and employees are expected to follow the orders of the administration without question. An authoritative administrative style is commonly seen in law enforcement and the military.</p>

The organisational structure is a system that outlines how certain activities are directed to achieve the goals of an organisation.

Some determinants are explained in detail in the sub-sections which follow. The factors are divided into two main groups as the determinant factors of job satisfaction: environmental factors and personal factors (Spector, 2017). Environmental factors consist of working conditions; personal development opportunities; rewards; supervision; co-workers; and communication. Personal factors include demographic variables of gender, educational level and seniority.

Job satisfaction is impacted in the following manner: Maslow's Hierarchy of Human Need shows that employees aim to develop for self-actualisation and achieving in the workplace will fulfil this need. Herzberg's Two-Factor Motivator-Hygiene Theory shows that job satisfaction can be increased with the correct motivating factors. Expectancy Theory shows that employees behave according to what they want to achieve, so performance will increase if remuneration is desired. Job Characteristics Theory shows how job satisfaction is affected and impacted by the employees' work organisation.

### **3.5.1. Environmental Factors**

These factors are external to the individual and have an influence on an employee's job satisfaction.

#### **3.5.1.1. Working Conditions**

Working conditions consist of both the physical and social conditions in a workplace. People tend to want a comfortable, hygienic, safe, trendy and adequately equipped environment. It must be ergonomically adapted (Green, 2010). Certain factors can cause employees to be distracted and disturbed, such as excessive noise from printers, personal conversations in a

confined space and so forth (Bridger & Brusher, 2011). Poor ergonomics can lead to body pain, eyesight strain and so forth, if correct lighting and desk and chair design have been ignored (Green, 2010).

### **3.5.1.2. Self-Improvement**

Employees have started to focus on improving their personal skills, their abilities and their knowledge, and want to learn new things that lead to personal growth. Self-improvement and satisfaction opportunities lead to an increase in overall job satisfaction. On-the-job-training plays an important role in assisting with personal development opportunities. It also assists in helping employees to be more specific with their job. This, in turn, will result in an increase in employee job satisfaction. Employee development programmes improve employee satisfaction levels by providing them with a greater sense of confidence, giving them control over their careers, and increasing their positive feelings about their jobs (Bridger & Brusher, 2011).

### **3.5.1.3. Reward**

According to Bridger and Brusher (2011), citing Kalleberg (1977), reward is related to an employee's desires and how it motivates them. It shows what an employee wants after performing a certain task. According to Bridger and Brusher (2011), rewards strongly correlate with job satisfaction (Çınar & Karcıoğlu, 2012). Moreover, according to the related literature, rewards are divided into two categories: extrinsic rewards and intrinsic rewards. Extrinsic rewards consist of money, promotion, and benefits. Intrinsic rewards include having a sense of achievement, being part of successful team, being appreciated by superiors because of a good performance, and feeling recognised. Job satisfaction increases with all these feelings and returns (Çınar & Karcıoğlu, 2012).

#### **3.5.1.4. Supervision**

Employee job satisfaction is positively affected by supervisors' support and recognition of them (Bridger & Brusher, 2011). Since the supervisors are representatives of the organisation, if they are supportive and helpful, employees perceive the organisation to be a place of support and guidance (Green, 2010). Communication between supervisors and subordinates determines employees' attitudes towards their jobs. In addition, the management style of supervisors is important, and it can be different. For example, supervisors can implement things such as checking to see employees' performance and communicating with subordinates. Or they can allow their subordinates to participate in decisions related to their jobs (Bridger & Brusher, 2011). Moreover, lack of communication between employees and supervisors negatively affect employees' job satisfaction.

#### **3.5.1.5. Co-worker Relationships**

Employees who have good working relationship with their colleagues are, in most instances, more likely to be satisfied with their jobs (Bridger & Brusher, 2011). According to Locke (2009), employees prefer to work with individuals who are friendly, supportive, and co-operative (Bridger & Brusher, 2011). Employees tend to spend the majority of their time with colleagues, so if colleagues make the employees feel positive and happy, this will then have a positive impact on their job satisfaction (Bridger & Brusher, 2011).

#### **3.5.1.6. Communication**

Communication within the workplace is essential for organisations in terms of job satisfaction. According to Green (2010), there are two different dimensions of internal communication in organisations. One form is managerial communication, which can consist of conducting presentations and providing feedback. The other form is informal interaction.

Effective interaction and communication aim to improve job satisfaction. A lack of communication may lead to dissatisfaction.

#### **3.5.1.7. Sudden Change**

Employees who are impacted by sudden change are more than twice as likely to suffer from chronic stress. Employees experiencing change are also more likely to have physical health ailments such as headaches, stiff necks, dizziness, or shortness of breath. Employees who are negatively affected by sudden change begin to question employers' reasons and are likely to resist further change. Management often underestimates the impact that sudden change can have on employees. To build trust and engagement, employers need to focus on building a psychologically healthy workplace, where employees are actively involved in shaping the future and are confident of their ability to succeed.

According to Green (2010), to deal with stress surrounding sudden change, employees can do the following:

- i. Manage change positively.
- ii. Request clarification and feedback regarding why change is occurring.
- iii. Surround yourself with positive people.
- iv. Adopt a positive mindset.
- v. Be encouraged to seek new opportunities.

#### **3.5.2. Personal Factors**

These following personal factors have an influence on an employee's job satisfaction.

##### **3.5.2.1. Gender**

Numerous studies in the literature, with various different findings, have investigated the relationship between gender and job satisfaction. Some findings state that women are more

satisfied than men, while others indicate the contrary. Because women and men have different social roles, their expectations of their jobs may also differ. For example, women place more importance on working conditions and social relationships, whereas men are more concerned with pay and promotion opportunities. This may result from the differences in expectations of the genders. Women expect less than do men; and are more satisfied (Green, 2010).

### **3.5.2.2. Educational Level**

Numerous researchers in the literature have indicated that, as an employee's education level increases, job satisfaction can sometimes decrease. Highly educated employees tend to become dissatisfied in their work if it requires performing repetitive tasks. Accordingly, job requirements should consider the educational level of the employee. If the educational level of an employee is too high in terms of the requirements of the job, this will cause dissatisfaction. The main reason for dissatisfaction among highly educated employees is that those employees have higher job expectations (Green, 2010).

### **3.5.2.3. Seniority**

According to Green (2010), seniority is defined as the period of time that an employee has been employed in their current position, and the period of time that they have been employed by the organisation. There are various views regarding the relationship between seniority and job satisfaction. Some scholars, such as Spector (2017), maintain that, as with age, seniority is also expected to contribute to increased job satisfaction because of familiarity with work content and work environment. Others, such as Green (2010), suggest that job satisfaction and seniority are negatively correlated.

### **3.6. Chapter Summary**

The chapter presented the literature on job satisfaction. Specific areas discussed included the concepts of job satisfaction; job satisfaction theories (Major Content Theory; Maslow's Hierarchy of Human Needs; Mc Gregor's Theory X and Theory Y; Herzberg's Two-Factor Motivator-Hygiene Theory; The Need for Achievement and Basic Needs Theory; Processes theories of job satisfaction: Expectancy Theory; Equity Theory; Discrepancy Theory; Job Characteristics Theory; Goal Setting Theory); the factors influencing job satisfaction (environmental factors such as working conditions; self-improvement; reward; supervision; co-worker relationships; communication; sudden change); personal factors (gender; educational level; seniority); the theoretical framework underpinning the study, and a chapter summary.

The chapter which follows discusses the research design and methodology. It examines the research problem; research questions; research objectives; research design; research approach; study site; data quality controls; data analysis; and ethical considerations.

## **Chapter 4: Research Design and Methodology**

### **4.1. Introduction**

Research methodology is a systematic process, in which specific procedures, or a set of techniques, are used to conduct research. The three types of research methods are quantitative, qualitative, and mixed methods. Quantitative research methods are used to collect data that is converted into statistics through the active control of all the variables in the actions and representation of the respondents. The focus of quantitative research is on the quantities of the phenomenon. Qualitative research methodology is used to generate an in-depth understanding of the reasons, motivations, and opinions regarding the existing research problem. As Creswell et al. (2014) confirm, mixed methods research combines elements of qualitative and quantitative methods by generating in-depth understanding of a research problem supported by statistics. This study used a mixed-methods approach to determine the role of ERM in employees' job satisfaction at Boxer Superstores Head Office in Westville KwaZulu-Natal, South Africa. This chapter discusses the methodology, followed by the research design; the research problem; the study site; the target population and the techniques used to select participants. The data collection instruments; data quality control measures; and ethical issues are also highlighted. The chapter ends with a summary.

### **4.2. Research Problem**

It has been identified that a substantial number of retail industry employees are dissatisfied with their current job positions and that this is mainly due to an unhealthy work relationship existing between employer and employee (Singh & Kumar, 2011). A major contributing factor is that employee needs are not regarded as being as important as, or more important than, the needs of the rest of the organisation. This is regarded as one of the major contributors to job dissatisfaction in South Africa (Brunetto & Farr-Wharton, 2012). A study

by Universum (2015) identified that many retail industry employees in the South African retail industry are unhappy with their current job situations. Van Dyk (2012) identified that a substantially large number of employees have entertained the idea of resigning from their current occupations. Should this negative trend continue, and the situation of employees within the retail industry does not improve if their concerns are not adequately addressed, South Africa could face a retail staffing crisis. Previous studies conducted in the retail industry were limited to customer satisfaction and did not focus on issues relating to employee satisfaction (Jeon & Jeong, 2012). While most retail companies in South Africa, including Boxer Superstores, do apply ERM practices to address employee dissatisfaction, they do not label it ERM. Employee relationship management exists in the retail industry in South Africa, but is not reported or managed as ERM. The problem that this study intends to address is whether ERM influences employee job satisfaction. This study aimed to determine if ERM practices affect employees' job satisfaction at Boxer Superstores.

#### **4.3. Research Questions**

The key research questions that guided the study were as follows:

- i. To what extent do career development strategies, compensation strategies, corporate communication strategies, and safety/health strategies used at Boxer Superstores Head Office in Westville affect employees' job satisfaction?
- ii. Is there a significant relationship between career development strategies, compensation strategies, corporate communication strategies and safety/health strategies used at Boxer Superstores Head Office in Westville and employees' job satisfaction?

- iii. To what extent is the variation in job satisfaction due to the compensation strategies, corporate communication strategies and safety/health strategies used at Boxer Superstores Head Office in Westville?
- iv. To what extent do the biographical variables (gender, age, race, position, and years of work experience) reflect differently in compensation strategies, corporate communication strategies, safety/health strategies and employees' job satisfaction at Boxer Superstores Head Office in Westville?

#### **4.4. Research Objectives**

The following research objectives were as follows:

- i. to understand how career development strategies, compensation strategies, corporate communication strategies and safety/health strategies used at Boxer Superstores Head Office in Westville influence employees' job satisfaction;
- ii. to ascertain if there is a significant relationship between career development strategies, compensation strategies, corporate communication strategies and safety/health strategies used at Boxer Superstores Head Office in Westville and employees' job satisfaction;
- iii. to determine to what extent the variation in job satisfaction is due to compensation strategies, corporate communication strategies and safety/health strategies used at Boxer Superstores Head Office in Westville; and
- iv. to establish if there is a significant difference in the biographical variables (gender, age, race, position, and years of work experience) regarding compensation strategies, corporate communication strategies, safety/health strategies and employees' job satisfaction used at Boxer Superstores Head Office.

#### **4.5. Research Design**

A case study approach was used as the research design. This was an effective way to conduct a study focused on a particular aspect relating to a single organisation (Jaccard & Becker, 2010).

Ivankova et al. (2015) noted that a case study research design allows researchers to dig deeper into the phenomenon under study to gain an in-depth understanding of the research problem. This design was selected for this study to gain an understanding into the research problem. Merriam (2013) argues that a case study allows researchers to employ different methods to study the same research problem. This quality was deemed acceptable as it would allow the role of ERM in employees' job satisfaction at Boxer Superstores Head Office in Westville to be studied using different methods. It was better at facilitating the generation of rich, multi-faceted information to understand the research problem, than a single research method would have been.

#### **4.6. Research Approach**

There are three types of research design: qualitative, quantitative, and mixed methods. This study used a mixed method approach to benefit from the strengths of both the qualitative and quantitative approaches. According to Creswell et al. (2014: 45), a mixed-methods approach ensures an in-depth answer to the research questions of a particular study. They also stated that a research design which combines different methods is more likely to produce better results in terms of quality and scope. For Creswell et al. (2014: 47), the mixed-methods design goes beyond the limitations of a single approach because it integrates both quantitative and qualitative research methods. Many researchers promote these two methods as being complementary (Thomas, 2013, citing Johnson & Turner, 2003). Creswell et al. (2014) argue that data collected by applying qualitative techniques can be used to support conclusions

reached by performing tests on quantitative data and *vice versa*. It was deemed beneficial to use a mixed-method study combining the two approaches. Zikmund et al. (2015: 9) maintain that both forms of data allow researchers to simultaneously generalise results from a sample to a population and to gain a deeper understanding of the phenomenon of interest. Researchers will be able to generalise the sample to the population and this is one of the aspects of quantitative research. This can further support and enhance descriptions of some aspects of the data, which is an approach taken by qualitative researchers.

**Table 4.1 Differences between qualitative and quantitative research**

<u>Quantitative Research</u>	<u>Qualitative Research</u>
<ul style="list-style-type: none"> <li>➤ Focuses on testing theories and hypotheses</li> <li>➤ Analysed through math and statistical analysis</li> <li>➤ Mainly expressed in numbers, graphs and tables</li> <li>➤ Requires many respondents</li> <li>➤ Closed (multiple choice) questions</li> <li>➤ Key terms: testing, measurement, objectivity, replicability</li> </ul>	<ul style="list-style-type: none"> <li>➤ Focuses on exploring ideas and formulating a theory or hypothesis</li> <li>➤ Analysed by summarizing, categorizing and interpreting</li> <li>➤ Mainly expressed in words</li> <li>➤ Requires few respondents</li> <li>➤ Open-ended questions</li> <li>➤ Key terms: understanding, context, complexity, subjectivity</li> </ul>

Source: Leavy (2017: 3)

The mixed methods approach was used throughout the study, including in the formulation of the research questions, the elaboration of the research design, the data collection, data analysis procedures, and the interpretation and discussion of the findings (Creswell et al., 2014).

## **4.7. Study Site**

The study site was the Boxer Superstores Head Office, which is in Westville, Durban, KwaZulu-Natal. Boxer Superstores Head Office employees at the Head Office comprised the target population. The Head Office was selected for practical purposes. Stores are located in all provinces across South Africa and in the Kingdom of eSwatini (Swaziland). The Head Office is based in Westville, KwaZulu-Natal. There are over 280 stores across three divisions: Superstore, Build, and Liquor, as well as three distributions centres (DCs) and one meat processing and packaging facility. The stores are in both urban and rural areas and are stand-alone stores located in malls and complexes.

### **4.7.1. Target Population**

The study targeted 118 out of the 413 employees at the Boxer Superstores Head Office in Westville, Durban. When calculating the size of the sample, using a 90% confidence level, a 7% margin of error, and a population size of 413, the ideal sample size was 104. A further 14 were added to the ideal sample size to improve the confidence level and decrease the margin of error.

### **4.7.2. Sampling Strategies**

Sampling methods allow for researchers to select participants from the study site to participate in the particular study. Sampling methods can be divided into two categories: probability and non-probability sampling methods. The researcher in this particular study selected employees who were able to provide the information which addressed the research problem. Eighteen (18) employees; two from each of the nine departments, were purposively selected. Since the ideal sample size calculation came to 104, and 118 were selected in the final sample, 15% of the total sample was required for the qualitative data to be deemed adequate and meet the 90% confidence level, according to Sekaran (2010).

A non-probability sampling method that used the researcher's discretion was employed to select participants for the qualitative study (Lincoln & Guba 2014).

Leavy (2017) noted some advantages of non-probability sampling:

- i. Should a respondent refuse or withdraw their participation, s/he can be replaced by someone who is willing to participate.
- ii. This is a less expensive option to use.
- iii. This method saves both cost and time.
- iv. The sampling methods used are easy to use.

A probability sampling method was used to give respondents an equal chance of being selected, which divided the population into separate groups, called clusters. Simple, randomly sampled clusters were selected from the population. One hundred (100) employees in total, across the nine departments, were purposively selected. Since the ideal sample size calculation came to 104, and 118 were selected in the final sample, 75% of the total sample was required for the qualitative data to be deemed adequate and to allow for the 90% confidence level, according to Sekaran (2010).

Leavy (2017) noted some advantages of probability sampling:

- i. The sampling method is easier.
- ii. It requires little judgement.
- iii. The level of reliability is much higher.
- iv. The level of sampling estimation accuracy is higher.
- v. The level of technicality is low.
- vi. There is no systematic and sampling bias.

**Table 4.2 Differences between probability and non-probability sampling**

Key	Probability Sampling	Non-Probability Sampling
Meaning	Probability sampling is a sampling technique, in which the subjects of the population get an equal opportunity to be selected as a representative sample.	Nonprobability sampling is a method of sampling wherein, it is not known that which individual from the population will be selected as a sample.
Alternately known as	Random sampling	Non-random sampling
Basis of selection	Randomly	Arbitrarily
Opportunity of selection	Fixed and known	Not specified and unknown
Research	Conclusive	Exploratory
Result	Unbiased	Biased
Method	Objective	Subjective
Inferences	Statistical	Analytical
Hypothesis	Tested	Generated

Source: Leavy (2017: 4)

### 4.7.3. Sample

Data was purposively collected from employees from several departments. A total of 118 employees (18 interviews and 100 questionnaires), out of 413 employees at Boxer Superstores Head Office, were purposively selected from the personnel; information technology (IT); buying; marketing; finance; service; development; build; and value-added services departments.

### 4.7.4. Sample Size

A total of 118 employees (18 interviews and 100 questionnaires) were selected from the 9 departments, which is 118 of the total population out of 413 of employees at Boxer Superstores.

**Table 4.3. Sample size for the quantitative study**

Departments	Population	Sample
Personnel	49	12
Information Technology (IT)	48	12
Buying	74	18
Marketing	18	3
Finance	90	23
Service Departments	93	24
Development	27	6
Build	7	1
Value added services	7	1
<b>Total</b>	<b>413</b>	<b>100</b>

Source: Author

Quantitative data were collected from employees in the nine different departments using 100 questionnaires.

**Table 4.4 Sample size for the qualitative study**

Departments	Population	Sample
Personnel	49	2
Information Technology (IT)	48	2
Buying	74	2
Marketing	18	2
Finance	90	2
Service Departments	93	2
Development	27	2
Build	7	2
Value added services	7	2
<b>Total</b>	<b>413</b>	<b>18</b>

Source: Author

Qualitative data was collected from 18 semi-structured in-depth interviews. In-depth interviews were conducted using staff across the different hierarchical levels to get a total overview and render the data more accurate.

#### **4.7.5. Data Collection Methods**

##### **The Research Instrument**

Two research tools that were used: semi-structured in-depth interviews and questionnaires.

The semi-structured, in-depth interviews consisted of five questions focusing on the key dimensions: career development strategies; compensation strategies; corporate communication strategies; and safety/health strategies. Eighteen (18) in-depth interviews were conducted.

The questionnaire consisted of five sections covering the following areas: career development strategies; compensation strategies; corporate communication strategies; and safety/health strategies. The five sections were as follows:

- i. Section A: Biographical data
- ii. Section B: Career development strategies
- iii. Section C: Compensation strategies
- iv. Section D: Communication strategies
- v. Section E: Safety/Health strategies

One hundred (100) questionnaires out of a possible 100 were completed, yielding a 100% response rate. A five-point Likert scale was used, broken down on a scale of one to five.

##### **4.7.5.1. Semi-Structured In-Depth Interviews**

Semi-structured in-depth interviews were used because they have a flow and order that is followed and they are also flexible while the interviews are being conducted. Semi-

structured in-depth interviews allowed for flexibility and focused on the data collection process. This technique was chosen because it gathered rich, descriptive data about people's behaviours, attitudes and perceptions, and the unfolding, complex processes (Gill, 2014). Stringer (2017) argues that semi-structured interviews increase the validity of information gathered because participants tend to share their opinions, values, attitudes and beliefs in relation to the context of the research problem. Specifically, data collected using semi-structured interviews have a less-structured format with some level of flexibility in approach, as shown in Table 4.5.

#### **4.7.5.2. Interview Schedule**

A copy of the interview schedule is given in Table 4.5.

**Table 4.5. Interview schedule**

<b>Interview</b>
<ul style="list-style-type: none"><li>▪ How does career development strategies, compensation strategies, corporate communication strategies and safety/health strategies used at Boxer Superstores Head Office in Westville influence employees' job satisfaction?</li><li>▪ What is the relationship between career development strategies, compensation strategies, corporate communication strategies and safety/health strategies used at Boxer Superstores Head Office in Westville and employees' job satisfaction?</li><li>▪ What is the extent compensation strategies, corporate communication strategies and safety/health strategies used at Boxer Superstores Head Office in Westville influence employees' job satisfaction?</li><li>▪ How do biographical variables due to compensation strategies, corporate communication strategies and safety/health strategies used at Boxer Superstores Head Office in Westville influence employees' job satisfaction?</li></ul>
<p>Closing Remarks</p> <ul style="list-style-type: none"><li>• Is there anything else on these issues you would like to add that I did not cover in this interview?</li></ul>

Source: Author

Babbie (2015) argues that, in semi-structured interviews, the researcher is at liberty to adjust the questions and change the direction of the interviews. This made it easy to delve into the research problem. Eighteen (18) in-depth interviews were conducted with employees. The in-depth interviews focused on how the career development strategies, compensation strategies, corporate communication strategies and safety/health strategies used at Boxer Superstores Head Office in Westville influenced employees' job satisfaction.

#### **4.7.5.3. Questionnaires**

Quantitative data were collected using 100 questionnaires. As noted by Cohen and Crabtree (2016), a questionnaire is a data collection research tool that has a series of questions and

other prompts to gather information from respondents. Questionnaires were used because they were easy to analyse and were familiar to the employees in the study. The questionnaires also allowed the researcher to study a large population in an affordable way and were easy to administer.

The questionnaire utilised in the study, has several sections:

**Table 4.6. Sections of the questionnaire utilised in the study**

<p><b>SECTION A:</b> SHORT BIOGRAPHICAL DATA</p>	<p><b>The biographical data included:</b></p> <ul style="list-style-type: none"> <li>• Position</li> <li>• Gender</li> <li>• Age</li> <li>• Race</li> <li>• Years of work experience</li> </ul>
<p><b>SECTION B:</b> CAREER DEVELOPMENT STRATEGIES</p>	<p><b>The Career Development Strategies entailed the following:</b></p> <ul style="list-style-type: none"> <li>• The company's investment in my education and training influences my job satisfaction</li> <li>• Opportunities to apply my expertise influences my job satisfaction</li> <li>• My job-related training offered influences my job satisfaction</li> <li>• My organisation's dedication to my professional development influences my job satisfaction</li> <li>• Career development opportunities available influence my job satisfaction</li> <li>• Opportunities for professional growth influence my job satisfaction</li> </ul>
<p><b>SECTION C:</b> COMPENSATION STRATEGIES</p>	<p><b>The Compensation Strategies entailed the following:</b></p> <ul style="list-style-type: none"> <li>• Monetary compensation influences my job satisfaction</li> <li>• Non-monetary compensation influences my job satisfaction</li> <li>• Recognition influences my job satisfaction</li> <li>• Rewards influence my job satisfaction,</li> <li>• The management of compensation influences my job satisfaction</li> </ul>
<p><b>SECTION D:</b> COMMUNICATION STRATEGIES</p>	<p><b>The Communication Strategies entailed the following:</b></p> <ul style="list-style-type: none"> <li>• Freedom to talk about my job responsibilities with management influences my job satisfaction</li> <li>• Freedom to talk about my needs/concerns with management influences my job satisfaction</li> <li>• The opportunity to talk about my department's progress influences my job satisfaction</li> <li>• The opportunity to talk about my organisation's goals influences my job satisfaction</li> <li>• Mutual communication between employees and managers influences my job satisfaction</li> <li>• The feedback system influences my job satisfaction</li> </ul>
<p><b>SECTION E:</b> SAFETY/HEALTH STRATEGIES</p>	<p><b>The Safety/Health Strategies entailed the following:</b></p> <ul style="list-style-type: none"> <li>• Safety/health policy influences my job satisfaction</li> <li>• Knowing my responsibilities influences my job satisfaction</li> <li>• Safety/health programmes influences my job satisfaction</li> <li>• The occupational safety/health committee influences my job satisfaction</li> <li>• Control of hazards influences my job satisfaction.</li> </ul>

Source: Spector (2016: 693–713)

The questionnaire was adapted from Wargborn's (2010: 102) questionnaire on employee relation management. All items in the questionnaire were measured using the five-point Likert Scale, which was broken down as follows:

1. strongly disagree;

2. disagree;
3. neutral;
4. agree, and
5. strongly agree.

The Likert Scale was chosen because it is largely pragmatic; it is a convenient, easy, and natural-seeming scale to use for many applications. One hundred (100) respondents were given the questionnaire to provide the data needed to understand the phenomenon under study and the study achieved a 100% response rate.

#### **4.8. Data Quality Control**

In order for a study to generate findings that are reliable, data quality control measures should be put in place. This study employed the following data control measures.

##### **4.8.1. Qualitative Data**

###### **4.8.1.1. Credibility**

According to Denzin and Lincoln (2013), only participants that are willing and consent to be part of the study should be included. This study used data control measures that have previously been used to conduct similar research and which were found to be reliable when generating data.

###### **4.8.1.2. Transferability**

This data quality control measure was used to succinctly and adequately highlight the context of the study and its findings, in order to assist future researchers to ascertain the transferability of the research findings (Cohen & Crabtree, 2016).

#### **4.8.1.3. Dependability**

The researcher ensured that the methodology used, in particular data collection instruments, was scientific in order to allow future researchers to use the methodology to conduct research and realise similar results (Denzin & Lincoln, 2013).

#### **4.8.1.4. Confirmability**

The researcher ensured that results generated were confirmed by a literature review and the respondents, so that the results presented reflected their views shared during the semi-structured in-depth interviews about the role of ERM in employees' job satisfaction at Boxer Superstores Head Office in Westville.

### **4.8.2. Quantitative Data**

#### **4.8.2.1. Validity**

Validity is the extent to which a research concept or construct is accurately measured (Yin, 2014). The researcher used content validity to ensure that the questionnaire adequately covered all the content that was required for this particular study and to ensure that the study covered all constructs that the questionnaire was designed to measure.

There are four main types of validity:

- i. Face validity is the extent to which a tool appears to measure what it is supposed to measure.
- ii. Construct validity is the extent to which a tool measures an underlying construct.
- iii. Content validity is the extent to which items are relevant to the content being measured.
- iv. Construct validity is the degree to which a test measures what it claims to be measuring (Denzin & Lincoln, 2013).

Criterion and predictive validity were used to ascertain if scores on the questionnaire successfully predicted a specific criterion and concurrent validity was employed to determine if the results of the questionnaire were consistent with the results of established measures.

#### **4.8.2.2. Reliability**

Reliability is referred to as the consistency of a measure (Creswell et al., 2014).

The researcher considered three types of consistency:

- i. test-retest reliability (over time);
- ii. internal consistency (across items); and
- iii. inter-rater reliability (across different researchers).

To ensure that the questionnaire measured the initial intended measure in ERM, a pilot study was conducted with two managers and employees at two different times to ascertain if the same responses would be given each time the questionnaire was completed. In other words, inter-rater/observer reliability and test-retest reliability were used to achieve consistency in the questionnaires, where a reliability coefficient of 0.70 was applied.

Cronbach's alpha, used for Tau-equivalent reliability, gives an estimate of the reliability of a psychometric test. Synonymous terms are coefficient alpha, Guttman's Hoyt method and KR-20. It can be viewed as the expected correlation between two tests that measure the same construct. The reliability scores for all sections exceeded the recommended Cronbach's alpha. This indicates a degree of acceptable, consistent scoring for these sections of the research.

#### **4.9. Factor Analysis**

Factor analysis is a statistical method used to describe variability among observed, correlated variables in terms of a potentially lower number of unobserved variables called factors (Creswell et al., 2014).

Factor analysis is a statistical technique, used primarily in data reduction. The most common use of factor analysis is in survey research, where a researcher wishes to represent several questions with a small number of hypothetical factors. Factor analysis can be used to establish whether different measurements do, in fact, measure the same thing (Creswell et al., 2014). If the researcher is able to measure the same aspect, then the factors can be combined to create a new variable. A factor score variable, which contains a score for each respondent on the factor, can be created. Factor techniques are applicable to a variety of different situations. The researcher does not need to believe that factors exist to perform a factor analysis, but in practice the factors are interpreted, described, and discussed as living objects (Creswell et al., 2014).

The matrix table is followed by a summarised table which reflects the results of KMO and Bartlett's tests. The requirement is that the Kaiser-Meyer-Olkin measurement of sampling

adequacy should be greater than 0.50, and Bartlett's test of sphericity less than 0.05. In all instances, the conditions were satisfied, which allowed for the factor analysis procedure.

The Kaiser-Meyer-Olkin (KMO) is a measurement of how well-suited data is for factor analysis. The test measures the sampling adequacy for each variable in the model and for the complete model. Bartlett's test was used to test if k samples were from populations with equal variances (Denzin & Lincoln, 2013).

#### **4.9.1. Kaiser-Meyer-Olkin (KMO) Test**

The Kaiser-Meyer-Olkin test gives a measure of how suited your data is for factor analysis. The test measures the sampling adequacy for each variable in the model and for the complete model (Denzin & Lincoln, 2013).

#### **4.9.2. Bartlett's Test**

Bartlett's Test is used to test if k samples are from populations with equal variances (Denzin & Lincoln, 2013).

### **4.10. Data Analysis**

The study used quantitative and qualitative data analysis techniques. There are fundamental distinctions between the two types of data: quantitative data is information about quantities, and therefore numbers; and qualitative data is descriptive and conceptual, referring to phenomenon which can be observed but not measured, such as language (Creswell et al., 2014).

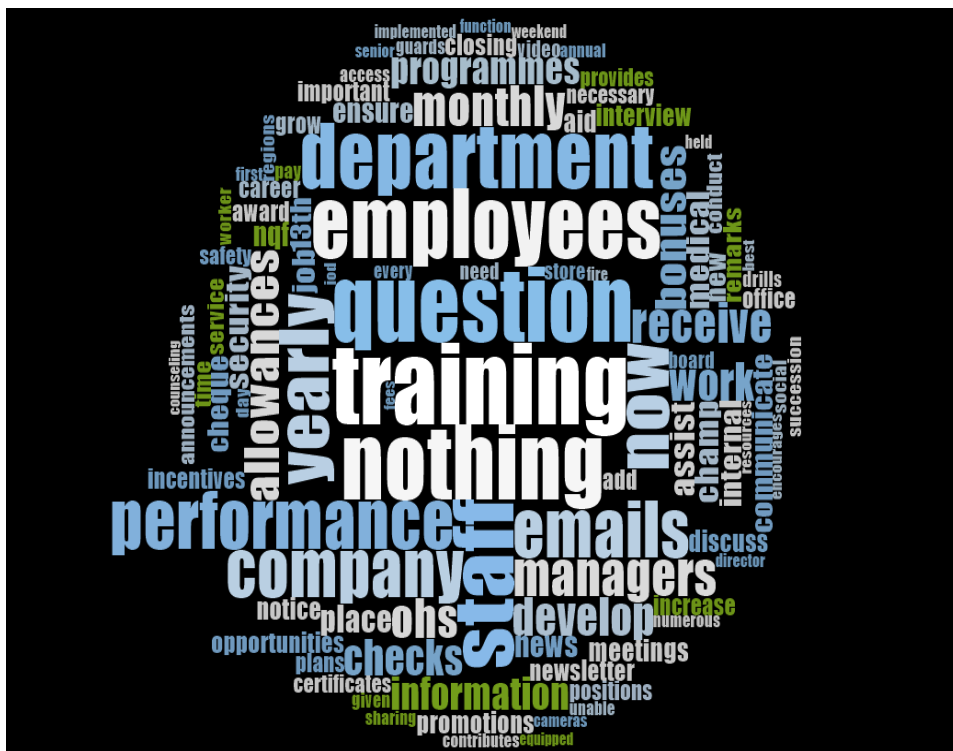
#### **4.10.1. Qualitative Data Analysis**

The qualitative data were analysed using thematic analysis. According to Creswell (2014), thematic analysis is effective when detecting, analysing, and reporting themes from data that has been collected. Thematic analysis can assist in organising and displaying the data that

has been generated in the study. Thematic analysis can be used to identify patterns based on the data that has been collected, as well as answering the research question being addressed in the study. Patterns are identified through a process of data familiarisation, data coding, and theme development and revision.

A word cloud ball was developed from all the interviews conducted. This is shown in Table 4.1. According to Creswell (2014), a word cloud is a visual representation of text data that has been collected. A word cloud is used to show keywords. Tags are usually single words, and the importance of each tag is shown with font size or colour. As the words are repeated in the interviews, the size of the word cloud will increase. As the words are repeated during the interviews, the size of the word cloud ball will increase in size.

**Figure 4.1. Word cloud from all the interviews that were conducted**



Source: Author



## **4.10.2. Quantitative Data Analysis**

Quantitative data were analysed using SPSS Version 24.1.

### **4.10.2.1. Descriptive Statistics**

Descriptive statistics are used to describe the basic features of the data in a study. They provide simple summaries about the sample and the measurements. Together with simple graphics analysis, they form the basis of virtually every analysis of quantitative data (Braun & Clarke, 2016).

Descriptive statistics were employed to describe and measure the spread of the data:

- i. To measure frequency, count and frequency percentages were used. Frequency count refers to the number of times an answer or phrase was given during the interview process. A percentage frequency refers to the data that specifies the percentage of observations that exist for each aspect (Braun & Clarke, 2016).
- ii. To measure central tendency, means, medians, and modes were used. Central tendency refers to the single value used to describe the data obtained, relative to a central point. 'Mean' refers to the sum of all the values divided by the number of values in the data set. 'Median' refers to the middle score. 'Mode' refers to the result most frequently obtained from the data (Braun & Clarke, 2016).
- iii. To measure dispersion or variation, range, variance and standard deviation were used. The measure of dispersion refers to the variability of the items. In a statistical sense, dispersion has two meanings: first it measures the variation of the items among themselves; and second, it measures the variation around the average (Braun & Clarke, 2016).

- iv. To measure position, percentile ranks and quartile ranks were used. The most common definition of a percentile is the number below which a certain percentage of the scores fall. Quartile ranks are divided into four aspects. The first quartile is the lowest number and the number increases in each quartile. The fourth quartile is the highest number (Braun & Clarke, 2016).

#### **4.10.2.2. Inferential Statistics**

Inferential statistics are statistical methods that deduce, from a small but representative sample, the characteristics of a larger population. In other words, they allow the researcher to make assumptions about a wider group, using a smaller portion of that group as a guideline.

In this present research, inferential statistics had to be used, as information from only 100 out of 413 employees was gathered. Thirty percent of the information was actual information, so a judgement was made on the probability from the facts.

- i. A t-test is a type of inferential statistic used to determine if there is a significant difference between the means of two groups, which may be related to certain features. It is mostly used when the data set, recorded as the outcome from flipping a coin 100 times, would follow a normal distribution and may have unknown variances. A t-test is used as a hypothesis-testing tool, which allows testing of an assumption applicable to a population (Braun & Clarke, 2016). A t-test uses the t-statistic, the t-distribution values, and the degrees of freedom to determine the statistical significance. To conduct a test with three or more means, one must use an analysis of variance. A one t-test sample is used to compare the data to the mean of a known population for inferential statistics. Dependent t-test samples are used to compare data from related groups, or from the same people over a period of time (Braun & Clarke, 2016).

- ii. Analysis of variance (ANOVA) is an analytical tool used in statistics that splits the observed aggregate variability found inside a data set into two parts: systematic factors and random factors. The systematic factors have a statistical influence on the given data set, while the random factors do not. Analysts use the ANOVA test to determine the influence that independent variables have on the dependent variable in a regression study (Braun & Clarke, 2016). In this study, the ANOVA test was used to determine the statistically significant differences. It was used to determine if the differences in the mean values between the groups were by chance, or if they were indeed significantly different.
- iii. The Chi-square test is used to measure expectations versus the actual data that has been obtained. Correlations were calculated using SPSS Version 24.1. Correlations were used to identify the statistical association and the linear pair variables. In this study, the Chi-Square test was used to identify how the expected data compared to the data that was obtained.
- iv. Correlation analysis is a statistical method used to evaluate the strength of the relationship between two quantitative variables. A high correlation means that two or more variables have a strong relationship with each other, while a weak correlation means that the variables are hardly related (Braun & Clarke, 2016). In this study, correlation analysis was used to identify the relationships between the variables.
- v. Multiple regression analysis is a statistical method used to predict the value of a dependent variable, based on the values of two or more independent variables (Braun & Clarke, 2016).

#### **4.11. Ethical Considerations**

The Research Ethics Committee at the University of KwaZulu-Natal (UKZN) provided ethical clearance. The main purpose in obtaining ethical approval was to ensure that the rights and dignity of all the respondents were always maintained. The researcher ensured the study followed all protocols laid down by the Ethics Committee at the UKZN (UKZN ICS, 2019). The respondents were each provided with sufficient information relating to the nature of the study and their role in the study was clearly explained. Each participant was invited to voluntarily give consent to their participation in the study and to sign an informed consent form. The respondents were each permitted to complete the questionnaire and be interviewed at a time and place convenient to them. To ensure that no harm would come to any of the respondents, the study was conducted in a secure, private environment to ensure their privacy, security and safety. The researcher ensured that issues of confidentiality, anonymity, and privacy of all the respondents were always upheld. The researcher also ensured that the true identities of the respondents were not revealed to anyone outside of the study. To further uphold anonymity, the researcher ensured that no documentation would be published with personally identifiable information (PII) such as real names, physical addresses, e-mail addresses, and telephone or cell numbers. The researcher also informed the participants of their right to withhold information which they were not comfortable to share, or to withdraw from the study at any time. Finally, to ensure proper data management and security, all data collected is being kept in a safe location at the School of Management, IT and Governance Research Office under lock and key for a period of no less than five years.

#### **4.12. Chapter Summary**

The chapter discussed the step-by-step methods which were implemented to conduct the study. The research methodology was presented, followed by the research design, the study

site, the target population, and the techniques that were used to select participants. The data collection instruments, data quality control measures, and ethical issues for consideration were also discussed.

The chapter which follows presents the results and a discussion on the findings obtained from the questionnaires and in-depth interviews in this study.

## **Chapter 5: Data Presentation, Interpretation, and Discussion**

### **5.1. Introduction**

This chapter presents the results and a discussion on the findings obtained from the questionnaires and in-depth interviews in this study. In Section I, the findings generated through the quantitative study are presented and discussed. Section II summarises the biographical characteristics of the respondents. Section III gives an analysis of the findings. It summarises the data that had been collected from the interviews and questionnaires. The chapter concludes with a discussion of cross-tabulation and correlation, and a chapter summary.

### **5.2. Section I: Findings**

This section presents and discusses the findings generated through the quantitative study.

#### **5.2.1. Reliability Statistics**

The two most important aspects of precision are reliability and validity. Reliability was computed by taking several measurements on the same subjects. According to Laerd Statistics (2019), a reliability coefficient of 0.70 or higher is considered as acceptable for a newly developed construct.

Table 5.1 reflects the Cronbach's alpha scores for all the items that constituted the questionnaire. The overall reliability met the minimum requirement, as show in Table 5.1. However, the individual sections showed lower-than-acceptable values, as shown in Table 5.2. This may be attributed to the type of variables selected from the model underpinning the study.

**Table 5.1. Reliability statistics**

Reliability Statistics	
Cronbach's Alpha	N of Items
0.606	15

**5.2.2. Cronbach's Alpha**

**Table 5.2. Cronbach's Alpha**

		N of Items	Cronbach's Alpha	Mean Inter Item Correlation
<b>B</b>	Career Development Strategies	2	0.205	0.114
<b>C</b>	Compensation Strategies	2	0.458	0.298
<b>D</b>	Communication Strategies	5	0.459	0.143
<b>E</b>	Safety/Health Strategies	5	0.706	0.325

The mean inter-item correlation is an alternative measurement to assess the consistency of scoring. The minimum acceptable value is 0.200. Sections B and D are slightly lower than is acceptable. The degree of non-consistency is mainly attributed to the composition of the sample, with nearly half of the sample being clerks, and seven other categories having fewer than five (5) respondents each. For the qualitative study, data quality control measurements used included credibility, confirmability, transferability, and dependability.

**5.2.3. Factor Analysis**

Factor analysis was only performed on the Likert scale items. Certain factors were divided into finer components. This is explained in the rotated component matrix collated in Table 5.4.

**Table 5.3.KMO and Bartlett's Test**

		Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	Bartlett's Test of Sphericity		
			Approx. Chi-Square	df	Sig.
B	Career Development Strategies	0,505	5,075	10	0,886
C	Compensation Strategies	0,504	21,212	6	0,002
D	Communication Strategies	0,553	42,385	10	0,000
E	Safety/Health Strategies	0,699	99,143	10	0,000

The data shows that all the conditions were satisfied for factor analysis, except for Section B. That is, the Kaiser-Meyer-Olkin measure of sampling adequacy value should be greater than 0.500 and the Bartlett's test of sphericity sig. value should be less than 0.05. Section B, which also showed lower reliabilities, has a sphericity p-value greater than 0.050.

#### **5.2.4. Rotated Component Matrix**

**Table 5.4. Rotated Component Matrix**

<b>Rotated Component Matrix<sup>a</sup></b>			
B	Component		
	1	2	3
The company's investment in my education and training influences my job satisfaction	0.742	0.026	-0.122
My job-related training offered influences my job satisfaction	0.058	0.019	0.943
My organisation's dedication to my professional development influences my job satisfaction	0.379	0.689	-0.205
Career development opportunities available influence my job satisfaction	-0.269	0.797	0.179
Opportunities for professional growth influence my job satisfaction	0.630	-0.034	0.202

*Extraction Method: Principal Component Analysis.*

*Rotation Method: Varimax with Kaiser Normalisation.*

<sup>a</sup> *Rotation converged in 5 iterations.*

<b>Rotated Component Matrix<sup>a</sup></b>		
C	Component	
	1	2
Non-monetary compensation influences my job satisfaction	0.837	-0.230
Recognition influences my job satisfaction	0.250	0.643
Rewards influence my job satisfaction	0.727	0.318
The management of compensation influences my job satisfaction	-0.220	0.820

*Extraction Method: Principal Component Analysis.*

*Rotation Method: Varimax with Kaiser Normalisation.*

<sup>a</sup> *Rotation converged in 3 iterations.*

<b>Rotated Component Matrix<sup>a</sup></b>	
D	Component

	1	2
Freedom to talk about my job responsibilities with management influences my job satisfaction	0.160	0.811
Freedom to talk about my needs/concerns with management influences my job satisfaction	-0.090	0.833
The opportunity to talk about my department's progress influences my job satisfaction	0.632	0.240
The opportunity to talk about my organisation's goals influences my job satisfaction	0.720	0.054
Mutual communication between employees and managers influences my job satisfaction	0.769	-0.208

*Extraction Method: Principal Component Analysis.*

*Rotation Method: Varimax with Kaiser Normalisation.*

<sup>a</sup> *Rotation converged in 3 iterations.*

---

**Rotated Component Matrix<sup>a</sup>**

---

E	Component
	1
The safety/health policy influences my job satisfaction	0.817
Knowing my responsibilities influences my job satisfaction	0.669
Safety/health programmes influence my job satisfaction	0.714
The occupational safety/health committee influences my job satisfaction	0.696
Control of hazards influences my job satisfaction	0.505

*Extraction Method: Principal Component Analysis.*

<sup>a</sup> *1 component extracted.*

Factor analysis is a statistical technique whose main goal is data reduction. A typical use of factor analysis is in survey research, where a researcher wishes to represent several questions with a small number of hypothetical factors.

With reference to the data contained in Table 5.4:

- i. Principle components analysis was used as the extraction method, and the rotation method was Varimax with Kaiser Normalisation. This orthogonal rotation method minimises the number of variables that have high loadings on each factor. It simplifies the interpretation of the factors.
- ii. Factor analysis/loading show inter-correlations between variables.
- iii. Items of questions that loaded similarly imply measurement along a similar factor. An examination of the content of items loading at or above 0.5 (and using the higher or highest loading in instances where items cross-loaded at greater than this value) effectively measured along the various components.

The statements that constituted Section E loaded perfectly along a single component. This implies that the statements that constituted this section perfectly measured what they set out to measure.

The data shows that the variables that constituted Sections B, C and D loaded along 3, 2 and 2 components (sub-themes), respectively. This means that respondents identified different trends within the section.

### **5.3. Section II: Biographical Data**

This section summarises the biographical characteristics of the respondents.

#### **5.3.1. Age**

Table 5.5 describes the overall gender distribution by age.

**Table 5.5.Age**

		Female	Male	Total	
Age	20 - 25	Count	4	5	9
		% within Age	44.4%	55.6%	100.0%
		% within Gender	6.6%	12.8%	9.0%
		% of Total	4.0%	5.0%	9.0%
	26 - 30	Count	33	12	45
		% within Age	73.3%	26.7%	100.0%
		% within Gender	54.1%	30.8%	45.0%
		% of Total	33.0%	12.0%	45.0%
	31 - 35	Count	17	10	27
		% within Age	63.0%	37.0%	100.0%
		% within Gender	27.9%	25.6%	27.0%
		% of Total	17.0%	10.0%	27.0%
36 - 40	Count	6	5	11	
	% within Age	54.5%	45.5%	100.0%	
	% within Gender	9.8%	12.8%	11.0%	
	% of Total	6.0%	5.0%	11.0%	
> 40	Count	1	7	8	
	% within Age	12.5%	87.5%	100.0%	
	% within Gender	1.6%	17.9%	8.0%	
	% of Total	1.0%	7.0%	8.0%	
Total	Count	61	39	100	
	% within Age	61.0%	39.0%	100.0%	
	% within Gender	100.0%	100.0%	100.0%	
	% of Total	61.0%	39.0%	100.0%	

Ten percent were females and 13% were males. Those above 40 years of age were made up of 18% males and 1% females.

The age distribution was not similar, with nearly 80% of the respondents younger than 35 years ( $p < 0.001$ ). The largest group (45%) of the respondents were aged between 26 and 30 years. Twenty-seven percent (27%) of the respondents were between the ages of 31 and 35. The percentage of respondents between the ages of 36 and 40 totalled 11%. Fewer of the respondents were between the ages of 20 and 25, and older than 40 years: 9% and 8%, respectively.

The data obtained from the study are in line with past research results.

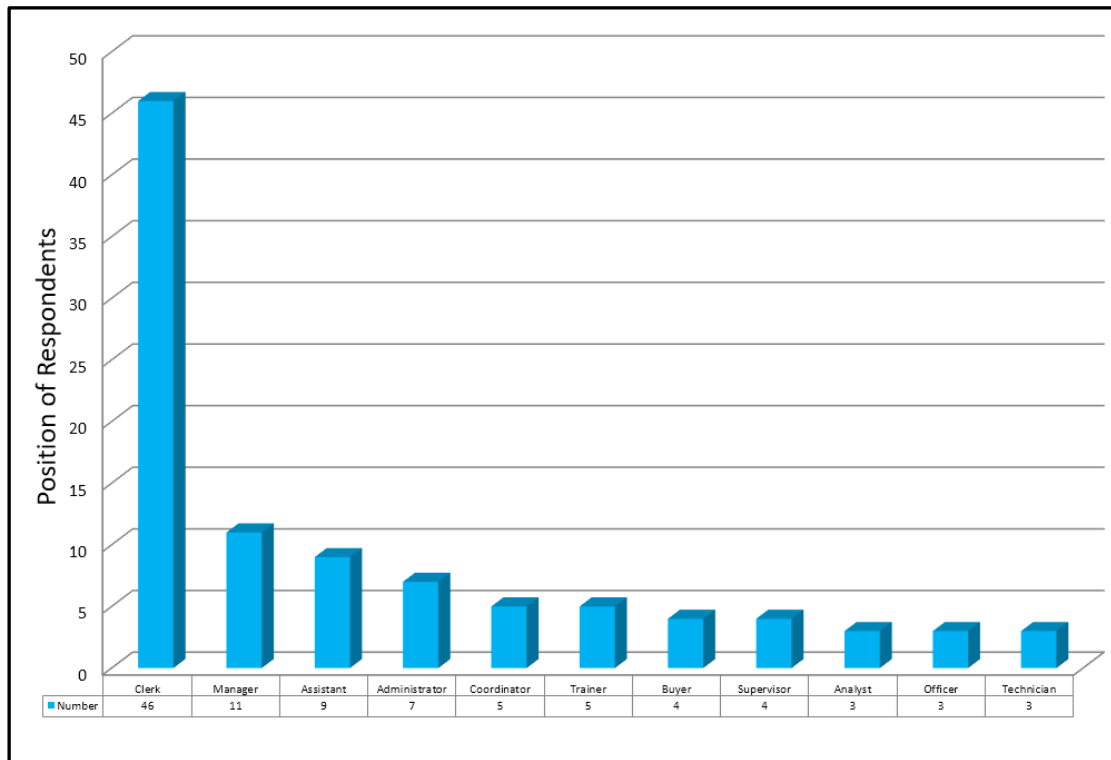
From an economics and management point of view, Walden et al. (2017) maintain that aspects of gender intervention provide clues to more efficient HR utilisation, given that women are underutilised as a human resource. According to feminist theories and sociology, studying female participation in innovation provides a new angle on gender equity. As Besong Besong (2016) notes, there has been a notable increase in the number of females in the workforce, as well as individuals from the LGBTQ community, and those living with disability. While having a diverse workforce is important, being able to manage the diversity is extremely important as well. There are a variety of approaches, strategies and initiatives for managing diversity in the workplace. No single initiative is detailed enough to resolve all diversity issues or to successfully manage diversity in all organisations. Diversity training is one of the primary and most widely used initiatives to address diversity issues. The literature review also revealed that diversity issues will continue, because the population will become even more diverse, as more companies become global. As diversity becomes increasingly complex, diversity training will continue to be an essential element of the overall diversity

strategy for organisations. This will be rewarded with a diverse workforce. Besong Besong (2016) also suggests that it would be difficult to set a general guideline for diversity training programmes because companies have specialised and differing needs.

For Walden et al. (2017), age is a key characteristic studied by researchers interested in life cycle effects of academic performance. Many interesting questions concern how age affects productivity and its dynamic changes over time.

### 5.3.2. Positions of Respondents

**Figure 5.1. Position of respondents**



A little less than half of the sample were clerks (46.0%), with managers forming the next largest group (11.0%). There were similar, but smaller levels of the remaining categories of

staff ( $p < 0.001$ ). The finding reflects with the Boxer Superstores staff profile which shows that there are more clerks than any other category of staff.

Various levels of staff were selected with the aim of obtaining information from employees at different organisational levels. Gathering data from different levels gave an overall view. Focusing on a single position or level within the organisation would not give a true reflection. Twenty-two percent of the respondents consisted of a more senior level personnel: managers, buyers, supervisors and officers. Forty-six percent of the respondents were at the clerical level. Thirty-two percent of the respondents were at other levels.

Organisational structure is defined by Lamar University as the formal system of task and reporting relationships that controls, co-ordinates, and motivates employees so that they cooperate to achieve an organisation's goals (Papa, 2017).

According to Stats SA (2014), the different skills levels and their percentage contribution in South Africa were as follows:

The largest percentages of workers in each age group who are skilled are:

- i. White individuals between the ages of 35 to 44. They made up almost 65% of the respondents;
- ii. Indian individuals between the ages of 55 and 64 years;
- iii. Coloured individuals between the ages of 55 and 64; and
- iv. Black African individuals between the ages of 35 and 44 years.

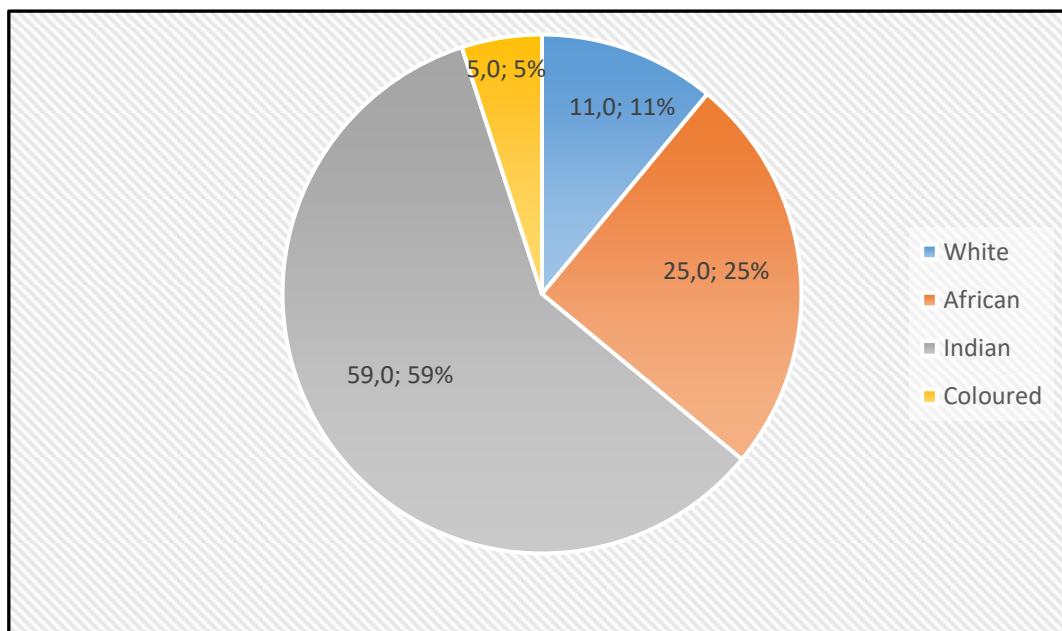
According to data obtained from Stats SA (2014) from 1994 to 2014, the percentage of workers in skilled occupations increased across all ages and all races, except for Black Africans between the ages of 25 to 34 years, which decreased. There was a smaller gain in the Black African group for all ages. According to Stats SA (2014), the smallest percentage

of workers in each age group, in all race groups, who are skilled are between the ages of 15 and 24 years. Coloured individuals made up the smallest percentage, at 8%. Black African individuals made up 10%. Indian individuals made up 25% and White individuals were 28%. The findings generated in this study are thus in agreement with the current information from Stats SA (2014).

### 5.3.3. Race

The racial composition of the sample revealed the following results.

**Figure 5.2. Race of respondents**



There were significantly more Indian respondents (59.0%), with a quarter (25.0%) of the respondents being Black African. For the remaining race groups, there were approximately twice as many White respondents (11.0%) as there were Coloured (5.0%) ( $p < 0.001$ ). This finding is supported by the Boxer Superstores Integrated Annual Report (Muller, 2016) that showed that the majority of employees at its Head Office were Indians. Boxer Superstores offers an array of opportunities to those individuals who have what it takes to make a significant difference to their lives and the longevity of the company.

Boxer Superstores is an equal opportunity employer, which continually encourages its employees to be all that they can be regardless of age, race, gender, disability, or colour. As at February 2016, Superstores employed a total of 7496 permanent staff and 4790 hourly-paid employees. At its Head Office, 510 employees were employed. Eighty-five percent of the employees at store level were Black South Africans, as the stores are located in predominately rural African areas. The Head Office staff complement by race is as follows: 65% are Indian, 18% are White, 15% are African and 2% are coloured (Muller, 2016).

According to Stats SA (2019), 60% of the skilled labour force is White, and Black Africans comprise 20%. Based on the above percentages, for every three skilled Whites, there is one skilled Black African. Indians make up 50% and Coloureds make up 25%. From 1994 to 2014, while Black Africans increased by 3% and Coloureds by 11%, Indians had the largest increase, at 26%, with Whites at 19%. Black Africans experienced the greatest growth in employment (95%, from 5.5 million to 11 million). Whites experienced the least growth in employment – from 1.8 million to 2 million. Both Indians and the Coloureds grew by approximately 45%.

The findings generated in this study thus agree with the current information from Stats SA.

#### **5.3.4. Length of Service**

Figure 5.4 indicates the length of service of the respondents.

**Figure 5.3.Length of service of respondents**



The findings show that nearly 58% of the respondents had been employed for more than five years ( $p < 0.001$ ).

The findings indicate that the respondents had been employed for a while and this is a useful fact as it suggests responses from experienced workers. The findings are based on the following facts: the shortest length of service was one year and the longest length of service was 28 years. Eighty-seven (87) respondents had more than four years' work experience and 13 respondents had less than four years' work experience. The relationship between satisfaction in relation to pay and tenure is similar to job satisfaction and tenure. This indicates that the impact of tenure on satisfaction level is significantly controlled by the age of the respondent.

There is no significant relationship between age and tenure and monetary benefits. Monetary benefits decrease as employees' tenure increases in the 25 years of age band. This could be the result of the non-accrual of fringe benefits associated with shorter tenure. In all other age groups, with less than 25 years but more than 10 years of tenure, there is a positive relationship between satisfaction with fringe benefits and tenure. Tenure has a positive impact on job satisfaction levels. A negative relationship exists between tenure and overall job satisfaction. There seems to be satisfaction with the current job, pay, and promotion

among employees younger than 25 years during the first decade of their service. This is probably due to high employee expectations which are not met during the first 10 years of tenure (Sarker & Khan, 2013).

#### 5.4. Section III: Analysis of Findings

This section of the chapter summarises the data that has been collected from the interviews and questionnaires. It is an interpretation of the data that has been gathered and analysed to identify trends, patterns, and relationships.

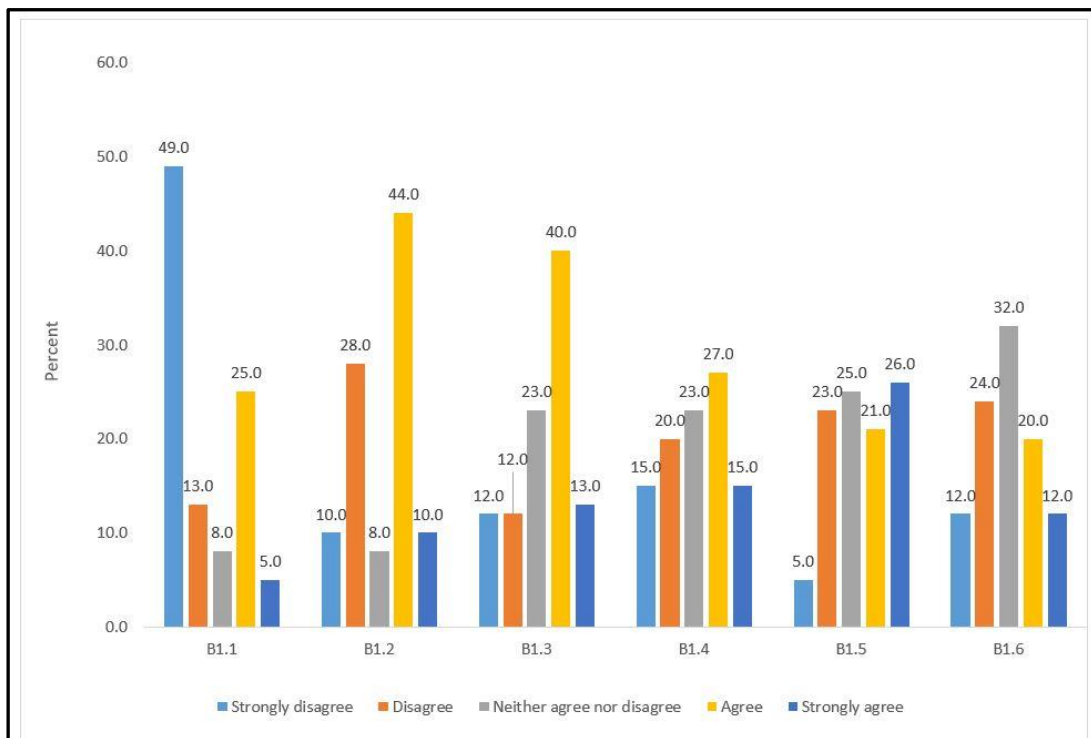
##### 5.4.1. Influence of Career Development Strategies on Job Satisfaction

Table 5.6 summarises the scoring patterns.

**Table 5.6 Chi-square test on career development strategies**

		Strongly disagree		Disagree		Neither agree nor disagree		Agree		Strongly agree		Chi Square
		Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	p-value
The company's investment in my education and training influences my job satisfaction	B1.1	49	49.0%	13	13.0%	8	8.0%	25	25.0%	5	5.0%	0.000
Opportunities to apply my expertise influences my job satisfaction	B1.2	10	10.0%	28	28.0%	8	8.0%	44	44.0%	10	10.0%	0.000
My job-related training offered influences my job satisfaction	B1.3	12	12.0%	12	12.0%	23	23.0%	40	40.0%	13	13.0%	0.000
My organisation's dedication to my professional development influences my job satisfaction	B1.4	15	15.0%	20	20.0%	23	23.0%	27	27.0%	15	15.0%	0.249
Career development opportunities available influences my job satisfaction	B1.5	5	5.0%	23	23.0%	25	25.0%	21	21.0%	26	26.0%	0.005
Opportunities for professional growth influences my job satisfaction	B1.6	12	12.0%	24	24.0%	32	32.0%	20	20.0%	12	12.0%	0.006

**Figure 5.4. Scoring patterns on career development strategies**



The following patterns were observed:

- i. Some statements show (significantly) higher levels of agreement, while other levels of agreement were lower (but still greater than levels of disagreement).
- ii. Two statements indicate higher levels of disagreement (B1.1 and B1.6).
- iii. The significance of the differences was tested and is shown in Table 5.6.

Six statements were used to assess the influence of career development strategies on employees' job satisfaction. The findings show significantly high levels of agreement with most of the statements used. For example, the results illustrated that 54% of the respondents agreed, 28% disagreed, and 8% were neutral regarding the statement that opportunities to apply their expertise influenced their job satisfaction. However, the study also found two statements indicating higher levels of disagreement: 62% disagreed, 30% agreed and 8% of the respondents were neutral in response to the statement that Boxer Superstores' investment

in education and training influences their job satisfaction; and 36% of the respondents disagreed, while 32% each agreed or were neutral to the statement that opportunities for professional growth influence their job satisfaction. A Chi-square test was conducted to ascertain the significance of the differences, as shown in Table 5.7.

In B1.1, 49% of the respondents strongly disagreed that the company's investment in their education had influenced their job satisfaction, while 5% of the respondents strongly agreed with that statement. Sixty-two percent strongly disagreed and disagreed, and a total of 30% strongly agreed and agreed. This shows that employees do not believe that the company's investment in their education and training influences their job satisfaction.

As Tharenou (2015) notes, employees' participation in training and development is greater if they expect that the skills and knowledge gained from training are instrumental in gaining extrinsic outcomes. Expressing agreement, Bell et al. (2017) concluded that employee training and career development has a positive impact on job satisfaction, by increasing productivity.

B1.2 reflects that 44% of the respondents agreed that the opportunities to apply their expertise influenced their job satisfaction. Of the respondents, 10% strongly disagreed with that statement. Thirty-eight percent strongly disagreed and disagreed and 54% strongly agreed and agreed. This shows us that employees believe that the opportunity to apply their expertise does influence their job satisfaction.

According to Bell et al. (2017), newly-acquired knowledge and expertise can only be measured, based on the opportunities that are made available for the employees to apply their knowledge. Other factors that also determine the opportunities being made available are the organisation's culture and practices. Work functions and aspects of the job also have an

influence on the development of the employee as they allow the employee the opportunity to apply their new skills set. Since it is believed that training will improve job performance, it can be said that training will improve an employee's satisfaction as their job performance will increase.

B1.3 highlights that 40% of the respondents agreed that the job-related training being offered influenced their job satisfaction. Of the respondents, 12% strongly disagreed with that statement, 24% strongly disagreed or disagreed and 53% strongly agreed or agreed. This shows us that employees believe that the job-related training offered does influence their job satisfaction.

As Jehanzeb and Bashir (2013) have shown, by providing training, employers can bring an organisation into line with their employees' job needs and requirements. This can be used as a competitive advantage. Training can benefit both the employer and employee. The employees benefit by gaining knowledge. Training benefits the organisation, which will have better skilled employees in their workforce. Training must aim to achieve an improvement in employee knowledge and performance so that both the employer and employee benefit from this process.

B1.4 shows that 20% of the respondents disagreed that the organisation's dedication to professional development influences their job satisfaction. Of the respondents, 15% strongly disagreed with that statement, but 15% strongly agreed, while 35% strongly disagreed and disagreed and 42% strongly agreed and agreed. This shows that employees believe that their organisation's dedication to professional development does influence their job satisfaction.

According to Bell et al. (2017), citing Field (2008), an employee's career satisfaction can be used to measure career success. Career satisfaction focuses on aspects such as remuneration, promotion, job opportunities, both personal and career development, and career growth.

In B1.5., 26% of the respondents strongly agreed that the career development opportunities that are available do influence their job satisfaction. Five percent of the respondents strongly disagreed with that statement. Twenty-eight percent strongly disagreed and disagreed, and 47% strongly agreed and agreed. The findings indicate that employees believe that the career development opportunities do influence their job satisfaction.

According to Robbins and Coulter (2016), employees' careers are related, not only to the duties or tasks each employee performs, but also to aspects such as their training; their goals; their emotional wellbeing; their job-related desires; job performance and progression based on their skills and knowledge; as well as their desire to continue working. Taking the above into consideration, it can be said that career is related to both the employee's personal goals and to those of the organisation. This improves an employee's experience and can assist in their career growth.

B1.6 reflects that 24% of the respondents disagreed that opportunities for professional growth influence their job satisfaction. Of the respondents, 32% agreed or strongly agreed, and a total of 36% strongly disagreed or disagreed. This shows the employees neither agreed nor disagreed that the opportunities for professional growth influence their job satisfaction.

According to Robbins et al. (2013), there is a different level of job satisfaction for each individual. This is dependent on each individual's understanding, their opportunities to grow and how they value their job. The greater the number of aspects that affect job satisfaction, and the more aspects that affect the employee's expectations, the higher the level that

employee's job satisfaction will be. If any aspect does not meet the employee's expectations, the employee's job satisfaction will be lower. Employee job satisfaction is reflected in work performance, achievement, growth, discipline, and work morale.

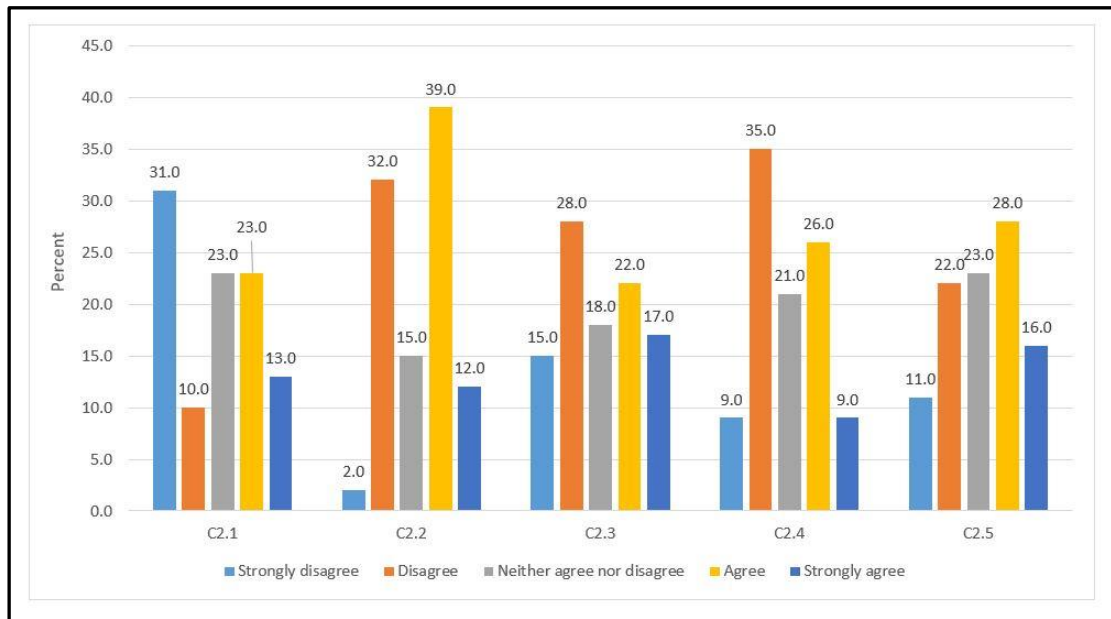
#### 5.4.2. Influence of Compensation Strategies on Job Satisfaction

The research objective was to determine the influence of compensation strategies on employees' job satisfaction at Boxer Superstores at its Head Office in Westville, KwaZulu-Natal.

**Table 5.7. Chi-square test on compensation strategies**

		Strongly disagree		Disagree		Neither agree nor disagree		Agree		Strongly agree		Chi Square
		Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	p-value
Monetary compensation influences my job satisfaction	C2.1	31	31.0%	10	10.0%	23	23.0%	23	23.0%	13	13.0%	0.006
Non-monetary compensation influences my job satisfaction	C2.2	2	2.0%	32	32.0%	15	15.0%	39	39.0%	12	12.0%	0.000
Recognition influences my job satisfaction	C2.3	15	15.0%	28	28.0%	18	18.0%	22	22.0%	17	17.0%	0.258
Rewards influence my job satisfaction	C2.4	9	9.0%	35	35.0%	21	21.0%	26	26.0%	9	9.0%	0.000
The management of compensation influences my job satisfaction	C2.5	11	11.0%	22	22.0%	23	23.0%	28	28.0%	16	16.0%	0.069

**Figure 5.5. Compensation strategies**



When respondents were asked whether monetary compensation influenced their job satisfaction, 40% disagreed, 36% agreed, and the rest were neutral. A similar response was observed to the statement that rewards influence employee job satisfaction, as 43% disagreed, 22% agreed, and 18% were neutral. To the statement that recognition influences job satisfaction, 44% disagreed, 26% agreed, and 21% were neutral. The study found that 51% of the employees reported that non-monetary compensation influenced their job satisfaction and 44% reported that the management of compensation influenced their job satisfaction. A Chi-square test was conducted to ascertain the significance of the differences, as shown in Table 5.7.

When respondents were asked about the influence of compensation strategies on their job satisfaction, the findings show that monetary compensation was reported to influence employees' job satisfaction ( $p=0.006$ ;  $M: 3.84$ ). The same result was recorded for non-monetary compensation ( $p=0.000$ ;  $M: 3.77$ ) and rewards (both with  $p$ -value of  $0.000$ ;  $M: 3.93$ ). The findings are supported by ERM theory, which explains that compensation in the

form of incentives, which does not involve direct monetary reward to the employees, has an influence on employees' job satisfaction. The finding is supported by Thomson and Murray (2016), who found that non-monetary benefits – flexi-time; time off; free or discounted parking; discounts on gym membership; retirement matching; and childcare – all influence employee job satisfaction.

However, the study also found that there was no significance in the responses to the statements that recognition influences employee job satisfaction ( $p=0.258$ ; M: 2.13), and that the management of compensation influences employee job satisfaction (0.069). The findings therefore imply that the acknowledgment by Boxer Superstores of their employees' outstanding performance has no influence on employee job satisfaction. Although one of the goals of employee recognition in the workplace is to reinforce particular behaviours, practices, or activities that result in job satisfaction, better performance and positive business results (Spector, 2017), the findings show that employee recognition has no influence on job satisfaction. In addition, the findings show that the management of compensation has no influence on employee job satisfaction. The findings may imply that managers do not have the HR strategies in place to ensure that compensation is managed in such a way as to encourage job satisfaction among the employees. Therefore, the management functions of planning, organising, directing and controlling, and dispensing compensation at Boxer Superstores may be inefficient and ineffective in influencing employees' job satisfaction. In relation to the above findings, Rose (2016) notes that when companies do not have a skilled and well-equipped workforce dealing with the management of compensation, employees are not encouraged to feel satisfied with their work.

The section below presents and discusses data collected in the qualitative study.

The findings reveal that compensation strategies influence the staff's job satisfaction. Some of the respondents confirmed the finding:

*The opportunities available for non-monetary, and to some degree monetary, compensation influence my job satisfaction here at Boxer Superstores. Compensations such as a thirteenth cheque, performance bonuses and incentives, annual increases, Pick n Pay shares and overtime pay assist, not only in growing our staff's careers, but in increasing job satisfaction <Internals\\INTERVIEW 15> – § 1 reference coded [5,77% Coverage, 2019].*

Another respondent agreed, saying that:

*There are compensation strategies in the company such as rewards, recognition, long serving awards, director commendations, and others, that influence employees' job satisfaction. <Internals\\INTERVIEW 17> – § 1 reference coded [7, 92% Coverage, 2019].*

Although the findings show that compensation strategies have an influence on employee job satisfaction, some respondents stated that they had no feeling of job satisfaction because of the management of compensation:

*I would say the management of compensation does not in any way make me to be satisfied with my current job. I do not see how the current human resource officers' skills and knowledge in administering and organising compensation can positively influence my job satisfaction <Internals\\INTERVIEW 16> – § 1 reference coded [4.19% Coverage, 2019].*

The above responses are in agreement with the findings in the quantitative study which found that monetary ( $p=0.000$ ; M: 3.83) and non-monetary compensation ( $p=0.000$ ; M: 3.87), and rewards ( $p=0.000$ ; M: 3.89), influence employee job satisfaction. On the other hand,

recognition (0.258; M: 2.73) and the management of compensation (0.069; M: 2.53), have no influence on employees' job satisfaction at Boxer Superstores.

The findings that monetary and non-monetary compensation, and rewards, influence employees' job satisfaction are supported by the ERM model (Luthans, 2015, citing Wargborn, 2008). It explains that employees' job satisfaction can be influenced by employee benefits that do not involve cash, such as being sponsored for a holiday; or benefits that involve cash, such as retirement benefits, tuition reimbursements, or rewards for good performance (Luthans, 2015).

However, both the quantitative and qualitative findings show that recognition (P=0.258; M: 2.73) and the management of compensation (P=0.069; M: 2.63), had no influence on employees' job satisfaction. The findings are not in agreement with the ERM model (Wargborn, 2010) underpinning the study. The model explains that the recognition of an employee's outstanding performance, and the way in which the process of employee compensation is handled, influence employee job satisfaction.

The qualitative study further shows that a thirteenth cheque, bonuses, and other incentives for staff to perform well, such as opportunities for annual increases, and having Pick n Pay shares, influence employees' job satisfaction. The qualitative study shows that staff overtime income helps them to grow their careers and increases job satisfaction. Other compensation strategies reported include director commendations and long service awards. The latter was reported by one of the respondents:

*You need to understand at Boxer Superstores we have commendations and long serving awards for employees (<Internals\INTERVIEW 17> – § 1 reference coded [7, 82% Coverage, 2019]).*

The findings resonate well with those of Harputlu (2014), that monetary and non-monetary compensation strategies contribute to employee job satisfaction and can be used as a tool to attract new employees.

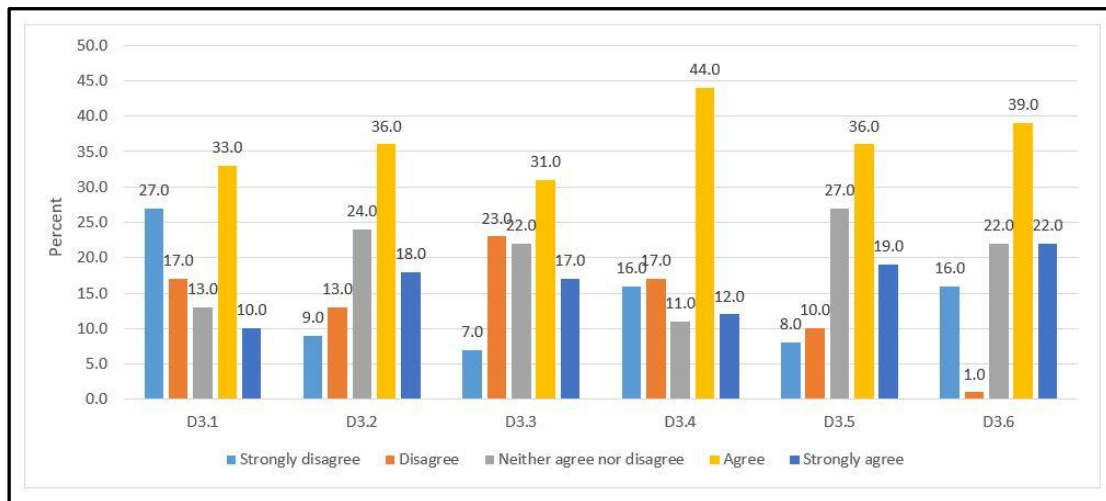
### 5.4.3. The Influence of Communication Strategies on Employee Satisfaction

The research objective was to assess the influence of communication strategies on employees' job satisfaction at Boxer Superstores, at the Head Office in Westville, KwaZulu-Natal.

**Table 5.8. Chi-square test on communication strategies**

		Strongly disagree		Disagree		Neither agree nor disagree		Agree		Strongly agree		Chi Square
		Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	p-value
Freedom to talk about my job responsibilities with management influences my job satisfaction	D3.1	27	27.0%	17	17.0%	13	13.0 %	33	33.0%	10	10.0%	0.001
Freedom to talk about my needs/concerns with management influences my job satisfaction	D3.2	9	9.0%	13	13.0%	24	24.0 %	36	36.0%	18	18.0%	0.000
The opportunity to talk about my department's progress influences my job satisfaction	D3.3	7	7.0%	23	23.0%	22	22.0 %	31	31.0%	17	17.0%	0.004
The opportunity to talk about my organisation's goals influences my job satisfaction	D3.4	16	16.0%	17	17.0%	11	11.0 %	44	44.0%	12	12.0%	0.000
Mutual communication between employees and managers influences my job satisfaction	D3.5	8	8.0%	10	10.0%	27	27.0 %	36	36.0%	19	19.0%	0.000
The feedback system influences my job satisfaction	D3.6	16	16.0%	1	1.0%	22	22.0 %	39	39.0%	22	22.0%	0.000

**Figure 5.6. Communication strategies**



Six questions were asked to assess the influence of communication strategies on employees’ job satisfaction. The study found that there were significantly higher levels of agreement with all the statements used to assess the influence of communication strategies on employees’ job satisfaction. For example, the study found that 56% agreed, 33.1% disagreed, while 11% of the respondents were neutral, with the statement that the opportunity to talk about their organisation’s goals influenced their job satisfaction. The study shows that 61% agreed, 17% disagreed, and 22% of the respondents were neutral to the statement that mutual communication between employees and managers influences their job satisfaction. A similar pattern of findings is reported in Table 5.8 on the other themes used to assess the influence of communication strategies on employees’ job satisfaction. A Chi-square test was conducted to ascertain the significance of the differences, as shown in the Table 5.9.

The findings show significantly higher levels of agreement with all the statements used to assess the influence of communication strategies on employee job satisfaction. For example, the respondents reported that the freedom to talk about their job responsibilities with management influenced their job satisfaction ( $p=0.001$ ; M: 3.74), and the freedom to talk about their needs/concerns with management influenced their job satisfaction ( $p=0.001$ ; M:

3.88). Table 5.8 shows similar patterns for the other four statements assessing the influence of communication strategies on employees' job satisfaction, with a mean not less than 3.

The study found that communication strategies influence employees' job satisfaction. As confirmed by one of the respondents:

*There are communication strategies and tools that are in place to promote employer-employee communication. We are encouraged to talk about our job responsibilities and needs with management. There is also an opportunity to talk about other matters, such as department progress that have positive influence on employees' job satisfaction. <Internals\\INTERVIEW 1> – § 1 reference coded [2, 71% Coverage, 2019].*

Another respondent stated:

*The company is dedicated to creating an environment where employees can freely talk about the company's goals in a mutual style. This influences me to feel satisfied with my job. Maybe I am the only one seeing this, but I know that the company has equipment such as laptops and cell phones given to staff as so they have access to emails and phone calls. We have noticeboards, physical meetings, email that seems to be the most common platform of communication, and champ news a monthly newsletter attached to payslips that makes us like our work <Internals\\INTERVIEW 10> – § 1 reference coded [4, 20% Coverage, 2019].*

Mattick and Miller (2016) found a correlation between communication and job satisfaction, which supports the findings in this study. The findings are also in agreement with the ERM model (Wargborn, 2010) which posits that employees' freedom to talk about their job responsibilities and their needs with management influences their job satisfaction. The ERM model (Wargborn, 2010) further maintains that employees who have an opportunity to talk about their department's progress and the organisation's goals, engaging in mutual

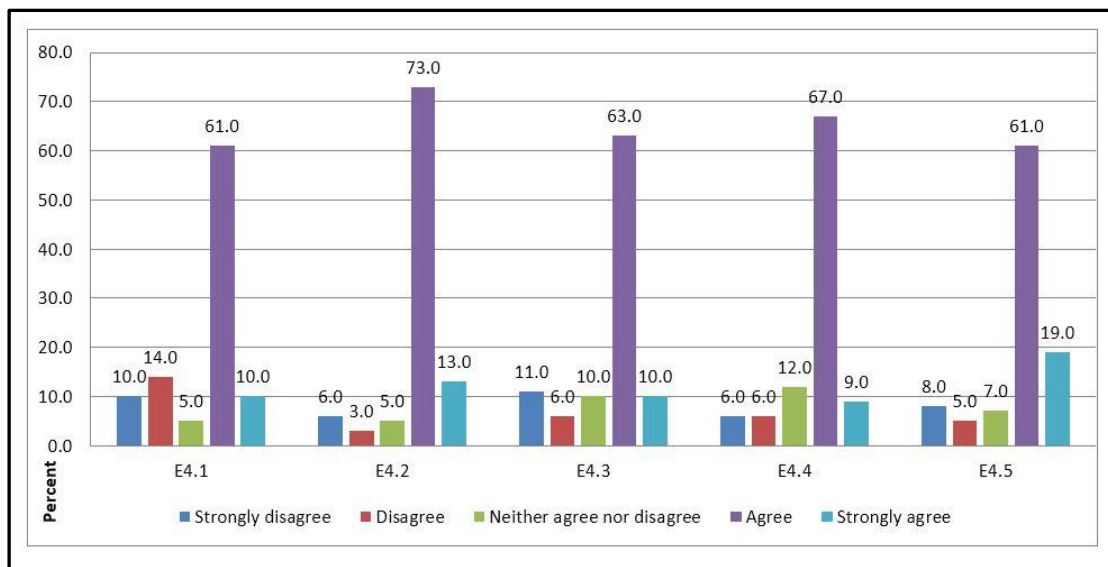
communication with managers, with an opportunity to have feedback, are satisfied with their jobs. In agreement, Rose (2016) has noted that communication could be used to predict the dimensions of job satisfaction. The study thus supports the relationship management model (Wargborn, 2010), that communication strategies have a positive influence on job satisfaction.

The study also shows that communication strategies influence employee job satisfaction. Both the qualitative and quantitative findings show that employees' freedom to talk about their needs ( $p=0.004$ ; M: 3.64) and the organisation's goals ( $p=0.000$ ; M: 3.77) influence employee job satisfaction at Boxer Superstores. The qualitative and quantitative studies also indicate that mutual communication between employees and managers ( $p=0.000$ ; M: 3.89), and the feedback system ( $p=0.003$ ; M: 3.93) influence employees' job satisfaction. The qualitative study found that Boxer Superstores has put in place communication tools such as emails; noticeboards; the holding of physical meetings; and the in-house publication of the monthly newsletter, *Champ News*; to promote communication within and outside the company. The quantitative study shows that most of the same dimensions of communication strategies highlighted in the qualitative study are significant in promoting job satisfaction (see Table 5.8). The findings from both the quantitative and qualitative studies are thus in agreement with the ERM model (Wargborn, 2010) underpinning the study, which shows that there are many factors that influence job satisfaction, including organisational communication, which promotes the exchange of information, ideas and views within and outside the company. Likewise, the findings resonate well with those of Abbott (2016), who argues that formal; informal; downward; upward; horizontal; oral and written communication, if well-harnessed within communication strategies, can increase employees' job satisfaction.

Table 5.9. Chi Square test on safety/health strategies

		Strongly disagree		Disagree		Neither agree nor disagree		Agree		Strongly agree		Chi Square p-value
		Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	
The safety/health policy influences my job satisfaction	E4.1	10	10.0%	14	14.0%	5	5.0%	61	61.0%	10	10.0%	0.000
Knowing my responsibilities influences my job satisfaction	E4.2	6	6.0%	3	3.0%	5	5.0%	73	73.0%	13	13.0%	0.000
Safety/health programmes influences my job satisfaction	E4.3	11	11.0%	6	6.0%	10	10.0%	63	63.0%	10	10.0%	0.000
The occupational safety/health committee influences my job satisfaction	E4.4	6	6.0%	6	6.0%	12	12.0%	67	67.0%	9	9.0%	0.000
Control of hazards influences my job satisfaction	E4.5	8	8.0%	5	5.0%	7	7.0%	61	61.0%	19	19.0%	0.000

Figure 5.7. Safety/health strategies



The findings show that the majority of the respondents agreed or strongly agreed with all the statements used to assess the influence of safety/health strategies on employee job satisfaction. The study, for example, found that 70% of the respondents agreed with the statement that the safety/health policies influence employees' job satisfaction and 86% agreed that knowing their responsibilities influenced their job satisfaction. Table 5.9 shows similar patterns of significantly higher levels of agreement with the other three statements

assessing the influence of safety/health strategies on employee job satisfaction. A Chi-square test was conducted to ascertain the significance of the differences, as shown in Table 5.9.

The study found that the safety/health strategies, as implemented, influenced the employees' job satisfaction. Some respondents confirmed the findings by stating:

*Knowing that the company has a safety/health policy leads to job satisfaction because it makes the company to comply with the occupational safety and health act and relevant state legislation. Besides, the safety/health strategies provide guidelines for our responsibilities which to me reduces workplace hazards, protect our lives, and promote employee health and job satisfaction. We also have health and wellness days done once a year, and free health check-ups for staff. What really stands out to me in influencing job satisfaction is medical aid – this is voluntary but the company contributes 50% <Internals\\INTERVIEW 17> – § 1 reference coded [5.35% Coverage, 2019].*

Another respondent reflecting the majority's views, said:

*There are various procedures in place of staff that are injured on duty and this serves to handle such injuries in the proper way. We also have some sort of committee which helps both employees and company to be committed to health and safety practices. These are some of the underlying factors to job satisfaction <Internals\\INTERVIEW 15> – § 1 reference coded [5, 77% Coverage, 2019].*

The findings show significantly higher levels of agreement with all the statements used to assess the influence of safety/health strategies on employees' job satisfaction. For example, the respondents reported that the freedom to talk about their job responsibilities with management influenced their job satisfaction ( $p=0.000$ ; M: 3.90); and the freedom to talk about their needs/concerns with management influenced their job satisfaction ( $p=0.000$ ; M: 3.86). Table 5.9 shows that the same pattern was found in the data for the other three

statements used to assess the influence of safety/health strategies on employee job satisfaction: All had a mean not less than 3. The findings are agreement with the ERM model (Wargborn, 2010) underpinning this study, which posits that occupational safety/health practices positively influence job satisfaction. In particular, the ERM model (Wargborn, 2010) posits that having a safety/health policy and programmes, and informing employees about their responsibilities, influences employees' job satisfaction. The ERM model underpinning the study states that, when companies have an organised occupational safety/health structure, and measures in place to control hazards, this leads to employees' job satisfaction (Wargborn, 2010). A study conducted by Mayhew (2015) on occupational safety supports the finding that health practices, such as having emergency procedures, the recognition and assessment of health and safety risks, and the use of protective equipment, all have a positive impact on job satisfaction. As a result, Mattock and Miller (2016) argue for a greater concern about occupational health and safety to help minimise the industrial/occupational accidents which can occur in companies; thereby enhancing job satisfaction.

The section which follows presents and discusses data collected in the qualitative study.

Another respondent stated:

*We have occupation health and safety checks done on a regular basis and this is done around each department and site to ensure continuous safety. We also have various safety drills in case of emergencies. The company also provides social work services in the form of a counsellor. We have ergonomic checks focusing on lighting, space, and air conditioning as these play a role in staff comfort whilst working and job satisfaction <Internals\\INTERVIEW 17> – § 1 reference coded [7,92% Coverage, 2019].*

The findings suggest that safety/health strategies influence employee job satisfaction at Boxer Superstores. Both the qualitative and quantitative findings reported on Boxer Superstores' safety/health policy ( $p=0.004$ ; M: 3.63), the provision of opportunities for the employees to understand their responsibilities ( $p=0.000$ ; M: 3.84), and having safety/health programmes ( $p=0.000$ ; M: 3.68). The qualitative findings show that Boxer Superstores has an occupational safety/health committee that puts in place effective measures to control hazards. This had also been reported in the quantitative study (See Table 4.13). The study also shows that Boxer Superstores has an annual Health and Wellness Day, provides a medical aid scheme by contributing 50% of employees' contributions, and organises free health check-ups for the staff. The qualitative study revealed that there are procedures for handling staff injured on duty, as well as a team of employees assigned to ensure that employees and the company apply state-coded health and safety practices. Boxer Superstores also has a health and safety check programme which is carried out regularly in each department and work site, to ensure the ongoing safety of its employees. The study revealed that the company runs a programme of safety drills to ensure that staff can cope with emergencies. They offer a counsellor for social services, and ergonomic workplace measures are in place, to ensure the optimal use of space, lighting, and air conditioning. This all leads to staff job satisfaction. Both the quantitative and qualitative findings confirm the ERM model (Wargborn, 2008) used in this study, which explains that occupational health and safety, if well-implemented by the company to ensure the safety, health and welfare of all those at work, boosts employee job satisfaction. Bajaj et al. (2013) also support these findings when they argue that developing and implementing health and safety procedures in the workplace, ensuring that an organisation complies with the health and safety requirements, and carrying out safety inspections and risk assessments, have potential to increase employees' job satisfaction.

## 5.5. Cross-Tabulation

The traditional approach to reporting a result requires a statement of statistical significance. A p-value is generated from a test statistic. A significant result is indicated with  $p < 0.05$ . The following had p-values less than 0.05: gender vs. position, age vs. position, race vs. position, age vs. gender, race vs. gender, and experience vs. race. A second Chi-square test was performed to determine whether there was a statistically significant relationship between the variables (rows vs columns). The alternate hypothesis indicates that there is an association. All p-values greater than 0.05 do not indicate a significant relationship. The following had p-values greater than 0.05: race vs. age, experience vs. gender, race vs. investment in my education, gender vs. opportunities to apply my expertise, and position vs. organisations dedication.

## 5.6. Correlation

Bivariate correlation was also performed on the (ordinal) data. The results indicate the following patterns:

**5.6.1. Positive Values** Indicate a Directly Proportional Relationship (and a negative value indicates an inverse relationship between the variables.)<sup>1</sup>

- i. The correlation between ‘my job-related training offered influences my job satisfaction’ and ‘the opportunity to talk about my organisation’s goals influences my job satisfaction’ is 0.244. This indicates a directly proportional relationship. The respondents indicated that the better the job-related training, the more the opportunity there would be to achieve job satisfaction through the organisation’s goals.

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<sup>1</sup> All significant relationships are indicated by a \* or \*\*.

- ii. The correlation between ‘opportunities to apply my expertise influence my job satisfaction’ and ‘safety/health programmes influence my job satisfaction’ is 0.214. This is a directly proportional relationship. The respondents indicated that more health and safety programmes afforded them more opportunity to apply their expertise.
- iii. The correlation between ‘rewards influence my job satisfaction’ and ‘knowing my responsibilities influences my job satisfaction’ is 0.198. This is a directly proportional relationship. The respondents indicated that, by knowing their responsibilities, they were more likely to be rewarded, leading to job satisfaction.
- iv. The correlation between ‘the opportunity to talk about my organisation’s goals influences my job satisfaction’ and ‘mutual communication between employees and managers influences my job satisfaction’ is 0.309. This is a directly proportional relationship. The respondents indicated that the more they can talk about the organisation’s goals, the more mutual communication takes place.

**5.6.2. Negative Values** Imply an Inverse Relationship. That is, the variables have an opposite effect on each other, thereby influencing employee management.

- i. The correlation between ‘my organisation’s dedication to my professional development influences my job satisfaction’ and ‘non-monetary compensation influences my job satisfaction’ is -0.220. Therefore, the more the organisation influences job satisfaction, the less the need for non-monetary compensation.
- ii. The correlation between ‘recognition influences my job satisfaction, and ‘the opportunity to talk about my organisation’s goals influences my job satisfaction’ is
- iii. -0.244. This means that the more the organisation recognises its employees, the less the employees need to talk about the organisation’s goals.

- iv. The correlation between ‘opportunities for professional growth influence my job satisfaction’ and ‘monetary compensation influences my job satisfaction’ is -0.103. That is, the more the monetary compensation, the less the opportunities for professional growth.
- v. The correlation between ‘non-monetary compensation influences my job satisfaction’ and ‘the management of compensation influences my job satisfaction’ is - 0.201. That is, the more the non-monetary compensation, the less the management of compensation.

### **5.7. Chapter Summary**

The study found that the safety/health strategies (M: 4.66); the communication strategies (M: 4.332); career development (M: 3.683); and the compensation strategies (M: 3.332) used at Boxer Superstores had an influence on employee job satisfaction. The study also found that the dedication of Boxer Superstores to employees’ professional development (M: 2.132) (from the career development theme); the employee recognition system (M: 2.302); and the management of compensation (M: 2.131) (from the compensation theme), had no influence on employee job satisfaction. The study thus reveals that the ERM model used in this study is useful in predicting strategies that influence employees’ job satisfaction.

The conclusions and recommendations of the study, with regards to the influence of ERM strategies on job satisfaction, are discussed in the following chapter.

## **Chapter 6: Conclusion and Recommendations**

### **6.1. Introduction**

This chapter discusses the conclusions and recommendations regarding the influence of ERM strategies on job satisfaction. The chapter focuses on the influence of safety/health, communication, career development and compensation strategies on employees' job satisfaction at Boxer Superstores. The study has demonstrated the influence of employee ERM strategies on job satisfaction. Recommendations are thereafter made for both Boxer Superstores and future research.

### **6.2. Conclusion**

The study aimed to achieve several research objectives:<sup>2</sup>

- i. The study indicates that safety/health, communication, career development and compensation strategies employed by Boxer Superstores have an influence on employees' job satisfaction.

The study found that compensation strategies influence job satisfaction, as it identified that non-monetary compensation and rewards do influence job satisfaction. The study found that communication strategies have an influence on job satisfaction as it was identified that there are several learning opportunities at Boxer Superstores and these strategies influence on job satisfaction.

The study found that safety/health strategies influence job satisfaction as it identified that there are several safety/health programmes at Boxer Superstores and these strategies influence job satisfaction. The study also found that career development strategies influence

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<sup>2</sup> A detailed summary of the significant relationships is provided in Chapter 5 of this study.

job satisfaction as it was identified that there are several learning opportunities at Boxer Superstores; but these strategies have no influence on job satisfaction. The study has therefore shown that the ERM strategies at Boxer Superstores are useful in influencing employees' job satisfaction.

In line with Chaubey et al. (2017), the aim of the study was to identify the relationship between ERM practices and job satisfaction. The findings show that there was a high level of job satisfaction in relation to how disciplinary issues are handled. The study also identified some form of dissatisfaction with several issues. In particular, the study showed that job satisfaction was linked to conflict management, trade unionism and communication between the employer and the employees.

Employee empowerment, employee involvement and encouraging employee suggestions yield a low level of satisfaction. Results further show that the encouraging of employee suggestions can have a negative relationship with job satisfaction. Therefore, it can be said that ERM practices can have a positive effect on employee job satisfaction in small and medium enterprises. Employee relationship management practices have a positive effect on employee job satisfaction in smaller organisations. Organisations are beginning to understand that ERM does, indeed, help the organisation in building a stronger relationship with employees, and that ERM can build and enhance relationships, reinforce commitment to the company, and improve employee job satisfaction.

This research has shown that ERM can benefit the organisation. Employee relationship management can work by strengthening and increasing the relationship between the employer and its employees. The results of the research reveal that, if ERM practices, such as discipline; conflict management; trade unionism; communication; employee empowerment

and involvement; and encouragement of employee suggestions, are implemented in an organisation, and managers give them the necessary attention, they can positively impact the status of ERM in organisations and help employees to grow their job satisfaction. Performance, growth, and development of employees can thus be used to create a competitive advantage.

- ii. Career development strategies, compensation strategies, corporate communication strategies and safety/health strategies used at Boxer Superstores Head Office in Westville do influence employees' job satisfaction.

The study found that opportunities for employees to translate their expertise into practice and job-related training opportunities given to employees do influence job satisfaction. Therefore, the strategies mentioned above are key in influencing job satisfaction at Boxer Superstores. The study also found that Boxer Superstores' dedication to its employees' professional development has no influence on job satisfaction. This means that learning opportunities offered by Boxer Superstores have no influence on employees' job satisfaction. The study found that Boxer Superstores operates several career development programmes, including employee orientation to new systems; assessments; certification; training; short courses; succession plans; mentorship programmes; school fee support; and holding conferences and workshops on career development.

A study by Mohapatra (2017) has shown that organisational career development has been identified as an extremely challenging and highly unpredictable process when one considers the employees' career expectations as well as the organisation's development. According to Chetna (2017), an effective career development process can be achieved by focusing on the employees' career planning and the organisation's career management.

- iii. Compensation strategies, career development strategies, corporate communication strategies and safety/health strategies used at Boxer Superstores Head Office in Westville do have a significant relationship with employee job satisfaction.

The study found that compensation strategies, career development strategies, corporate communication strategies and safety/health strategies do positively influence job satisfaction. From the research conducted, it was clear that employee recognition, as well as the management of compensation, have a positive influence on employees' job satisfaction. According to the findings obtained from the study, the employee recognition strategies and compensation management strategies currently implemented and managed at Boxer Superstores positively influence job satisfaction at Boxer Superstores.

According to Larkin (2019), compensation is a topic widely discussed by both business practitioners and management scholars alike. It is thus important for continually updated research linking compensation to performance. Being able to identify how an organisation's compensation system can lead to a strategic competitive advantage may seem patronising. The difference between compensation being used as a compensation strategy and compensation being used as a payment for work being performed is important for both managers and scholars. As asserted by Kaya (2014), monetary compensation is the most important source of motivation in satisfaction and commitment. However, research has shown that monetary compensation is not everything. In the working environment, an employee's relationship with their management, communication in their organisation and organisational trust, may be more valuable than monetary compensation.

- iv. Compensation strategies, career development strategies, corporate communication strategies and safety/health strategies used at Boxer Superstores Head Office in Westville and their variance to employees' job satisfaction.

The findings reveal that employees' freedom to talk about their job responsibilities; the freedom to talk about their needs; the opportunity to talk about their department's progress; having an opportunity to talk about the organisation's goals; mutual communication between managers and employees; and having a feedback system, all influence job satisfaction. There are several communication strategies which help Boxer Superstores to communicate with employees, while building strong workplace relationships that influence job satisfaction.

According to a study conducted by Sabri (2018), communication strategies are a way to assist speakers in compensating for their language deficiencies and to allow for the communication to continue. It also identified that beginners mostly need compensation strategies. As suggested by Musah (2018), to understand job performance, there is a need to recognise the link between job satisfaction and communication satisfaction. Both job satisfaction and communication satisfaction impact on effective work performance. Accordingly, there has been an increase in research that deals with organisational communication and job satisfaction. The findings from this research highlight the connection between communication and job satisfaction.

- v. Compensation strategies, career development strategies, corporate communication strategies and safety/health strategies used at Boxer Superstores Head Office in Westville and the impact on biographical variables on job satisfaction.

The study found that employees' freedom to talk about their job responsibilities; the freedom to talk about their concerns with managers; having a safety/health policy; being given an

opportunity to understand their responsibilities; and having safety/health programmes, all have an influence on employees' job satisfaction. The conclusion that can be drawn from the findings is that the occupational health and safety strategies used at Boxer Superstores make employees feel safe and healthy and influence employee job satisfaction. This was a common perception among all the employees, so age, gender, race, and years of experience do not influence employees' views on safety/health strategies.

According to Dewar (2015), employees play a major role in the creation of a workplace environment. Together with employee unions, they have an extremely strong influence on their workplaces. Training HR to meet the requirements for the health and safety of the organisation has thus become an important aspect within organisations. As demonstrated by Zulkipli (2018), many different methods are used to evaluate the growing awareness of health and safety. The implementation of health and safety initiatives in an organisation can thus ensure that the workforce gives of its best.

### **6.3. Recommendations for Boxer Superstores**

Considering that the study has been conducted at Boxer Superstores Head Office, the group executives are invited to consider the following recommendations:

- i. Boxer Superstores can make opportunities available for employees to translate their expertise into practice, while further improving job-related training opportunities, because they are critical strategies that influence job satisfaction.
- ii. Boxer Superstores should promote its investment in education and training, employees' opportunities to apply their expertise, job-related training, and career development opportunities, in order to enhance job satisfaction.

- iii. Boxer Superstores should spend fewer resources on professional development strategies and opportunities for professional growth because they have no influence on job satisfaction.
- iv. There is a need to invest more resources into rewards – both monetary and non-monetary compensation – because they affect employees’ job satisfaction.
- v. Boxer Superstores should limit the amount of time and focus spent on recognition of employees and the management of compensation strategies, as they do not have an influence on job satisfaction.
- vi. There is a need for Boxer Superstores to promote their employees’ freedom to talk about their job responsibilities; freedom to talk about their needs; the opportunity to talk about their department’s progress; the opportunity to talk about Boxer Superstores’ goals; mutual communication between employers and employees; and having a feedback system, because they have an influence on employees’ job satisfaction.
- vii. There is a need to investigate why opportunities for professional growth have no influence on employees’ job satisfaction at Boxer Superstores.

#### **6.4. Recommendations for Future Research**

The study makes the following recommendations for future research:

- i. There is a need to investigate the influence of ERM on job satisfaction using a qualitative research methodology to gather in-depth understanding.
- ii. There is a need to replicate the study in the public sector in South Africa.
- iii. Future research should explore why an organisation’s dedication to professional development has no influence on employees’ job satisfaction.

- iv. Future studies should investigate why recognition has no influence on employees' job satisfaction.
- v. There is a need to understand why the management of compensation has no influence on employees' job satisfaction.
- vi. Considering the impact of the COVID 19 global pandemic, future research should focus on the influence of future pandemics on the ERM in the retail industry.

## **Chapter 7: Contribution of the Study: Model of Employee Relations Management**

### **Influencing Job Satisfaction**

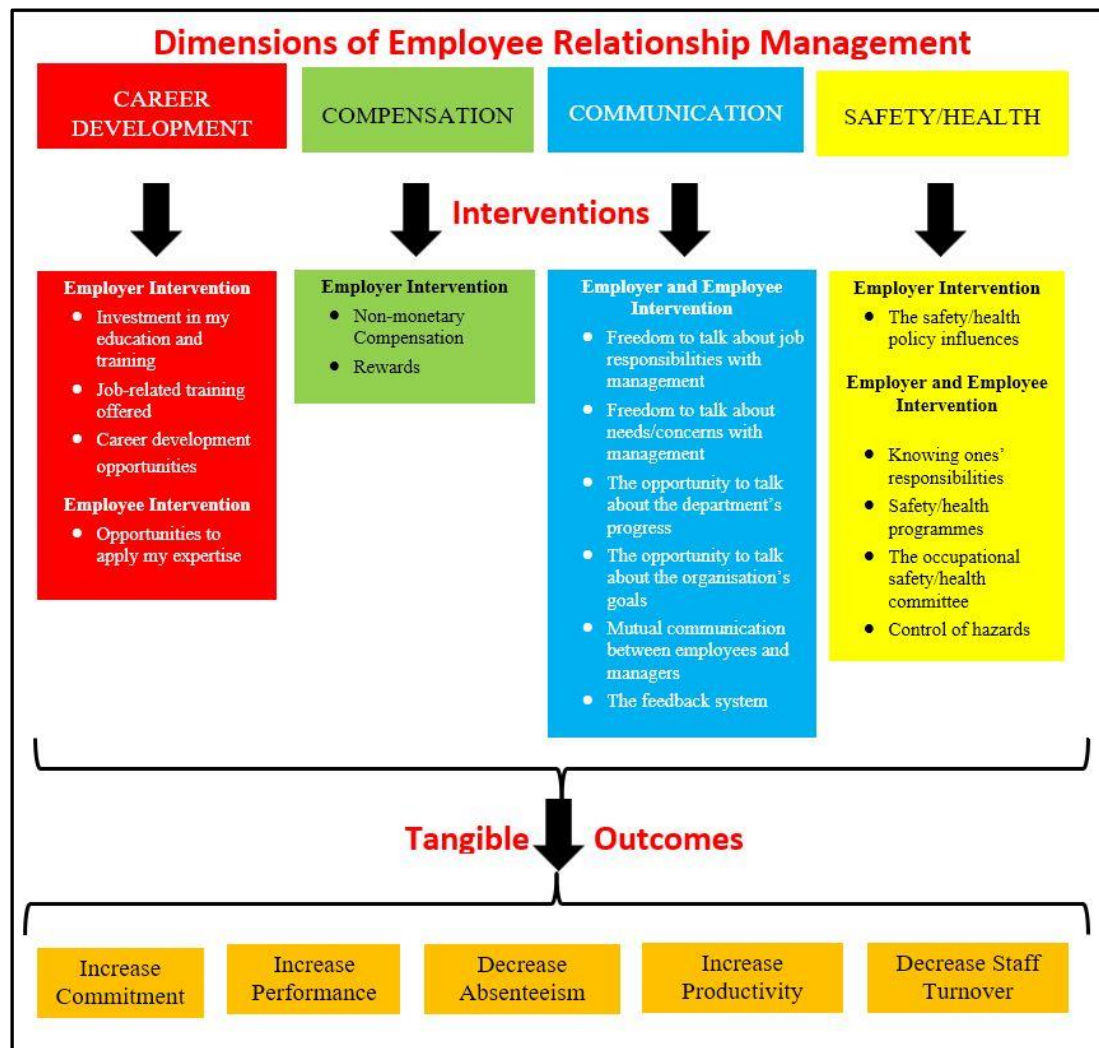
#### **7.1. Introduction**

In this chapter, a model generated from the findings of the study will be presented. The model is the main contribution to the body of knowledge on how job satisfaction is influenced by ERM. The conceptual framework presents key constructs: safety/health strategies; communication; career development; and compensation employed at Boxer Superstores that influence employee job satisfaction.

#### **7.2. Theoretical Contribution**

A conceptual framework is the structure that can be used to support a research study. The conceptual framework, shown in Figure 7.1, presents a description of how job satisfaction is influenced by ERM.

**Figure 7.1. Model of Employee Relations Management (ERM) influencing Job Satisfaction (JS)**



Source: Author

### 7.2.1. Career Development

The model focuses on both employer and employee interventions, such as investing in training and development and on-the-job training; all of which are available for employees as opportunities to augment their skillsets and expertise, thereby ensuring their career development and advancement. Once job satisfaction has been attained, this can lead to improved performance and a decrease in staff turnover.

The study established that career development, which is the management of employees' careers within and outside Boxer Superstores, has an influence on employees' job satisfaction. The findings show that Boxer Superstores' investment in employees' education and training; the employees' opportunities to apply their expertise; job-related training; and career development opportunities, positively influenced employees' job satisfaction. It is hoped that the outcomes of the study will result in ongoing processes and interventions to improve job satisfaction.

According to Brohi et al. (2018, cited in Qureshi et al., 2019: 4–5), job satisfaction is dependent on career development opportunities that exist in employee organisations. They noted that employees are willing to leave their current organisations should they feel that there is a lack of career development opportunities in the organisation. Business organisations practise and implement opportunities for career development to increase job satisfaction, and use them as tools to improve productivity and efficiency.

### **7.2.2. Compensation**

This model focuses on employer interventions such as non-monetary compensation and rewards. Once job satisfaction has been attained, this can lead to an increase in commitment, an increase in performance, and an increase in productivity.

The study shows that compensation strategies, in particular monetary compensation, non-monetary compensation, and rewards, positively influence employees' job satisfaction. Therefore, the compensation strategy at Boxer Superstores includes its core values and guiding principles that influence job satisfaction.

According to Mabaso and Dlamini (2017), if an organisation wants to ensure a long-lasting working relationship with its employees, compensation structures need to be implemented.

Job satisfaction, and how compensation impacts employee needs, must be understood so that a suitable rewards strategy can be implemented. Compensation is one of the key factors that influences an employee's working relationship in an organisation. Being better than the industry average gives the organisation a competitive advantage in attracting and retaining employees.

### **7.2.3. Communication**

The model focuses on both employer and employee interventions, such as the freedom to talk about job responsibilities; needs/concerns; progress; goals; and so forth. Communication and feedback must be a two-way process, with both parties participating. Once job satisfaction has been attained, this can lead to improved performance and commitment.

The study also suggests that communication strategies (M: 4.332) influence job satisfaction. The study implies that strategies used for exchanging information between employers and employees at Boxer Superstores influence job satisfaction. The study suggests that the employees' freedom to talk about their job responsibilities with management; the freedom to talk about their needs/concerns with management; the opportunity to talk about their department's progress; the opportunity to talk about Boxer Superstores' goals; mutual communication between employees and managers; and the existing feedback system, all influence employee job satisfaction. The finding implies that communication supports the relationship between a company and its employees, leading to employee job satisfaction.

According to Proctor (cited in Mkhize, 2017: 214), the relationship between employees and the level of communication does impact on job satisfaction. When management communicates efficiently and shares information, while requesting feedback, this creates a more positive and committed environment. Better communication improves employee's

attitudes and performance, which leads to improved job satisfaction. Improved self-esteem, feeling appreciated and valued, and improved work commitment, all improve job satisfaction, and ensure an increase in productivity and commitment.

#### **7.2.4. Safety/Health**

The model focuses on both employer and employee interventions, such as ensuring health and safety policies and procedures are implemented; understanding their respective responsibilities; implementing and participating in health and safety programmes; and controlling hazards. Once job satisfaction has been attained, this can lead to a decrease in absenteeism.

The study found that safety/health strategies (M: 4.66) influence employee job satisfaction. This implies that the health and safety measures in place at Boxer Superstores have an influence on employee job satisfaction. In particular, the study suggests that the safety/health policy; knowing one's responsibilities; safety/health programmes; having an occupational safety/health committee; and controlling hazards influences job satisfaction. This finding agrees with the ERM model, which holds that managing the safety/health factors between the various employees in an organisation has an influence on employee job satisfaction.

According to Majid (2014), there is a relationship between safety/health and retaining employees in an organisation. When there is an increase in health and safety activities in the workplace, this impacts positively in increasing job satisfaction. Employees' motivation also increases. Many positives transpire from an increase in health and safety strategies.

### **7.3. Some Final Conclusions**

The chapter presented the framework, generated from the study, as a contribution to the body of knowledge on the influence of ERM on job satisfaction. The framework is made up of key

constructs that include safety/health strategies; communication; career development; and compensation employed at Boxer Superstores which influence employees' job satisfaction. Finally, the strategies studied will help organisations improve their ERM and enhance employee job satisfaction.

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## Appendices

## Appendix A Ethical Clearance



UNIVERSITY OF  
KWAZULU-NATAL  
INYUVESI  
YAKWAZULU-NATALI

02 July 2019

Mr Derolan Govender (207501379)  
School of Management, IT & Governance  
Westville Campus

Dear Mr Govender,

Protocol reference number: HSSREC/00000008/2019

Project title: The influence of Employee Relationship Management on job satisfaction at Boxer Superstores Head Office

### Full Approval – Expedited Application

This letter serves to notify you that your application received on 07 May 2019 in connection with the above, was reviewed by the Humanities and Social Sciences Research Ethics Committee (HSSREC) and the protocol has been granted **FULL APPROVAL**

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number. **PLEASE NOTE:** Research data should be securely stored in the discipline/department for a period of 5 years.

This approval is valid for one year from 02 July 2019.

To ensure uninterrupted approval of this study beyond the approval expiry date, a progress report must be submitted to the Research Office on the appropriate form 2 - 3 months before the expiry date.

Yours sincerely,

A black rectangular box redacting the signature of Dr Rosemary Sibanda.

-----  
Dr Rosemary Sibanda (Chair)

## Appendix B Gatekeeper's Letter



• Boxer Superstores Proprietary Limited  
• 41 The Boulevard, Westland Office Park, Westville, 3610 • PO Box 370, Westville, 3620, South Africa  
• Tel: (031) 275 7000 • Fax: (031) 265 1272 • Accounts: (031) 265 0399 • Registration Number: 1908/002546/07  
• Website: [www.boxer.co.za](http://www.boxer.co.za) • Twitter: @BoxerStores • [www.facebook.com/boxersuperstores](https://www.facebook.com/boxersuperstores)

Never pay more than the **BOXER** price

16 April 2019

**RE:** Consent to conduct research for dissertation

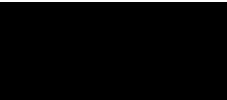
**Topic:** THE INFLUENCE OF EMPLOYEE RELATIONSHIP MANAGEMENT ON JOB SATISFACTION AT BOXER SUPERSTORES HEAD OFFICE

To whom it may concern

On behalf of Boxer Superstores, I am writing to formally indicate our awareness of the research proposed by Deerolan Govender, a student at UKZN who is currently studying towards his Masters in Commerce in Management. We are aware that he intends to conduct his research at our Head Office and use the information obtained towards his dissertation.

As the HR Director, I grant Deerolan Govender permission to conduct his research at our Head Office located in Westville, Durban.

If you have any further queries or concerns you may contact me.



Jan Bamber  
Human Resource Director  
Office Number: 031 275 7000  
E-mail: [janb@boxer.co.za](mailto:janb@boxer.co.za)

Dawson • G Ackerman • I J Bamber • R Brasher • I G Bronage • B C Bullerworth • B Jakaof • D Langman • M A Manjafa • A R Mills • E L Stoop • H C G Theron

## Appendix C Consent Form



**Title of research project:**

**THE INFLUENCE OF EMPLOYEE RELATIONSHIP MANAGEMENT ON JOB  
SATISFACTION AT BOXER SUPERSTORES HEAD OFFICE**

**Name and Position of Researcher:**

Deerolan Govender

UKZN M-COM Student

School of Management, IT and Governance

University of KwaZulu-Natal

Durban 4001.

I, \_\_\_\_\_, confirm that I have read the information sheet that describes this study and have had an opportunity to ask questions so as to understand the purpose of the study.

I understand that my participation is **voluntary** and that I am free to withdraw at any time without giving any reason.

I understand that I do not wish to answer all the questions if I **do not** wish to and may take a break or leave the interview at any time.

I understand that if I have any questions or concerns about my rights as a study participant, or if I am concerned about an aspect of the study or the researchers then I may contact the UKZN Humanities and Social Science Research and Ethics Committee:

**Mrs Mariette Snyman**

Humanities and Social Science Ethics (HSSREC) Research Office

Govan Mbeki Building, Westville Campus, Private Bag X54001, Durban 4000

Telephone: 031-260 8350

Email: Snymanm@ukzn.ac.za

I am aware that any information I provide will be treated in the strictest confidence.

**YES**

**NO**

I agree to take part in this interview.

I give permission for brief extracts of my interview to be used for  
research purposes with strict adherence to anonymity.

**Signature of Participant:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Signature of Witness:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Signature of Translator:** \_\_\_\_\_

**Date:** \_\_\_\_\_

### **Appendix D Declaration Letter**

This is to declare that I, **Deerolan Govender**, will ensure that the respondents' privacy is protected. I will not use the participants' name in any of the information received from this study or in any of the research reports. Any information received in the study will be recorded with a code number that will be secured. When the study is completed, the key that shows which code number goes with your name will be destroyed. Participants have the right to withdraw from the study at any time without any negative consequences.

I also confirm that respondents have the right to withdraw from the study at any time without any negative consequences.

Please contact **Deerolan Govender** if you have any questions about the study, or if you would like more information.

UKZN M-COM Student

Academic Supervisor

Deerolan Govender

Dr Anisha Ramsaroop

Cell: 071-859-9523

Tel: 031 260 7674

Email: DeerolanG@boxer.co.za

Alternatively, you may contact the UKZN Humanities and Social Science Research and Ethics Committee:

**Mrs Mariette Snyman**

Humanities and Social Science Ethics (HSSREC) Research Office

Govan Mbeki Building, Westville Campus, Private Bag X54001, Durban 4000

Telephone: 031-260 8350

Email: Snymanm@ukzn.ac.za

Thank you in advance for your cooperation with this research exercise.

Yours sincerely

Deerolan Govender

## Appendix E Questionnaire

Title of research project:

### THE INFLUENCE OF EMPLOYEE RELATIONSHIP MANAGEMENT ON JOB SATISFACTION AT BOXER SUPERSTORES HEAD OFFICE

SECTION A: SHORT BIO DATA					
Position					
Gender	Female			Male	
Age	20-25	26-30	31-35	36-40	Above 40
Race	White	African	Indian	Coloured	Other
Years of work experience					
SECTION B: CAREER DEVELOPMENT STRATEGIES					
1.1. The company's investment in my education and training influences my job satisfaction					
1. Strongly disagree					
2. Disagree					
3. Neither agree nor disagree					
4. Agree					
5. Strongly agree					
1.2. Opportunities to apply my expertise influences my job satisfaction					
1. Strongly disagree					
2. Disagree					
3. Neither agree nor disagree					
4. Agree					
5. Strongly agree					

1.3. My job-related training offered influences my job satisfaction

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

1.4. My organisation's dedication to my professional development influences my job satisfaction

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

1.5. Career development opportunities available influences my job satisfaction

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

1.6. Opportunities for professional growth influences my job satisfaction

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

## SECTION C: COMPENSATION STRATEGIES

2.1. Monetary compensation influences my job satisfaction

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

2.2. Non-monetary compensation influences my job satisfaction

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

2.3. Recognition influences my job satisfaction

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

2.4. Rewards influence my job satisfaction

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

2.5. The management of compensation influences my job satisfaction

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

**SECTION D: COMMUNICATION STRATEGIES**

3.1. Freedom to talk about my job responsibilities with management influences my job satisfaction

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

3.2. Freedom to talk about my needs/concerns with management influences my job satisfaction

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

3.3. The opportunity to talk about my department's progress influences my job satisfaction

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

3.4. The opportunity to talk about my organisation's goals influences my job satisfaction

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

3.5. Mutual communication between employees and managers influences my job satisfaction

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree

<ul style="list-style-type: none"> <li>4. Agree</li> <li>5. Strongly agree</li> </ul>
<p>3.6. The feedback system influences my job satisfaction</p> <ul style="list-style-type: none"> <li>1. Strongly disagree</li> <li>2. Disagree</li> <li>3. Neither agree nor disagree</li> <li>4. Agree</li> <li>5. Strongly agree</li> </ul>
<p><b>SECTION E: SAFETY/HEALTH STRATEGIES</b></p>
<p>4.1. The safety/health policy influences my job satisfaction</p> <ul style="list-style-type: none"> <li>1. Strongly disagree</li> <li>2. Disagree</li> <li>3. Neither agree nor disagree</li> <li>4. Agree</li> <li>5. Strongly agree</li> </ul>
<p>4.2. Knowing my responsibilities influences my job satisfaction</p> <ul style="list-style-type: none"> <li>1. Strongly disagree</li> <li>2. Disagree</li> <li>3. Neither agree nor disagree</li> <li>4. Agree</li> <li>5. Strongly agree</li> </ul>
<p>4.3. Safety/health programmes influences my job satisfaction</p> <ul style="list-style-type: none"> <li>1. Strongly disagree</li> <li>2. Disagree</li> <li>3. Neither agree nor disagree</li> <li>4. Agree</li> <li>5. Strongly agree</li> </ul>
<p>4.4. The occupational safety/health committee influences my job satisfaction</p> <ul style="list-style-type: none"> <li>1. Strongly disagree</li> <li>2. Disagree</li> <li>3. Neither agree nor disagree</li> <li>4. Agree</li> </ul>

5. Strongly agree

4.5. Control of hazards influences my job satisfaction

1. Strongly disagree
2. Disagree
3. Neither agree nor disagree
4. Agree
5. Strongly agree

### **Appendix F Participant Informed Consent Form**

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:** \_\_\_\_\_

## **Appendix G In-Depth Interview Guide**

### **Preamble:**

- i. Introduce myself.
- ii. Thank the participant for agreeing to the meeting.
- iii. Briefly describe the purpose of the study. I will proceed explaining why I am interested in their perceptions of job satisfaction at Boxer Superstores and what I hope to achieve.
- iv. Explain that it is their perceptions and experiences in their workplaces including their opinions I am seeking and encourage them to express themselves freely.
- v. Explain to the participant that they have a right to confidentiality and anonymity. They are allowed not to answer all questions and can take a break/leave the interview at any time.
- vi. Explain the need for recording their answers.
- vii. Ask if they have any questions.
- viii. Request the participant to read and sign the informed consent forms.

## **Appendix H Interview Schedule**

- i. Explain to me, what is your understanding of the career development strategies used by management at Boxer Superstores at the Head Office in Westville to advance employees' job satisfaction?
  - a. What strategies are being used in career development?
  - b. How often is this career development strategy used?
  - c. Is there any other strategy you may have thought of with regards to career development?
  
- ii. Would you tell me, what are the compensation strategies used by management at Boxer Superstores at the Head Office in Westville to advance employees' job satisfaction?
  - a. How often is this compensation strategy used?
  - b. Is there any other strategy you may have thought of with regards to compensation?
  
- iii. In a detailed manner, tell me the corporate communication strategies used by management at Boxer Superstores at the Head Office in Westville to advance employees' job satisfaction?
  - a. How often is this communication strategy used?
  - b. Is there any other strategy you may have thought of with regards to communication?

- iv. What are the safety/health strategies used by management at Boxer Superstores at the Head Office in Westville to advance employees' job satisfaction?
  - a. What strategies are being used in health and safety?
  - b. How often is this health and safety strategy used?
  - c. Is there any other strategy you may have thought of with regards to health and safety?

**Closing Remarks**

- v. Is there anything else on these issues you would like to add that I did not cover in this interview?

*Thank you for your valuable time!*

## Appendix J Language Editing Certification

**ETHEL ROSS**

English language editing and proofreading

17 March 2021

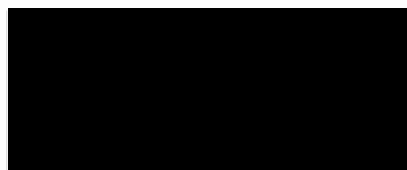
To whomever it may concern:

This letter serves to confirm that I worked as the proofreader and language editor on Deerolan Govender's Master's thesis:

The Influence of Employee Relationship Management on Job Satisfaction at  
Boxer Superstores Head Office

In no way did I change the content.

Yours faithfully



Ethel Ross (BA Hons; H Dip Ed)

---

Email: [clanross1@icon.co.za](mailto:clanross1@icon.co.za)

Tel: 083 954 5412