

# UNIVERSITY OF KWAZULU-NATAL

## Job Satisfaction in the Security Industry: Perceptions of security guards working in UKZN Westville Campus

by  
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## DECLARATION

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Signature



## Acknowledgements

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## Abstract

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Job satisfaction among security guards has been widely publicised as news and current affairs issues, even more so in South Africa. Factors affecting the level of job satisfaction for example salary, work itself, training and promotions, working conditions, relationship with supervisor and relationship with co-workers have been researched in considerable depth as well as its effects on employees' commitment to their company and the level of service they provide. This research study's aim is firstly to determine whether there is a high or low level of job satisfaction amongst security guards officers working in the UKZN Westville campus. The second aim is to determine what factors influence this level of job satisfaction. The current research study used quantitative research methods and was conducted among a population size of 93 using a self-administered questionnaire to collect feedback from all respondents. The feedback was converted into data and then analysed using the built in data analysis package on Microsoft Excel 2010. Descriptive and inferential statistics was employed to analyse the data received and to obtain the research objectives for this study. The analysis of the data indicated that the majority of respondents had a level of job satisfaction that was considered to be low. The factors that had a significant influence on the level of job satisfaction were that of salary and relationship with supervisor while other factors of work itself, training and promotions, working conditions and relationship with co-workers do not influence job satisfaction. Low levels of job satisfaction has a negative effect on a number of things including lack of job motivation, future career decisions, family relationships as well as personal health and wellbeing. Security guard officers have an extremely demanding career both physically and mentally. Reduced job satisfaction also has a negative effect of the business owners, their clients and to the employees themselves. Dissatisfied security guards officers can provide poor quality service and less efficient care. Hence, to improve the level of job satisfaction from a low level to high level suitable interventions must be planned and thereafter applied amongst the security guards officers.

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# 1.0 INTRODUCTION

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## 1.1 Introduction

We often hear about the hardships of being employed as a security guard, be it from the newspapers, social media or friends and family. Security guards are part of the lives of most South Africans and the security industry plays an important part in the South African economy as well. Hence, it is of importance to all concerned parties (employers employees, and customers) that there is a high level of job satisfaction of security guards and that the factors influencing these levels are known and controlled.

Low levels of job satisfaction levels can cause employees to not execute their tasks at an acceptable level resulting in possible endangering of lives, and an increase in staff turnover. It may also create a poor reflection about their employer and their services that they render. The ever growing consciousness about the South African security industry is that there are several difficult challenges facing them. Low salaries and unacceptable working conditions are some of the factors that influence the level of job satisfaction among security guards officers. This is also often coupled with a lack of proper supervision and training. Recent violence arisen at South African universities where security provides and maintains a protected and secure environment for all persons on the campuses and protects university assets from theft, damage or destruction has added further negativity to these conditions.

Earlier this year at University of KwaZulu-Natal (UKZN) Howard College campus several security officers were protesting for better treatment and justice. The security officers laid demands. Other illegal protests at the UKZN continued on its Westville, Edgewood, Howard College, and Pietermaritzburg campuses. The protesters, mostly gardeners, cleaners and security guard officers, downed tools and issued demands to UKZN (Singh, 2016).

Job satisfaction can be defined as the emotional state that security guard officers feel when their jobs are in synchronization with their wants and values. It focuses on the degree of satisfaction or disapproval employees have towards their jobs. Positive experiences shall come from friendly co-workers, worthy salaries, considerate supervisors, and acceptable working conditions. This shall create a high level of job satisfaction. The more an employee achieves positives from the above factors for their needs, values or personal characteristics, the higher level job satisfaction will be got (Ramasodi, 2010).

According to Karacan (2011) the following key points regarding security guard officers can be drawn:

- employees with a few years of service have lower levels of satisfaction with regards to their salaries
- employees with high levels of education have greater job satisfaction levels when it comes to promotional increases
- job satisfaction levels with the relationship with supervisors increase as age and years of service increases
- adequate equipment is more important to male than females
- recognition for their work increase with years of age and service
- job satisfaction levels are high for relationship with co-workers

Human resources is one of the most significant and prized asset in any organisation. Satisfied employees not only result in increased productivity levels but there are usually less absenteeism, leave taking as well as a better display of organizational commitment. It is therefore vital for an organisation to ensure and focus on an acceptable working culture for all employees within an organisation. This study determined whether there is a high or low level of job satisfaction and the main factors that influenced this level of job satisfaction within the security industry. The current research also allows for possible proposed solutions in future research undertakings.

## 1.2 Problem Statement

According to Karacan (2011) there are current gaps identified with job satisfaction levels amongst security guards. It is suggested that the application of the study to a wider audience that shall yield more comprehensive and effective results.

According to Bodnar (2012) South Africa's large private security industry had an annual turnover greater than R30 billion. In addition, the number of employed security guards officers was estimated to be more than 1.7 million. The constant increasing number of the individuals looking to get entry to the security industry as security guards officers can be accredited to South Africa's rampant crime levels as well as high unemployment rates. Although the development and fast-tracked growth of private security industry has definitely created many job opportunities, the actual job satisfaction level of the security guard officers was questionable due to the nature of their work. Security guard officers are exposed to a numerous variety of incidents, such as death threats, physical injury, hijacking, assault, and hold-ups as part of their daily work routine. These could negatively affect their personal wellbeing and performance at work.

Amongst all the resources and assets of an organisation employees are often regarded as the most prized and valuable. It is therefore imperative especially from a managerial point of view that knowledge of employee's job satisfaction level and the factors that influence this level is known and understood. There has been numerous and well documented research on the factors that influence job satisfaction such as salary, training, working conditions and development that has been fully researched or recorded. However research and information on job satisfaction levels and the factors that influence job satisfaction levels with regard to the security guards officers in the security industry is minimal throughout the world, even less so in South Africa.

Hence this research study aimed to determine whether there is a high or low level of job satisfaction and to determine which factors (salary, work itself, training, and promotions, working conditions, relationship with supervisor and relationship with co-workers) influence job satisfaction levels among security guard officers working

in UKZN Westville Campus. Gaining knowledge into these aims and finding solutions will offer many rewards. High job satisfactions levels among employees improve the efficiency of an organization, the employees adopt organizational goals better, and studies also indicate that the productivity of the organization shall increase.

### **1.3 Motivation of the Study**

According to Karacan (2011), although a vast number of studies have identified factors that influence job satisfaction of employees from various fields and various countries, there is limited research focusing on security guard officers from a wider audience. Hence this study will be a unique contribution to address the gap of limited knowledge on whether there is a high or low level of job satisfaction amongst security guard officers and to determine which factors influence this level of job satisfaction. By knowing the present job satisfaction levels and by identifying the factors that influence job satisfaction levels both employers and employees can then strive to improve and negate the negative factors thereby increasing the level of job satisfaction among the security guard officers. Employers, employees and stakeholders will benefit from these outcomes as the organization will become a more effective and efficient run unit.

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

This research study aimed to address the gap of limited knowledge on the level of job satisfaction of security guard officers and identify the factors that influenced this level of job satisfaction. The aim was to determine the job satisfaction level (is there high or low level) as well as the factors (salary, work itself, training and promotions, working conditions, relationship with supervisor, relationship with co-workers) that influence job satisfaction levels among security guard officers working in UKZN Westville Campus.

The study was only conducted on security guards officers working at the UKZN Westville campus. The choice is based on the following rationale:

- Universities have recently experienced a large amount of protests and violence resulting in a greater spotlight being placed on security guards
- Co-operation received by UKZN RMS Division was excellent as opposed to other security companies from other industries. It must be noted that many security companies refused to participate when asked in the initial stages of this research study.

### **1.5 Objectives of the study**

- To determine whether there is a high or low level of job satisfaction amongst security guard officers working in UKZN Westville Campus
- To determine the factors influencing job satisfaction levels amongst security guard officers working in UKZN Westville Campus

### **1.6 Research Questions**

- What is the level (high or low) of job satisfaction amongst security guard officers working in UKZN Westville Campus?
- What factors influence job satisfaction levels amongst security guard officers working in UKZN Westville Campus?

### **1.7 Methodology**

This research study used a quantitative approach to determine whether there was a high or low job satisfaction level among security guard officers in the UKZN Westville Campus. All security guards were asked to participate in a survey. The measuring instrument was a self-administered questionnaire that was hand delivered to all participants. Data analysis was then performed using descriptive statistics and inferential statistics. Chapter Three shall discuss the research methodology in greater detail.

## **1.8 Outline of the Dissertation**

The chapters that will comprise the current research study are:

Chapter One presents an outline of the research study and the proposed methods as to how the study shall be conducted. It outlines the problem statement, justification for the study, research objectives proposed methodology.

Chapter Two discusses the South Africa security industry overview, current perceptions in South Africa, job satisfaction definitions, significance of job satisfaction, job satisfaction theories, factors influencing job satisfaction levels, job satisfaction measurements, and outcomes obtained from other research studies.

Chapter Three presents the research methodology as well as the research design. It includes the research instrument, survey questionnaire, population and sample size and administrative measures.

Chapter Four presents the finding from the research instrument using descriptive and inferential statistics. Discussion of the analysis compared to the literature reviewed is given.

Chapter Five details the recommendations to be given to select personnel to improve the job satisfaction level of security guard officers. Concluding remarks and recommendations are also presented.

## **1.9 Summary**

This research study focused on an investigation that determined whether there is a high or low job satisfaction levels amongst security guard officers and to determine which factors influence job satisfaction levels. The study was only conducted on security guards officers working at the UKZN Westville campus. The current problems facing job satisfaction levels of private security guards officers led to the motivation for this study. Research objectives and questions were delivered using data analysed from a questionnaire. The study took on a quantitative approach. The next chapter details the review of current literature in the areas of job satisfaction and the security industry.

## 2.0 LITERATURE REVIEW

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### 2.1 Introduction

Levels of job satisfaction and the factors effecting job satisfaction levels has been well-documented as well as researched by many over the years. There are current gaps identified with job satisfaction levels amongst security guards and studies suggest that the study to a wider audience shall yield more comprehensive and effective results. The latter part of this chapter will focus on the factors that may influence job satisfaction among security guard officers working in UKZN Westville Campus. The initial chapters shall focus on establishing solid foundations into job satisfaction concepts and definitions, job satisfaction theories, factors that affect job satisfactions levels, the importance of employee job satisfaction and findings from other research. To begin the chapter the scene with respect to the current feelings and perceptions of security guard officer's job satisfaction levels within South Africa. Focus will also be placed to the more recent violence at universities involving security guard officers. (Karacan, 2011)

### 2.2 The South Africa Security Industry

According to Berg & Nouveau (2011) the private security industry in South Africa is one of the fastest growing private industries in the world. Its development contributes to both the economy and social livelihood of society.

According to Sibanyoni (2013) the security industry in South Africa is believed to be the largest in the world. It has reached an annual turnover close to R72 billion. Security guard officers are individuals performing activities on professional basis for a third party and their objective is to preserve the security of person and property or maintenance of public law and order.

The South African private security industry originated during the apartheid regime in the 1980s. Factors that pushed the development of the private security industry at that time were the rise of insecurity as a result of apartheid activities. Furthermore there was a willingness of the apartheid state to accept private

security as an alternative to state police as well as the endeavour to professionalise the industry through various policies of legislation.

After the banishment of the apartheid government and their laws, South Africa was welcomed back into the global arena. This subsequently led to the following:

- rise in private properties
- identification of new threats in the so called “risk society”
- Rising trends towards consumerism and commodification
- Cost cutting measures of the government as well as the encouragement of personal security usage

The above factors have been the chief influencers in the fast expansion of the private security industry for post-apartheid South Africa. In addition multiple factors have resulted in the rapid development of the private security industry post-apartheid South Africa, such as crime, unemployment, urbanisation, as well as the increased number of gated communities (Berg & Nouveau, 2011).

Economic factors such as poverty and high unemployment has also played a major role in the constant development of the private security industry. The recent South Africa Quarterly Labour Force Survey report 2015, revealed an unemployment rate of 24.5% (Statistics SA, 2015).

The entry of young people as well as migrant workers entering the security sector is prejudiced by poverty and unemployment. The lack of tertiary education and misfit skills were found to be leading contributors to the high unemployment rates in the country. Their choices are not only limited by their socio-economic situation. It is also by the exploitation of human rights influenced by lower wages, poor living conditions, and inadequate employment conditions such as access to maternity leave, unemployment insurance funds and other employee benefits stipulated within employment acts. This is evident further when the exploitation of the security guard officer's and maltreatment is rampant and well documented in the media and other forms of mass communication. The lack of education and availability of security employment opportunities make security guard officers to be easily accessible and as a result that effectively make security employers in the

industry to have unfair economic power and leverage of the terms of employment relationships (Bodnar, 2012).

The private security industry has the potential to play a positive role in South African society. Economically, it is a source of foreign direct investment and a major employer throughout the country. The industry also has the flexibility to adapt to new situations and client demands. At a time when the government is repeatedly criticized for lack of accountability to citizens, the private security industry is directly accountable to its consumers. Also, the industry is already established and therefore has expertise and resources available that can be utilized to create a safer society. In addition the security industry has an important part to play with respect to ensuring safety and security standards are met This is stressed by the large number of human capital and assets it set ups to guard and protect the people and property in South Africa (Govender, 2013).

### **2.3 Current Perceptions in South Africa**

The private security guard officers are often among the list of employees across South Africa country that has gone on strike. Often it's a demand for higher wages but other factors such also play a major part.

According to Maregele (2014, p.1) in his article entitled "Now security guard officers go on strike" Gauteng security guard officers were not unhappy. One of the guards who earn R3 300 per month said the following:

*"We work abnormal hours. As the private sector, unions have failed us. We do not get transport or danger allowance like other security guard officers. They do not care about us, just their businesses. I have an eight-year-old child. Do you think I will be able to afford university with the money I am earning?"*

According to Maregele (2014, p.1) many workers protested outside the company's offices. They said that they have not received a salary for the last two months. A protesting security guard officer who asked to remain anonymous out of fear of victimization by the company had this to say:

*"Today, we were paid R3 500 and we usually get R6 500 and R500 as a performance bonus. Last month we didn't get paid at all. They kept promising to*

*pay us and now the owner of the company says he has no money to pay us. How must I see to my family with a little money?"*

According to Ngoepe (2016) brings to the attention that some guards were fired for participating in a strike at the University of SA (Unisa) against outsourcing. The guards, employed by the Red Alert security company, were sacked for participating in the strike according to EFF Student Command President Mpho Morolane.

Unsatisfactory working environment has also recently been created at South African universities especially during the Fees Must Fall Campaigns. Clashes between private and striking campus security guard officers broke out at the Walter Sisulu University in Mthatha resulting in several injuries. Private security personnel made their way on to the campus after which the alleged shooting incidents including that of students and contracted security staff took place (Shange & Herman, 2016).

Earlier this year at University of KwaZulu-Natal (UKZN) Howard College campus several security officers were protesting for better treatment and justice. The security officers laid demands to be employed as permanent staff of the university. They were tired of being outsourced and claimed that the company that has the contract with the university is "sucking their blood". It was reported that the security guard officers that were hired specifically for this strike had attacked many workers. One worker was even arrested after many of the workers were sjambokked by the hired security company (The Daily Vox Team, 2016).

According to Tandwa (2016) security guard officers at universities are experiencing more violent conduct from student strikes. It is claimed that damages to higher education institutions during recent student protests has cost universities more than R145 million. The most notable cost was at the UKZN, with damage amounting to R82-million, from October 2015 until January 2016. The University of the Western Cape lost R46 million in damages. The department said that Minister Blade Nzimande insisted that while protests were a democratic right, resorting to violence and damage to property were criminal acts. Several university buildings, including the North West University administration building, were set alight during

the protests while scores of student protesters were also arrested during clashes with police.

In his article Umraw (2015) discusses how armed with sticks, a group of about 50 students at UKZN PMB Campus went on the rampage, threatening students, staff and guards before letting off fire extinguishers in lecture venues. It is believed three security guard officers were assaulted in the fray and their two-way radios stolen. The students started chanting and singing on the main campus before proceeding to the other residences, where they allegedly bashed open doors and set off fire alarms to rouse sleeping students. As the wave of violence swept through the campus, police and private security guard officers mobilised before starting a two-hour cat-and-mouse chase to apprehend the protesters. The joint effort by the university's risk management services (RMS), Mi7 security guard officers who are employed by the university for extra muscle, and members of various policing units resulted in 13 students being arrested.

Earlier this year illegal protests at the UKZN continued on its Westville, Edgewood, Howard College, and Pietermaritzburg campuses. The protesters, mostly gardeners, cleaners and security guard officers, downed tools last week to demand that UKZN end outsourcing and employ them directly. UKZN spokesperson Lesiba Seshoka said that a group of around 700 contract workers and students disrupted lectures on the Howard College campus. Small-scale violent protests took place on the Edgewood campus. Police and security guard officers brought it under control (Singh, 2016).

#### **2.4 Job Satisfaction Definitions**

According to Aziri (2011) job satisfaction is defined as the manner in which employees feel about their job as well as its several facets it brings with it. In simpler terms it determines how much a person likes or dislikes their job. Job satisfaction can consist of a combination of positive and negative feelings employees may have for their job. Job satisfaction also characterises the amount to which expectations are desired and the real awards that match these desires. Job satisfaction is also meticulously related to an employee's conduct in the work

place. In addition is it often believed to have a direct link to efficiency as well as to the personal well-being of the employee.

According to Maniram (2007) job satisfaction definitions can be summed as a collection of attitudes, feelings, beliefs, and behaviour one has towards his or her job. Job satisfaction is a job related attitude that can be represented as an emotional sense of success or failure that may be expressed in quantitative or qualitative manner.

According to Tanjeen (2013) job satisfaction is very simply defined as how people feel about their jobs. It can be seen as a portray of an image of worthy management and a gauge of emotional well-being that directly relates to the measure of feeling at which employees have a satisfaction or dissatisfaction towards their jobs.

According to Mafini & Dlodlo (2014) job satisfaction can be defined as a pleasurable and positive emotional state that has resulted from the assessment of one's job or job experiences. Job satisfaction is a combination of the evaluation of the conditions present in the job and the outcomes or benefits that have arisen as a result of having a job. It is related to the general scale in which employee's appreciate doing their jobs and being at work as well as being remunerated for this effort. An employee's job perception is heavily subjective by unique factors such as wants, morals, and future prospects. Finally job satisfaction comprises of a complex set of interrelationships of people, tasks, collaboration as well as rewards and motivations.

It is evident that job satisfaction is a multi-dimensional model from the all the definitions thus far described. Nonetheless, for the aims of this research study, job satisfaction shall be defined as the emotional state that security guard officers feel when their jobs are in synchronization with their wants and values. It shall focus on the degree of satisfaction or disapproval employees have towards theirs jobs. Positive experiences shall come from friendly co-workers, worthy salaries, considerate supervisors, and acceptable working conditions. This shall create a high level of job satisfaction. The more an employee achieves positives from the

above factors for their needs, values or personal characteristics, the higher level job satisfaction will be got (Ramasodi, 2010).

## **2.5 Importance of Job Satisfaction**

According to Aziri (2011) job satisfaction significance becomes very important because there are several undesirable concerns of job dissatisfaction. These include an increased number of accidents, increased absenteeism, and a lack of loyalty. Three important features of job satisfaction are:

- Job satisfaction that is high is a good indicator of the emotional and mental state of employees. Companies should be led by good human values that are more towards treating workers fairly and giving them due respect. If this is done then job satisfaction assessments can prove to be extremely respectable indicators of employee effectiveness
- Job satisfaction level among employees will affect their behaviour. Employee behaviour has an influence on the daily activities of any business and the effective functioning of it as well. It is then evident that job satisfaction can produce positive behaviour. The opposite is also true in that job dissatisfaction can result in undesirable conduct of employees.
- Job satisfaction evaluation from different organizational divisions is said to be a good indicator as to which business unit changes would boost performance. Job satisfaction can serve as very good indicators of effective organizational activities.

According to Sageer & Rafat (2012) turnover, profits and expansion of a business is greatly stimulated by having a loyal customer base. A loyal customer base is a direct consequence of providing acceptable or excellent customer satisfaction. Customer satisfaction entails the perceptions of the value of services they obtain from a company. Value is created by having highly satisfied, trustworthy, and productive employees in an organisation. Additionally employees who have a great sense of collaboration and mutual determination produce great value. This comes from having a high level of job satisfaction.

Satisfied employees are productive workers that results in improved organizational productivity and efficiency. This can be achieved through attention to employees physical as well as socio emotional needs. A combined effort fixed towards attaining organisational goals is essential in the attainment of organizational objectives. Unhappy or dissatisfied employees fail to participate effectively in these efforts. In an exclusive study based on 8 000 business units in 36 companies, the researchers found the following:

- Optimistic and applicable associations between employee satisfaction and outcomes such as efficiency, income, employee turnover, employee accidents, and client satisfaction
- It was found that at high-performance work practices a positive working climate can substantially increase employee satisfaction (Harter, et al., 2002).

Employees are found to be more devoted to their work and contribute more forcefully and positively in job related tasks when they have levels of job satisfaction that are high. Such employees are often less inclined to seek employment elsewhere. It is evident that by improving job satisfaction levels benefits to any organisation can be attained.

## **2.6 Job Satisfaction Theories**

### **2.6.1 Overview**

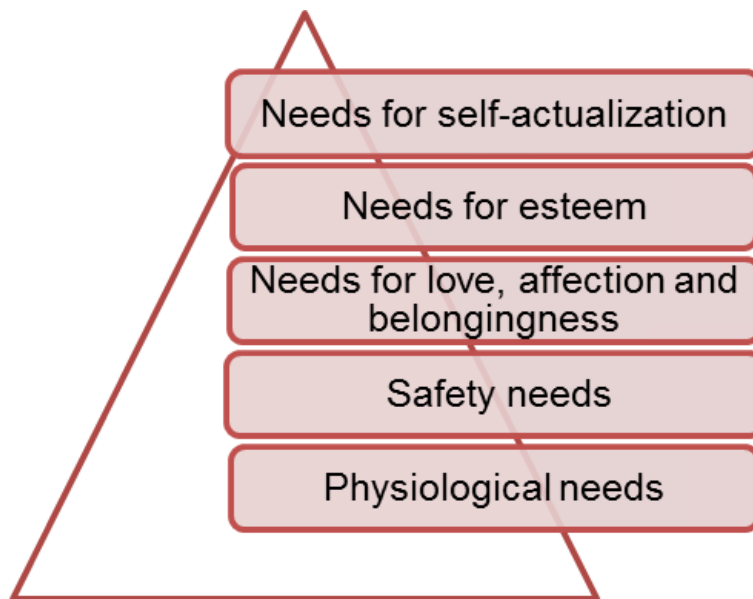
Content theories and process theories form the two categories of job satisfaction theory. Content theories aims to define job satisfaction with regards to the needs that ought to be met and morals that ought to be present in work. If both are met then employees will have a high level of job satisfaction. This theory places a lot of importance on what provokes or inspires human behaviour. Thus, it gives valuable understandings into employee needs in companies. It further describes the methods on how these needs may be realized to ensure that they are benefits to the performance of an organisation and the realization of organisational goals (Mosikidi, 2012).

Process theories on the other hand emphasize on the actual motivational process. Process theories concentrate on how employees seek rewards in their working environment and the way in they became motivated. However, research has supported the fact that content theory and process theory can supplement one another. A typical case of this is with regards to salary. Salary is a motivator and the process at which the salary encourages an employee may be described through the process theory. The next section will discuss in further detail three of the most recognised and prominent theories in this area (Mosikidi, 2012).

## 2.6.2 Theories

### 2.6.2.1 Maslow-Hierarchy of needs (Content theory)

In 1954 Maslow proposed that employees are motivated as they have an assortment of needs that they want to satisfy. Taking this into account Maslow produced a hierarchy of needs. This is shown in Figure 2-1.



**Figure 2-1: Maslow's Theory**

Source: Adapted from Satterfield, L. M., 2015. *Factors Affecting Job Satisfaction of Radiologic Sciences Faculty*, Knoxville: University of Tennessee.

The wants are shown as five levels comprising of:

- simple wants such as water, warmth, food, and relaxation commonly known as physiological needs

- need for stable employment, medical aid, safety environment as well as and security from dangers commonly known as safety and security needs
- social needs such as belonging, love and friendliness as well as recognition
- esteem needs such as acknowledgment for activities
- self-actualization needs such as attainment of a high potential. Attaining a sense of fulfilment and opportunities for creativity are further needs.

According to Satterfield (2015) Maslow proclaimed that the lower level needs must be firstly satisfied before an employee can move on to the higher order needs. He claimed that an employee's motivational wants is gained in the form of levels. After a certain needs is got and then satisfied this want fails to motivate an employee further. Hence, the next and higher level of want has to be obtained for an employee to become satisfied and stay motivated in their jobs.

Maslow's Hierarchy of needs is appropriate to the working environment and it has long been used to aid to obtaining knowledge on job satisfaction, although he later developed it to explain motivation for humans in general. Within any company remuneration and medical benefits are a few of the needs which help employees in meeting their basic physiological needs. Physically safety for employees at their work settings and locations and having a good sense of job security with suitable company policies and procedures manifest itself through safety needs. After the safety needs are satisfied, the employees can then concentrate on feelings of belonging at their place of work. This usually surfaces from the forming of positive relationships with colleagues and supervisors. Having that feeling that they are a part of a team and that they contribute to that team is an important feeling for employees. This leads to employees having a feeling of being valued and appreciated by their colleagues as well as by their employer. The last step is when the employee tries to find self-actualisation. Here is where employees want to enjoy a personal growth and character development and achieve their highest potential. It is now evident that companies that are aiming to increase employee job satisfaction can endeavour to provide all the basic needs for their employees and then look to progress and address all the higher-order wants. However this approach has become less implemented recently as it has a number of drawbacks. There is a lack of experimental evidence as well as it does not cater

for the thinking and mental persona of individual employees. Many researchers have also made negative remarks with regards to the self-actualisation and final stage. The conceptual understanding of self-actualisation is hard to define as well as the difficulty of measuring something like this. Therefore the final outcomes are bit of an unknown as well as or when it can be achieved (Saif & Nawaz, 2012).

#### 2.6.2.2 Hertzberg's Two Factor Theory (Content theory)

In 1966 Herzberg developed his Two Factor theory where the needs for fulfilment were expanded. Herzberg proposed that employees are prejudiced by 2 factors that of motivation and hygiene. He further claimed that job satisfaction and job dissatisfaction were independent factors. Motivation factors result in job satisfaction and psychological growth for the employee and are beneficial from an employer perspective as they motivate employees and therefore gain better productivity from their employees. Hygiene factors result in job dissatisfaction for an employee and must be obtained to prevent dissatisfaction of an employee. Although hygiene factors do not result in increased levels of motivation, a lack of them results in dissatisfaction amongst employees. Typical motivation factors and hygiene factors are given in Table 2-1.

#### **Table 2-1: Motivation and hygiene factors**

Source: Adapted from Satterfield, L. M., 2015. *Factors Affecting Job Satisfaction of Radiologic Sciences Faculty*, Knoxville: University of Tennessee.

### **Motivators Factors**

- Work Itself
- Autonomy
- Authority
- Responsibility
- Recognition
- Achievement

### **Hygiene Factors**

- Relationships
- Job Security
- Work Conditions
- Salary/Wages

As part of a motivational study Herzberg interviewed 200 accountants and engineers. He asked two questions that became part of his data collection. The two questions were:

- “When did you feel particularly good about your job – what turned you on?”
- “When did you feel exceptionally bad about your job – what turned you off?”

According to Saif & Nawaz (2012) Herzberg’s theory helps understanding the job satisfaction factor in the educational settings. It is for this reason that Herzberg’s theory is one of the most beneficial models to study job satisfaction. In evaluating the levels of job satisfaction many researchers have also used it as a theoretical framework. Criticisms of the motivator-hygiene theory have recently come to the fore. Some critics indicate that the theory disregards individual differences and those changes in both motivators and hygiene factors are accepted by all employees in a similar manner. One of the major drawbacks is that the hygiene and motivational factors can be seen independent factors. It can then be possible that employees can be neither satisfied nor dissatisfied. For example, an

employee that has a low hygiene factor is seen as being dissatisfied. However, an employee that has a high hygiene factor is seen as being neutral or not dissatisfied. This does not mean they are satisfied. Employee satisfaction is dependent on motivator factors only. This split in interpretation could support in accounting for the complexity of an individual's emotional state.

It can be quite common that an employee has a feeling of both satisfaction and dissatisfaction or those they can have no feelings of satisfaction or dissatisfaction. Although the theory is critical in initially differentiating between job satisfaction and job dissatisfaction it failed to receive substantial experimental support. Furthermore Herzberg's original research study was heavily slated for having been performed using poor research approaches. Attempts to corroborate this theory thereafter have outcomes that have varied results and as a consequence some researchers are supporting it while others are not supporting it.

#### 2.6.2.3 The Job Characteristic Model (Process Theory)

Hackman and Oldham developed the Job Characteristics Model (JCM) in 1976. It examines how employees respond to their jobs when job characteristics are changed. Three psychological states exist that has outcomes that effect employees both from a personal and business point of view. Employees should feel that their jobs are of great importance and have a sense of responsibility and obligation.

In addition constructive feedback must be given on their job performance. Five dimensions provoke these three psychological states and they are:

- the percentage of the task that warrants a variety of different actions
- the amount to which the task that warrants completion of a entire project
- the amount of significance that the task has on being a substantial bearing on the company
- the degree to which the task provides significant free will and individuality
- the worker's opportunity to receive direct and clear appraisal for his job

The JCM explains that job satisfaction occurs when intrinsically motivating features are inspired by the working environment. According to the JCM the five

key job characteristics influence the three psychological states. Job satisfaction is one of the possible outcomes as a result of three psychosocial states. From a company's perspective, it is understood that an improvement on the five core job dimensions will consequently increase job satisfaction as a result of an improved working environment.

The JCM has received much more empirical support compared to that of the Maslow or Herzberg's theories. However, researchers claim that they completely disregard the critical psychological states and that the model does not consider the personal and work outcomes that come from the impact of the core job dimensions. Regardless of this, further support to the JCM model has been given in terms of its influence on job satisfaction. This was after the JCM had undergone the subject of three reviews. In a research of thirteen studies it was found that the JCM theoretical and practical parts are a significant factor in the psychological states (Satterfield, 2015).

### 2.6.3 Summary of Theories

Empirical support for both the hierarchy of needs and motivator-hygiene approaches are known to be at a minimal amount. However, growth in the empirical support of the JCM continues. Job satisfaction levels of employees that are influenced by the motivating factors of the surrounding environment are very challenging to negate from a practical point of view. It is evident that employee personality together with Herzberg's motivator-hygiene method is a better combination to evaluate their impact on job satisfaction.

Research has indicated that demographic variables and personality traits scores that include that of honesty, extraversion, thoroughness, friendliness, and neuroticism has had a significant impact on evaluation of job satisfaction levels.

## **2.7 Job Satisfaction Factors**

According to Tanjeen (2013) the most commonly used factors of job satisfaction are work, pay, promotion, supervision, and co-workers. In addition ensuring that there are adequate resources, tools for your job, work load equity and training opportunities result in an increase level of job satisfaction amongst employees.

### 2.7.1 Salary

According to Maniram (2007) job satisfaction is very significantly determined by remuneration. Employees will also compare what they earn compared to other employees as well as what they put in and get out from an organisation.

Surveys aimed at describing the various job characteristics were conducted in the vehicle manufacturing environment and how they were ranked in terms of importance by the employees. The outcomes were not unexpected. Pay was the main factor that influenced that level of job satisfaction and job motivation. The level of pay is very important and increases either attraction or retention of employees. The pay given to an employee for his services indicates that the employee is key for the organization and that their employment is valued (Saeed, 2013).

According to Neog (2014) salary is the main variable for job satisfaction levels. They conclude that the relationship between salary and job satisfaction is that salary was found to be the key aspect for the drive and job satisfaction of salaried employees of the automobile industry. The survey evaluated the various characteristics of the job as well as how they were graded as motivators or satisfiers by the employees. The findings from this study indicated the importance of a good salary. It was evident that salary increases was the main reason for job motivation and that an employee's salary was the main influence on job satisfaction levels.

Salary packages are also required to be as fair and reasonable as possible and adhere to the expectations of the employees. This results in high levels of job satisfaction. It illustrates that employees experience an emotion of satisfaction as soon as the employees distinguish that their remuneration is fair. This is a consequence of the fact that money helps people to get the common needs and wants in their lives (Mafini & Dlodlo, 2014).

According to Mosammod & Kabir (2011) different people interpret salary differently. Salary topped the list of being the main factor that influences levels of

motivation and job satisfaction amongst employees. It was also found that salary increases for performance is ranked as the main factor for motivation in one's job. Salary influences employee retention and staff turnover and increases organisation commitment to the organisation. Each year the private industry contributes 2% to the South African GDP with approximately R50 billion turnover income. However, this positive turnover is argued to be positively welcomed and beneficiary to few members in the industry, with the majority members still hanging on what they call a mere income. Although the private security industry is a successful and rapidly growing industry, it is still among of the lowest paying industry, with its employees still living under the poverty line.

In April and June 2006, the private security industry embarked on a labour strike, recorded to be the longest strike ever taken in the history of the South African private security industry. Their concerns were poor working conditions and low wages, and arguing to be performing similar functions as the state police officers yet experiencing inequality when compared to police officers. Although it is acknowledged by government and workers unions that private security guard officers are earning low wage, issues of pay are still not included in the new amended bill aiming to regulate the private industry, which yet again fails to address the socio-economic conditions of security guard officers coming from poor backgrounds (Berg, 2007).

According to Robbins & Judge (2012) employee attitudes comprise of three components that are cognition, affect, and behaviour. An example that can be given is that of low pay. If applied to this framework, then the statement, "my pay is low" is the mental component of an attitude. They go further to explain that the mental effect grows into an emotional attitude. This can be reflected as: "I am angry over how little I am paid." This then leads to negative social results which define the determination to behave in a possible negative way toward ones job.

According to Govender (2013) it is stated that low salary contributes to disciplinary problems at Eskom centres. It further indicates that basic wages and salary do not increase motivation of employees who show up to work and put in the obligatory hours. To increase motivation incentive compensation is required. Further to this

the security officers do not receive a transport grant when they have to travel long distances to their areas of work.

According to Mariwo (2008) the notion is that by having to pay for their own transport costs security guards officers are effectively subsidizing employers. Many security officers are required to use their relatively low salaries to fund their transport costs to even remote locations for work. It is evident that service quality is given by security guards officers are directly related to their wages. The issues of relatively poor pay continue to have negatively impacted of the level of job satisfaction among security guard officers.

Despite the high and ever increasing cost of living, many security guard officers earn low salaries every month. Low salaries have resulted in making many of them have a low level of job satisfaction. Poor job performance and an increasing lack of commitment is a consequence of low levels of job satisfaction. It is also recommended that the government plays a bigger part and stress the significance of looking after the welfare of guards that are employed by various private security companies. (Karacan, 2011).

### 2.7.2 The Work (job) Itself

The “work itself” plays a significant role in defining the levels of job satisfaction an employee has. Employees may be content with factors such as salary, working conditions and relationship with co-workers but have low levels of satisfaction with the job and the tasks they are assigned. Furthermore employees may view their work as dull and boring with no stimulation. This signifies that employee would prefer a job that is motivating and challenging as well as one that can create opportunities for self-actualisation and acknowledgment (Maniram, 2007).

Expressiveness in ones work is also found to result in high job satisfaction levels. Employees are inclined to select jobs where they are given the chance and freedom to explore their proficiencies as well as make use of their abilities. They want to be offered a diversity of tasks, independence, and feedback as to how well they are performing (Rehman & Rehman, 2013).

According to Selin, et al., (2011) it is imperative to understand if a person has experienced any form of violence, their health wellbeing becomes endangered. Private security guard officers are among professionals highly exposed to violence, with almost 73% of Finland security guard officers reported to be experiencing some kind of violence in a month. In a work context, violence can be defined as any threat or violent act, physical and/or psychological in nature that is directed towards a person while at work. In addressing workplace violence in the private security industry, the European Commission extends the meaning of work-related violence as to incidents where persons are abused, threatened, or assaulted in circumstances related to their work, involving an explicit or implicit challenge to their safety, well-being, and health. This definition has enabled occupational researchers to identify the health implications that security guard officers encounter in their line of duty (Sibanoyoni, 2013).

Work-related violence experienced by contracted security guard officers conducted in Finland on 1 010 security guard officers, presented that 82% of security guard officers encounter work-related violence from verbal aggression, including swearing and shouting. More than 39% of the 82% security guard officers reported to experience such acts of violence at least once in a month. In a study on work-related violence, it was found that 53% of security guard officers experienced threats of assault, including kicking and hitting, 8% threats to break property and 51% threats on physical acts during an arrest. A number of work-related violence were found to be common at night, during early hours of the morning and when working alone, which can be argued that since security guard officers are active shift work employees, they are more likely to encounter similar experience, especially in a crime stricken country like South Africa (Sibanoyoni, 2013) .

Moreover, a study conducted with South African security guard officers revealed that, officers remained fearful of going to work. This fear follows even after being equipped with necessary work related resources such as pepper spray, panic buttons, button sticks and two-ways radios. Therefore, it can be claimed that, safety remains an issue within the private security industry that has a considerable history of work-related violence (Sefalafala & Webster, 2013).

### 2.7.3 Training and Promotions

Security guards should be part of strict and extreme training programmes to safeguard not only the security of the organisation but their own survival as well. It is a very high risk job. Poor training and recruitment standards can have a very damagingly effect on the reputation of the security industry. Security guards officers are often the faces of the company and are in the frontline in terms of contact with customers or the public. If the correct training is not provided security guards may abuse their positions by violating the members of the public human rights. Continuous training as well as prospects for development must be given so that security guards can display increased competency and professionalism. The benefits of proper training will mirror in the security guards attitude as well as performance. It is noteworthy to state that once a security guard has completed their training development it must not be taken for granted that they will be able to do the task effectively for a long period of time. It is crucial that all security guards attend refresher courses to confirm that their knowledge and skills are at an acceptable standard. Retraining will also enable employees to compete for or retain their jobs as well as enable security companies to compete for business. Thus, continual investments in training can be beneficial in that the productivity of the organisation will increase and employees can see an increase in the quality of work life. Training can also result in better chances for promotion and improve management relationships. If security officers are effectively trained, then they have the chance to discover other opportunities within their establishments (Govender, 2013).

According to Mafini & Dlodlo (2014) self-actualisation in the place of work can be obtained through the creation of openings for employee promotion. It is evident from this that job satisfaction levels increase when there are chances of promotions within an organisation. Employees are said to be motivated to work harder if they have a chance to gain a promotion. Most employees want to attain better job titles or higher ranks.

According to Rehman & Rehman (2013) it is evident that reasonable advancement as well as chances for personal development improves job satisfaction levels.

When a person gets a fair promotion especially to his true evaluation he receives a type of acknowledgment and hence job satisfaction. This is said to strengthen an employee's perception to the quality of their work. This improves both their job satisfaction and their organizational commitment.

Promotion is an achievement in one's life that is very significant as it assures a better salary, accountability, and status. It is therefore evident that the prospects for promotions influence the job satisfaction levels of employees. Opportunity for promotion, fair and equal chances to grow, suitable training, and development also fall within this category (Sageer & Rafat, 2012).

The lack of proper and correct training has been the biggest challenge of private security guard officers in Nigeria. People are been recruited as security guards into major security firms even though they have no experience. Some even have little or no training. Majority of the private security guard officers just undergo a simple physical fitness workout as part of their training. Their employers do not provide training on the many other aspects required of security training such as data collection and analysis and crowd or riot control. These shortcomings have resulted in much incompetence and inefficiency in many security guard officers (Kasali, 2013).

#### 2.7.4 Relationship with Supervisor

According to Maniram (2007) poor supervision has always been a negative factor with respect to job satisfaction levels. Many employees have complained that there is a lack of supervisory skill from the person they report to. Employees also have heavily criticised the fact that favouritism and inequalities that occur at management level are at incredible levels. Employees that see managers as reasonable, fair, and competent have high levels of job satisfaction. Moreover, those employees that distinguish their bosses as biased, incompetent, and self-centred will consequently have a job satisfaction levels that are low.

According to Saeed (2013) workers prefer supervisors with whom they can develop a bond with and where there is a mutual feeling of trust. However, if the supervisor is offensive the employee will more often than not become dissatisfied

with their job. Consequently it has been evident many times that supervisors play such a significant role that many people resign from their jobs because of the person they report to and not because of the company they work for.

Employee retention is also heavily influenced by supervisor support. Supervisor support can be described as the level at which supervisors take care of their employees especially with regards to welfare and valuing their inputs. A supervisor is considered to give high supervisor support if they make employees feel valued, heard, and wanted. Research conducted has indicated that many employees enter an organisation for different reasons. However, the duration for which that employee stays and how productive they are is heavily influenced by their bond with their immediate supervisor (Neog, 2014).

It is evident from research that job satisfaction and the relationship with supervisors are directly proportional. Supervision creates a vital role effecting job satisfaction. The ability to give emotional and technical support on work-related tasks is a true sign of a superior's capability. It can be concluded that both high and low spirits in the workplace are contributed from the supervisors and that their attitudes as well as behaviour towards other employees also contribute to work-related complaints (Mafini & Dlodlo, 2014).

According to Mosammod & Kabir (2011) when supervisors gives proper mentoring the employee skill development improves faster and intentions to remain with the company increase. Essential knowledge as well as skills acquisition rate leadership styles that encompass human collaboration and promote decision-making as highly rated.

According to Mosikidi (2012) true educational leaders have the ability to produce and transfer a vision that motivates and inspires employees. This vision is usually accomplished through the empowerment of employees which includes providing information about the company. By identifying employees as stakeholders of their company employee are given the chance to freely partake in decision-making. This also creates an environment that is built on the improvement of trust and opens communication which is vital for a collective group effort.

Supervisors are also required to set a moral tone. To do this they must be entirely trustworthy and demonstrate a huge respect for the company. It is important that they develop the same respect in their employees as well. The capability of the supervisor to take conflict and then use it as a supervisory advantage is considered as an indicator of shaping success or failure in supervision. It is important for supervisors to inspire the employee to further their own learning to be more productive than in the past as well as to impart knowledge or change attitudes. For security companies to deliver decent service and maintain their clients' trust, well-trained and responsible personnel (security officers, inspectors and managers) are required (Govender, 2013).

#### 2.7.5 Working Conditions

Employees want working conditions that provide better physical comfort and convenience. Not having such working conditions is said to impact negatively on the employees' physical and mental well-being. Examples of such conditions are temperature, lighting, ventilation, hygiene, noise, and working hours. Employees generally feel that negative feelings at work are aggravated if they experience poor working conditions. It is especially true if their jobs are mentally and physically challenging (Maniram, 2007).

A strong work environment comprises of 3 aspects:

- company ethics and value footing
- guidelines on philosophies and daily activities
- sophisticated environment for people to work

Together the above aspects appeals to employees to serve more years of employment within the same company (Neog, 2014).

Working conditions have a strong influence on the levels of job satisfaction. Many employees feel that poor working conditions tend to provoke bad performances. Employees are longing for a relaxed physical work environment as this tends to extract a more optimistic job satisfaction level (Mafini & Dlodlo, 2014).

A company's environment can be so influential that it can triumph over the influence of the frontline leadership. Researches have established that an employee's own characteristic has a lesser influence on job satisfaction than the environmental factors. Research has also indicated that poor work conditions has a negative effect on job satisfaction. An example is that if health and safety programs are firmly forced, a much greater sense of security from accidents and industrial health risks are given to employees. It is therefore evident that the work environment is a significant influence on job satisfaction levels. (Rehman & Rehman, 2013).

Sibanoyoni (2013) argues that private security guard officers lack effective coping strategies towards their workplace conditions. Without any reasonable doubt, the working environment has an impact in the well-being of security guard officers, and this highlights the limitation of the amended South African Private Security Industry Regulation of 2001 Bill in failing to address or include security guard officer's psychosocial needs. One of the concerns about the critical exposure that private security guard officers encounter in their line of duty is the manner in which they deal with the effect of such exposures and the coping mechanisms in place to assist them in dealing with their occupational challenges.

Furthermore, over the past 10 years, the South African Department of Labour has presented the National Occupational Health and Safety Bill, which aims to extend the Occupational Health and Safety Act no. 85 of 1993 that excludes features such as prevention of death, illness or injury in all places of the workplace. Drawing from the above legislation, occupational challenges that might result to occupational stress can be subjected to be an illness to the employee's well-being. The Occupational Health and Safety Act examines a constitutionally valid question about the status of labour legislation and the compliance thereof in as far as the private security industry is concerned.

According to a study conducted by Sefalafala & Webster (2013) the scarcity of employment in South Africa, security guard officers adjust themselves within these poor working conditions since such conditions do not have negative impact to the employee turnover rates in the industry. They found that job security was a

challenge in the industry and it contributed to the acceptance behaviour demonstrated by security guard officers toward the challenges experienced, since they do not want to jeopardize their job security. It can be argued that, since security guard officers work under a contract of employment, raising their concerns over the encountered workplace conditions will jeopardize their work contract, leading to the company losing a contract with the clients and security guard officers fronting unemployment.

Employers are required by law to meet to observe the provisions of the health regulations that assist employers to provide their workers with safe and healthy working environments. The issue of uniforms was one health and safety issue raised by the employees as well as security guards' inadequate winter uniforms. This makes them vulnerable to illness and/or disease. It is also evident that some companies do not provide their security guards with the right tools such as dogs for defensive tools. Some workers also pointed out that they are often positioned at worksites without suitable facilities such as toilets and shelter (Mariwo, 2008).

There have been a number of deaths of security guard officers in Nigeria as a result of them not having specific weapons like guns. The criminals are armed with weapons like guns and grenades and the security guards cannot defend themselves. A security guard risks his life if he provokes the armed criminals. (Karacan, 2011).

#### 2.7.6 Relationship with Co-workers

Research reveals that the job satisfaction levels are heavily influenced by ones relationship with their co-workers. It is evident from this that social relations are very important for an employee. Employees have also reported to emphasize a strong prominence on accommodating and shared work. These conclusions are in line with existing research in socialist beliefs (Saeed, 2013).

For many employees, social interactions in the workplace are an important factor in job satisfaction. As such, collaboration unity produces high levels of job satisfaction. Experiential results disclose that working in a closely associated team and the possibility to learn new things results in a higher level of job satisfaction.

Improved satisfaction on the job also results from being around friendly and having colleagues that are helpful and sincere (Mafini & Dlodlo, 2014).

The area of organizational citizenship behaviour has developed into one of the most attention-grabbing area of organizational science study. It focuses on the conduct of an employer planned to aid employers. The social environment of a company can impact levels of job satisfaction as well as relationships with co-workers. It shows that if an employee is happy with a co-worker's behaviour, there is an increase in emotion of belonging and synchronization that increases in the level of job satisfaction. Job satisfaction also improves with open interaction. Employee's contentment is strongly associated to the factors of their own job and the association with colleagues. However, there is also a possible negative aspect to creating a strong group culture in that it can lead to tolerance for behaviour that harms performance. This includes dishonesty and lack of ability (Sabri, 2011).

Humans' beings desire to relate to others often results in formation of groups at the work place. The creation of groups in most organizations is a noticeable fact. Employees that are isolated from groups that they want to be part of have a low level of job satisfaction. Research suggests that being part of a work group has a significant influence on the satisfaction of employees. (Sageer & Rafat, 2012).

Studies among working class professionals point to the significance of co-workers relationship to job satisfaction levels. A study of health care workers showed that a positive relationship with co-workers resulted in improved patient care, better quality of service and an increase in patient satisfaction. Inexperienced staff also benefit from this as they get offered greater support. Positive team-building actions has ensued in enhanced staff communication as well as empathetic and clarity of roles and higher job satisfaction (Ramasodi, 2010).

## **2.8 Effects of Job Satisfaction**

Low levels of job satisfaction can result of from many factors and this result has unfavourably influences on companies. It can prove quite costly to any business and can even disrupt organisational continuity. Low levels of satisfaction can also result in some form of psychological withdrawal and awareness as well as physical

withdrawals such as absenteeism and turnover. Incentives such as salary, job security, and progression can be linked to job performance. Finally job satisfaction levels may increase and absenteeism reduced if employee can make a contribution to some decisions within the company. This creates a sense of ownership and belongingness (Mosikidi, 2012).

Low levels of job satisfaction have an indirect influence on company turnover. It does this by influencing factors that direct effect turnover such as withdrawal of reasoning and plans to seek other employment. It is very evident that employees shall remain encouraged and treasure their posts if their wants for accomplishment, progression, job security, as well as independence are adequately gratified.

It is of crucial importance that managers plan to determine the factors that result in low levels of job satisfaction. These factors may arise from the work environment or business constraints that bring about employee frustrations. These items may include lack of correct working tools, inadequate training, or business practices that reduce promotional opportunities or personal development. Leaders within the organisation should look for ways to increase levels of job satisfaction which increase job performance. Leaders should also encourage employees to not allow their possible dissatisfaction of something to cause a detriment to fellow employees (Mncwango, 2015).

## **2.9 Evidence other research**

The increasing demand of security guard officers has also resulted in some of the negatively affected aspects to the industry to rise. Some of these aspects are shift work, work-related violence, salary and working conditions. Another issue within the private security industry is also noncompliance with the Basic Conditions of Employment Act 75 of 1997 by some employers. The aspects discussed impact the individual work-related experiences of security guard officers (Sibanoyoni, 2013).

Dangerous and life threatening conditions are working conditions of many security officers. These conditions include protection of people as well as property. Security guards are placed in locations that have a high exposure to violence including businesses that are at a high risk for robberies. As a result of the settings and conditions security guards officers work under they must be on alert at all times and be suspicious of persons and vehicles. Recent studies have confirmed that trustworthiness, honesty, trust, and faithfulness are all very vital characteristics of security officers (Govender, 2013).

According to Karacan (2011) job satisfaction can be defined in its simplest as employee's gratification from their own work and is important in terms of organization's productivity. High levels of job satisfaction amongst employees in any organization contribute to the improved working performance so that the business can reach its objectives. The following key points regarding security guard officers can be drawn:

- feelings of security against potential hazards are greater in male than females
- employees with a few years of service have lower levels of satisfaction with regards to their salaries
- employees with high levels of education have greater job satisfaction levels when it comes to promotional increases
- job satisfaction levels with the relationship with supervisors increase as age and years of service increases
- adequate equipment is more important to male than females
- recognition for their work increase with years of age and service
- job satisfaction levels are high for relationship with co-workers

According to Carter-Brown (2005) there is a complex nature of accessing stress within security guard officers. Physical and behavioural symptoms appear to be the most predictable expression of stress. Money related stressors were presented as the most substantial stressor. Work related stressors did not impact the subjects as strongly as personal stressors. Respondents acknowledged with behavioural and physical signs of stress over psychological signs.

According to Mariwo (2008) the International Labour Organisation's Decent Work Agenda intention is to achieve decent work for all employees. This can be done by promoting social discussion, social protection, self-esteem, and safety at the workplace. However, the following principles were generally lacking in the private security sector:

- among its deficiencies are jobs that are short-term or temporary. There are questionable working hours together with poor salary and working conditions
- whilst respondents at management level recognized that wages were far below the monthly needs of the security worker, they upheld that the security guards educational levels did not warrant higher salaries
- worker unionization is also a challenge. Many employees work in different establishments and half of them work at night. Presently, the industry is subject to the occurrence of multiple unions who do not deliver meaningful and effective collective bargaining
- government needs to monitor security companies' operations more closely. Fly-by-night companies are major offenders when it comes to failure to pay workers

## **2.10 Summary**

Knowledge gained thus far has provided in-depth information into job satisfaction and the factors influencing them in general. However, there is great certain that there are gaps in current knowledge with respect to job satisfaction and the factors influencing job satisfaction levels among security guard officers in South Africa. Levels of job satisfaction tend to be influenced by a number of similar factors irrespective of the profession of the employee. These factors are working conditions, relationships with co-workers, salary, promotion, security of employment, responsibility, and working hours. However in South Africa this topic in the security industry has not been taken up. The results gathered from the previous studies cannot be applied to this sector, more particularly with respect to guards working in South African universities following the recent violent strikes and campaigns over the last year. This research study aims to fill these gaps by providing answers to all the research questions as well as meeting the objectives of this study.

South Africa has seen a rapid expansion of the private security industry over the years that have been influenced by a number of factors, including the increasing crime rates, violence at universities, unemployment and poverty, as well as the growing number of gated-communities. This rapid growth of the industry has witnessed the development of training centres for security guard officers who actively involved in the fighting and prevention of crime in South Africa. Due the development of the security industry, more and more parties have joined in the restructuring of the industry, including the government with regulation policies, academics who are concerned about the wellbeing of security guard officers in relation to their work, and public citizens and business owners who use the services of the industry.

## 3.0 RESEARCH DESIGN

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### 3.1 Introduction

Chapter Two focused on a literature review on job satisfaction as well as insight into the security industry with focus on security guard officers. The current chapter shall provide a comprehension description of the research methods used to obtain the research objectives for this study. The research objectives were:

- To determine whether there is a high or low level of job satisfaction amongst security guard officers working in UKZN Westville Campus
- To determine the factors influencing job satisfaction levels amongst security guard officers working in UKZN Westville Campus

This chapter will include the following sub sections:

- Aim of the Study
- Participants and Location of the Study
- Research Philosophy
- Research Approach
- Research Strategy
- Research Choice
- Time Horizons
- Sampling
- Data Collection
- Development of the Instrument
- Pretesting, Reliability and Validation
- Analysis of the Data
- Ethical Issues
- Summary

A quantitative research approach was implemented in this research study and a survey questionnaire was circulated to participants. The survey method was deemed suitable for this study as it easily expedited the collection of data from large populations. It also made the formulation and administration of the study much easier as well as how to specify the research findings.

According to Saunders (2013) the research design is considered a blue print or a very detailed plan of how research is to be implemented. The current research made use of information requested from security guard officers working in UKZN Westville Campus. A self-administered questionnaire that also contains socio-biographical questions comprised the research instrument.

This chapter shall focus on all the philosophical assumptions underpinning this study. It shall aim to explain the methodology employed as the methodology that is used for any research study is directly subjective by the philosophical paradigm as that the researcher has chosen. This indicates that a research philosophy is the way of belief as to the methods at which information concerning an occurrence to be investigated ought to be collected, analysed and implemented. It is therefore best practise that the selection and application of methods by researchers is in agreement with the research to be undertaken with respect to that study aims and objectives. The nature of the occurrence being investigated as well as the fundamental theories of expectations of the research must also be in agreement with the methods chosen. The research design aims to give a description and analysis methods to be used, to highlight their limitations and resources as well as to describe their presumptions. All of this will be subsequently related to the existing knowledge. The research instruments to answer the research questions are presented. This includes the reasons for choices and ethical issues intrinsic in this research study (Creswell, 2002).

### **3.2 Aim of the Study**

The aim of this research study was to determine the job satisfaction level (is there high or low level) as well as factors (salary, work itself, training and promotions, working conditions, relationship with supervisor, relationship with co-workers) that influence job satisfaction levels among security guard officers working in UKZN Westville Campus. This research study aimed to establish underlying relationships between variables and is to be termed as explanatory research. The emphasis on this type of research is on studying a problem or event and then to explain the relationships between different variables that may be involved. The data was subjected to statistical tests where descriptive and inferential statistics were used in order to obtain a stronger understanding of these relationships.

### **3.3 Participants and Location of the Study**

The participants in this study included all security guard officers that are employed in the UKZN RMS division at the Westville campus. Survey questionnaires were initially physically handed over to RMS management who then distributed it to all security guard officers within the UKZN Westville campus.

### **3.4 Research Philosophy**

According to Saunders (2013) research philosophy is associated with the development of knowledge and the nature of that knowledge. The research of this study mirrors the philosophy of positivism where the philosophical stance of a natural scientist will be implemented. All data and information relating to what factors have an influence on the level of job satisfaction were tested and confirmed using multiple regression analysis in whole or part or refuted.

According to Mosikidi (2012) the methodology employed by the positivist researcher can only be verified and/or confirmed by experimental means and not by argumentation by specialists in their fields. In this regards, experimentations and surveys are comprehensively employed to test and verify research questions. As a consequence of this, quantitative methods are predominantly used to determine all the facts. Moreover, as science quantitatively measures independent and dependent variables about a single logical fact, all data collected, as well as their analysis are unbiased. The data remains unchanged because it is being observed.

### **3.5 Research Approach**

The current research used the deductive approach. The deductive approach is where a research strategy is planned to test and verify it. There are a number of practical criteria as well as a large range of studies about how it lends itself more readily to deduction. The topic and research questions of this study match these criteria.

The practical criteria are:

- scientific principles
- explanation of relationships between variables
- quantitative data collection
- measures to ensure validity
- to ensure definition clarity
- highly designed method
- researcher impartiality
- correct sample size to generalise conclusions

### **3.6 Research Strategy**

The current research study used a survey strategy. This is typically associated with the deductive approach as it tends to be used for experimental research. The economical accumulation of vast amounts of information from a large population makes surveys extremely popular. The survey strategy is an administered questionnaire that shall collect quantitative data. This data was then analysed using descriptive and inferential statistics that include multiple regression analysis.

### **3.7 Research Choice**

The current research used only a quantitative data collection method. The data collection technique was a questionnaire and the data analysis procedure was in the form of graphs and statistics. As indicated previously on philosophical assumptions, quantitative research is allied with a positivistic paradigm. In contrast, qualitative research is allied on the interpretivist perspective. The intention of quantitative research is to test theoretical or conceptual frameworks, to test hypotheses, confirm realities, perform statistical analysis, and determine relationships amongst variables to give predictions. All this must be based on evidence obtained (Saunders, 2013).

According to Creswell (2002) quantitative research is characteristically based on the knowledge that social occurrences can be computed. They then can be measured and expressed mathematically. This information can be obtained from many respondents and tendencies evaluated across various areas.

### **3.8 Time Horizons**

The current research used the cross-sectional time horizon. Self-administered questionnaires were given to participants at one particular time and changes in responses were not collected over any period of time.

### **3.9 Sampling**

According to (Saunders, 2013) a population can be regarded as a group of individuals. The individuals would establish common opinions that can be helpful to a researcher's area of interest. Sampling is the procedure of selecting the correct number of representative participants with the purpose of generalising the outcomes of the study to the entire population. The population of this study was security guard officers at UKZN Westville campus. There are 93 security guard officers at UKZN Westville campus. All security guard officers at UKZN Westville campus were asked to participate in the survey. The minimum samples required, assuming that a 100% response rate will not be obtained is calculated to be 75 samples. This is for a level of confidence of 95% and a 0.05% margin of error. Having determined the population on which this research will be conducted, it is now needed to portray the research instrument. Data collection was done by using a research instrument described in the following section.

### **3.10 Data Collection**

The utilization of a structured self-administered questionnaire was used for the collection of all data from the respondents. A self-administrated questionnaire can be described as number of questions directed to the participants and that has to be completed by them. The self-administrated questionnaire for this research study shall collected primary data by using a two section questionnaire. Section 1 of the questionnaire measured the different demographic attributes of the participants. These included age, gender, race, education level, and number of years in current position. Section 2 of the questionnaire was composed of questions that provoked information on job satisfaction level and factors influencing job satisfaction. Questionnaires were handed and collected from all respondents with the assistance of the management of the UKZN RMS Division at the Westville campus.

### **3.11 Development of the Instrument**

The current research questionnaire consisted of Section 1 and Section 2. Section 1 contained the socio-demographic characteristics consisting of five items. Section 2 consisted of 28 questions. Each question related to the job satisfaction levels or the factors that were influencing job satisfaction levels. The questions were grouped as follows:

- Questions 1 to 4: General Satisfaction
- Questions 5 to 8: Salary
- Questions 9 to 12: Work Itself
- Questions 13 to 16: Training and Promotions
- Questions 17 to 20: Working Conditions
- Questions 21 to 24: Relationship with Supervisor
- Questions 25 to 28: Relationship with Co-workers

The response to each question in Section 2 was be measured on a five-point Likert scale that is used to designate their levels of satisfaction or dissatisfaction.

The five point rating scale was numbered from 1 to 5 where:

“1” = “Very dissatisfied”

“2” = “Dissatisfied”

“3” = “Neutral”

“4” = “Satisfied”

“5” = “Very satisfied”

In order to administer the questionnaire the researcher formally requested and obtained permission for a gatekeeper’s letter from the Registrar of UKZN Humanities (See Appendix 1) and an ethical clearance certificate from the Social Sciences Research Ethics Committee of UKZN (See Appendix 5). Upon receiving the required permission, the researcher delivered the self-administered questionnaire to the UKZN RMS Division at the Westville campus. All security guards officers were requested to complete the questionnaire individually. In the design of the questionnaire the use of negative words was avoided to prevent confusion amongst the participants. The completed questionnaire was collected on a date mutually agreed upon with the UKZN RMS Division at the Westville campus.

The questionnaire contained a covering letter entailing participation. The covering letter made clear mention that participation in this research study is voluntary as well as that information obtained from this questionnaire were only to be used for the purpose of research. It further stipulated that all information obtained from respondents would be kept strictly confidential and it was stated that no individual would be acknowledged. It was further mentioned the research results could be assessed by the respondents after the successful completion of the research study. Hence, the researcher expected that the information of the covering letter would assist in alleviating any doubt as well as fears of the targeted participants. It hoped to increase the response rate. In the covering letter the researcher also communicated in advance his gratitude and thankfulness for the respondents' assistance and contribution. Any inconvenience that the research study may have caused respondents was also apologised for in advance.

### **3.12 Pretesting, Reliability and Validation**

The JDI and JSS questionnaires were used as a blueprint in constructing the questionnaire.

#### a) The Job Description Index

One of the extensively implemented methods to measure levels of job satisfaction is to use the Job Description Index (JDI). The JDI permits realization from all major working aspects. It determines the strength and weakness of each factor and is an indicator as to where field progress and modifications are required. The factors considered by the JDI are:

- the job itself
- salary
- relationship with supervisors
- relationship with co-workers
- prospects for promotion

The JDI has received remarkable psychometric credentials from researchers and some of the benefits of the instrument are:

- consistent and binding assessments
- time comparisons that are longitudinal
- general applicability
- comparability of outcomes

This instrument is seen by many researchers has been one of the most comprehensively investigated and developed instruments that is currently available (Satterfield, 2015).

#### b) Job Satisfaction Survey

Spector (1997) described the Job Satisfaction Survey (JSS) has one that best assesses nine aspects of job satisfaction that is pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, co-workers, nature of the work and communication. Overall levels of job satisfaction are also evaluated. The JSS comprises of thirty six items and the scale has a summated rating. This rating is in the form of a six-point Likert-type scale. All questions in the JSS are considered to be of the same value. The participants are required to answer in terms of how they truly feel about each question or statement. The aim of the JSS is to motivate the participants' opinions about their own factors of job satisfaction levels relative to the nine aspects of the JSS.

The measuring instrument for this study will use the JSS and JDI as a guiding measuring instrument. Modifications will be made to the factors taking into consideration of what is applicable to this study as well as the researchers taking from the review of literature.

#### 3.12.1 Pretesting

The JDI and JSS questionnaires were used as a blueprint in constructing the questionnaire. Both questionnaires are regarded very highly in terms of validity and reliability to explore job satisfaction levels of security guard officers. A draft questionnaire was initially given to the researcher's supervisor for expert scrutiny regarding the relevance of each point and to ensure all content was valid in the

instrument. The questionnaire was pre-tested on security guard officers working in office buildings near the UKZN Westville Campus. Ten self-administered questionnaires were dispersed to participants to remark on the clearness of the questionnaire. No negative feedback was received in this regard.

### 3.12.2 Reliability

According to Saunders (2013) reliability can be stated to as whether an instrument is consistent with no error despite fluctuations of the candidate and the research conditions under which the test is administered. This means the same or comparable outcomes should be attained each time the same variable is measured under different conditions. The researcher had to decide whether the data collected could withstand a severe examination. The research can be considered reliable if similar findings can be achieved when done by another researcher. The reliability also relates to the robustness of the questionnaire. Of importance is that it shall provide researchers with consistent findings at different times and under different conditions such as using having a different sample size. The reliability of the measuring instrument for this research, a blueprint of the JDI and JSS, has been widely used mainly for its properties to measure overall job satisfaction as well as factors influencing job satisfaction. Notwithstanding this the Cronbach's alpha coefficient was also employed. The results are in Table 3-1.

**Table 3-1: Cronbach's alpha coefficients**

Variable	Cronbach alpha coefficient
General Job Satisfaction	0.74
Salary	0.82
Work Itself	0.84
Training and Promotions	0.90
Working Conditions	0.73
Relationship with Supervisor	0.87
Relationship with Co-Workers	0.85

This coefficient measures the instrument's internal consistency and therefore its reliability by using the scale items of the questionnaire. In this research study alpha coefficient values of greater than 0.70 was considered as an indicator of reliability.

### 3.12.3 Validity

According to Saunders (2013, p.144) "validity states the extent to which an experimental measuring tool satisfactorily measures what it is required to measure and thus provides an accurate picture of what is being investigated". The necessity of validity was also emphasized and it is stated that no quality of a questionnaire can make amends for inadequate validity.

In this research study content validity provides adequate coverage of the investigative questions. By pre-testing the questionnaire content validity of this instrument was determined from a pre-selected sample of 10 respondents. In addition, the questionnaire was also reviewed by the researchers' supervisor. The feedback from the pre-test as well as the supervisor comments warranted no revisions or amendments to be made to the questionnaire. The literature pertaining to this research study investigated the job satisfaction of employees in general and it also that of security guard officers. In evaluating all existing literature on job satisfaction, immense understanding was gained on the subject. The researcher, through this newly attained knowledge was then also able to validate the research questionnaire. This was done on the basis of under scrutiny as to whether it was aligned with the existing wealth of information on job satisfaction.

To ensure continued reliability of data external validity of data was developed. External validity encompasses population validity. Population validity relates to the degree at which results received from a sample may be used to generalize the entire population to which the research relates to. The researcher performed the following steps in order to guarantee external validity:

- the identity of the participants remained anonymous
- the necessary permission was obtained so that all participants did not have any feeling of uneasiness or fear

### **3.13 Analysis of the Data**

According to Saunders (2013) data is analysed by means of statistical techniques in order to investigate variables and their effects. Quantitative data from the completed questionnaires were coded and then captured into a Microsoft Excel 2010. The results were then analysed using data analysis tools in Microsoft Excel 2010. Descriptive and inferential statistical analyses techniques were employed as well. Data was presented on tables and graphs to explain the findings and aid in the interpretation thereof. Statistics were centred on percentages and frequencies. Factors influencing job satisfaction levels were determined using multiple regression analysis. The research questions of this study were addressed by using the tools as described below.

***What is the level (high or low) of job satisfaction amongst security guard officers working in UKZN Westville Campus?***

Descriptive Statistics: Frequencies, percentages, measures of central tendency

***What factors influence job satisfaction levels amongst security guard officers working in UKZN Westville Campus?***

Inferential Statistics: Multiple regression analysis was performed using job satisfaction as the dependent variable and factors of salary, work itself, training and promotions, working conditions, relationship with supervisor and relationship with co-workers as the independent variables. Similarly to other statistical processes, multiple regression analysis is based on the assumption about the population from where the data have been derived from a sample.

### **3.14 Ethical Issues**

An ethical clearance certificate (See Appendix 5) was obtained for this research study. It was obtained from the Social Sciences Research Ethics Committee of UKZN. The ethical considerations considered many facets such as the personal and revealing nature of the study and voluntary participation. An informed consent (See Appendix 3) was also required to be given to all participants. Confidentiality as well as anonymity was ensured throughout the execution of the study. All participants were under no obligation to reveal personal information. Provisions were also made to have any concerns relating to the study addressed and

misapprehensions fixed. Participants were also educated to the fact that their participation was voluntary and that if one so wished then one can withdraw from the study at any time by contacting the researcher or his supervisor.

### **3.15 Summary**

A comprehensive explanation of the methods implemented in the research study as well as the research design is presented in this chapter. Initially, the philosophical assumptions of the methods of enquiry used to determine the level of job satisfaction among security guard officers in the UKZN Westville Campus was dealt with. Respondent's biographical information, the research population and sample and sampling techniques were then detailed. The instrument used to gather the data, the questionnaire was presented. A description of data collection, data capture and data analysis was presented. The method of making use of descriptive statistics and inferential statistics using multiple regression analysis was noted. The chapter further discussed all administrative procedures such as requests to carry out the study, a covering letter, and ethical considerations. The following chapter shall centre on the presentation and findings of the data that was obtained from the questionnaire.

## 4.0 PRESENTATION AND DISCUSSION OF RESULTS

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### 4.1 Introduction

This chapter provides a presentation of the data that was collected from the research instrument that is the questionnaire. The analysis and interpretation of all data as well as a discussion on the findings will be given. This research study is of empirical nature with respect to the research design. Hence, data analysis procedures chosen are based on this fact. The results are initially presented by describing the overall findings of the study using descriptive statistics. Thereafter inferential statistics is used to evaluate all relationships. The research objectives that is to determine what is the level (high or low) of job satisfaction amongst security guard officers working in UKZN Westville Campus and to determine factors influence job satisfaction levels amongst security guard officers working in UKZN Westville Campus will be provided.

### 4.2 Descriptive Statistics

According to PutriPratiwi & Welly (2014) descriptive statistics form the basis of virtually every quantitative analysis of data with simple graphics analysis. Descriptive statistics has the distinct advantage in that it has the ability to collect, organize and compare vast amounts of data in a convenient form. This research study will use descriptive statistics to describe the basic features of the data obtained from the questionnaire and to provide summaries about the sample and the measures. This will be done not only for the demographic variables, but descriptive statistical analysis will also be conducted to determine the mean value for each independent variable to show the level of satisfaction.

#### 4.2.1 Socio-Biographic Information

The entire population (93) were all requested to participate in this research study. A total of 78 responded positively. Table 4-1 provides the data from Section 1 of the questionnaire that focused on the socio-demographic characteristics of all the respondents.

**Table 4-1: Socio-Biographic Information**

Variable		n	Percentage
Sex	Male	78	100
	Female	0	0
Age	<40	30	38
	>40	48	62
Marital Status	Single	35	45
	Married	43	55
Years in Current job	<10	46	59
	>20	32	41
Level of education?	High School	69	88
	College	9	12

From Table 4-1 it is evident that all security guards are male (100%). Majority (62%) are over 40 years of age and majority (55%) are married. More than three-quarters (88%) have high school as the highest level of education and majority (59%) have been in their current job for less than 10 years. It must be noted that no analysis of data was performed with respect to the socio-demographic data versus satisfaction levels received from the questionnaires. However, it is proposed that future research includes them as part of the analysis.

#### 4.2.2 General Job Satisfaction

Table 4-2 provides the data from Section 2 of the questionnaire that focused on the General Job Satisfaction of the respondents.

**Table 4-2: General Job Satisfaction of respondents**

<b>Factor</b>	<b>Likert Scale</b>	<b>n</b>	<b>Percentage</b>
I am satisfied in my job	Strongly disagree	16	21
	Somewhat disagree	28	36
	Neither agree nor disagree	7	9
	Somewhat agree	12	15
	Strongly agree	15	19
I enjoy my job	Strongly disagree	18	23
	Somewhat disagree	26	33
	Neither agree nor disagree	10	13
	Somewhat agree	12	15
	Strongly agree	12	15
I would like to change my job	Strongly disagree	15	19
	Somewhat disagree	36	46
	Neither agree nor disagree	10	13
	Somewhat agree	8	10
	Strongly agree	9	12
I would like to change my career	Strongly disagree	18	23
	Somewhat disagree	30	38
	Neither agree nor disagree	13	17
	Somewhat agree	10	13
	Strongly agree	7	9

The results indicated that majority (57%) of respondents disagreed that they are satisfied in their jobs (21% strongly disagree, 36% somewhat disagree). Majority (56%) also do not enjoy their jobs (23% strongly disagree, 33% somewhat disagree). Close to two-thirds (65%) would not like to change jobs (19% strongly disagree, 46% somewhat disagree) and majority (61%) would not like to change their career (23% strongly disagree, 38% somewhat disagree).

General Job Satisfaction Scores was calculated by adding together each score on the Likert Scale from questions 1 to 4 from Section 2 of the questionnaire. The average score was then obtained. This average score is the General Job Satisfaction Score of each respondent. The General Job Satisfaction Score was categorized as follows where a score of:

“1” = “Very Low”

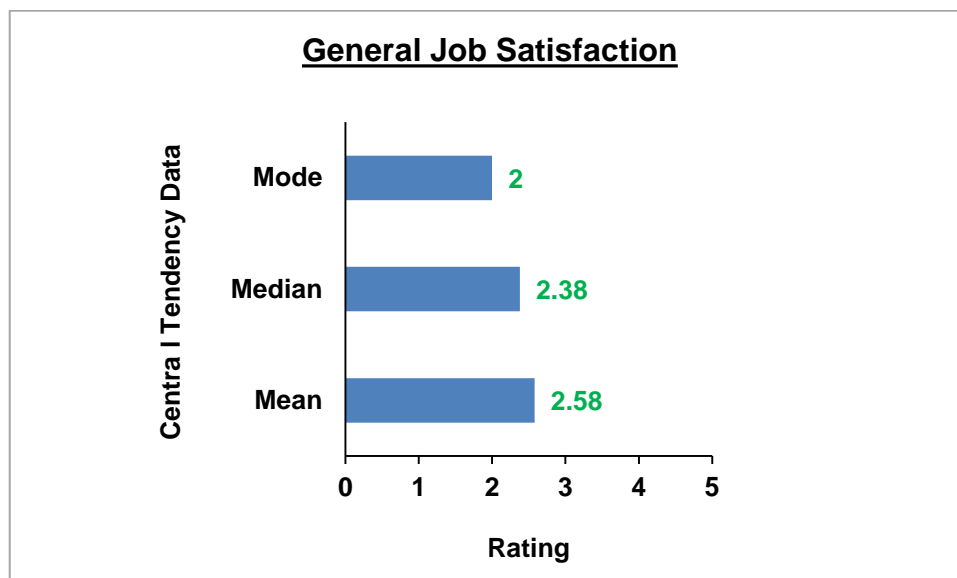
“2” = “Low”

“3” = “Neutral”

“4” = “High”

“5” = “Very High”

Figure 4-1 shows the central tendency data of the General Job Satisfaction Score from Section 2 of the questionnaire.



**Figure 4-1: Central Tendency Data of General Job Satisfaction**

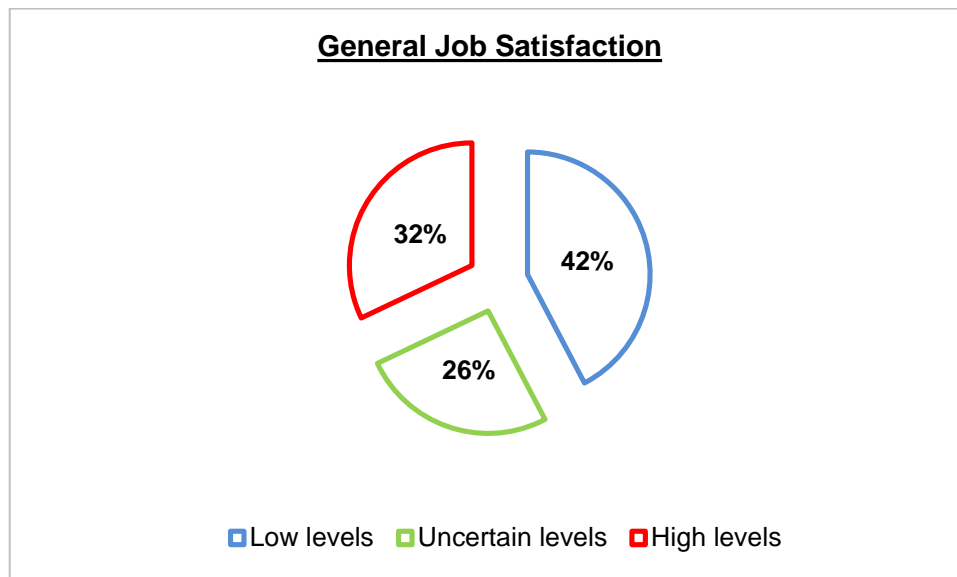
Means, median and modes scores out of a total of 5 for General Job Satisfaction Scores are given. The mean of 2.58 and median is 2.38 indicates that the average General Job Satisfaction is low.

Figure 4-2 shows the General Job Satisfaction Level amongst all the respondents. The General Job Satisfaction Level was obtained by taking the General Job Satisfaction Scores and grouping them as follows:

“1” and “2”= “Low Levels”

“3” = “Uncertain Levels”

“4” and “5” = “High Levels”



**Figure 4-2: General Job Satisfaction Levels**

It is evident from Figure 4-2 that the majority of the respondents had a General Job Satisfaction Level that is low (42%). This was significantly greater than the respondents who had General Job Satisfaction Levels that were uncertain (26%) and those respondents who had General Job Satisfaction Levels that were high (32%). It can be concluded that the General Job Satisfaction level among the respondents are at a low level.

#### 4.2.3 Salary

Table 4-3 provides the data from Section 2 of the questionnaire that focused on the Salary Satisfaction of the respondents.

**Table 4-3: Salary characteristics of respondents**

<b>Factor</b>	<b>Likert Scale</b>	<b>n</b>	<b>Percentage</b>
My salary is good	Strongly disagree	37	47.44
	Somewhat disagree	28	35.90
	Neither agree nor disagree	7	8.97
	Somewhat agree	5	6.41
	Strongly agree	1	1.28
Increases are too low	Strongly disagree	20	25.64
	Somewhat disagree	23	29.49
	Neither agree nor disagree	6	7.69
	Somewhat agree	20	25.64
	Strongly agree	9	11.54
I am happy with my current salary	Strongly disagree	42	53.85
	Somewhat disagree	22	28.21
	Neither agree nor disagree	7	8.97
	Somewhat agree	6	7.69
	Strongly agree	1	1.28
The benefits are good	Strongly disagree	21	26.92
	Somewhat disagree	25	32.05
	Neither agree nor disagree	10	12.82
	Somewhat agree	17	21.79
	Strongly agree	5	6.41

The results indicated that more than two thirds (83%) of respondents disagreed that they earn a good salary (47% strongly disagree, 36% somewhat disagree). Majority (56%) indicate the increases are not too low (26% strongly disagree, 30% somewhat disagree). More than two thirds (82%) are not happy with their current salary (54% strongly disagree, 28% somewhat disagree) and majority (59%) indicate that their benefits are not good. (27% strongly disagree, 32% somewhat disagree).

A Salary Satisfaction Score was calculated by adding together each score on the Likert Scale from questions 4 to 8 from Section 2 of the questionnaire. The average score was then obtained. This average score is the Salary Satisfaction Score of each respondent. The Salary Satisfaction Score was categorized as follows where a score of:

“1” = “Very Low”

“2” = “Low”

“3” = “Neutral”

“4” = “High”

“5” = “Very High”

Figure 4-2 shows the central tendency data of Salary Satisfaction Score from Section 2 of the questionnaire.

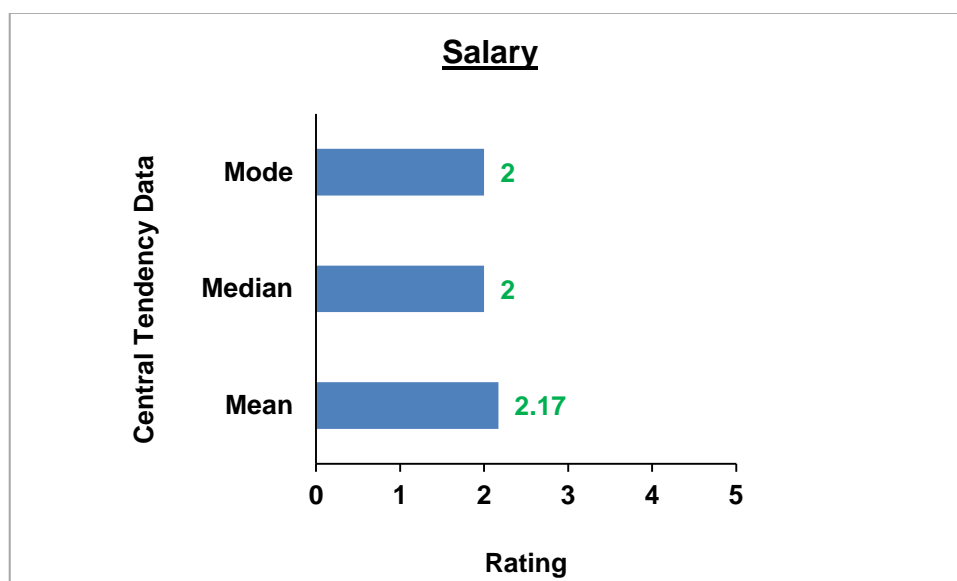


Figure 4-2: Central Tendency Data of Salary

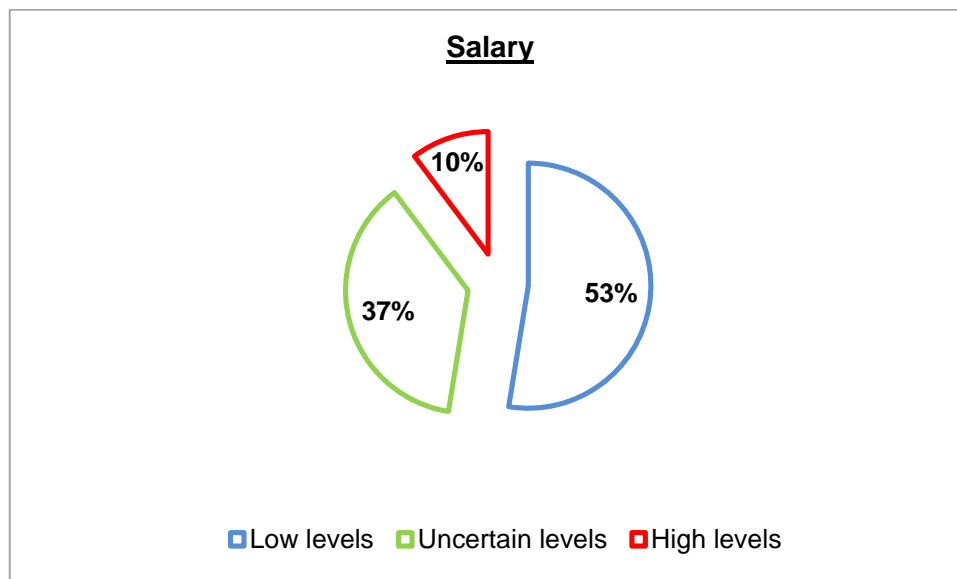
Means, median and modes scores out of a total of 5 for Salary Satisfaction Scores are shown in Figure 4-2. The mean of 2.17 and the median of 2.00 indicate that the average Salary Satisfaction is low.

Figure 4-3 shows the Salary Satisfaction Level amongst all the respondents. The Salary Satisfaction Level was obtained by taking the Salary Satisfaction Scores and grouping them as follows:

“1” and “2”= “Low Levels”

“3” = “Uncertain Levels”

“4” and “5” = “High Levels”



**Figure 4-3: Salary Satisfaction Level**

It is evident from Figure 4-3 that the majority of the respondents had a Salary Satisfaction Level that is low (53%). This was significantly greater than the respondents who had Salary Satisfaction Levels that were uncertain (37%) and those respondents who had Salary Satisfaction Levels that were high (10%). It can be concluded that the Salary Satisfaction Level among the respondents are at a low level.

#### 4.2.4 Work Itself

Table 4-4 provides the data from Section 2 of the questionnaire that focused on the Work Itself Satisfaction of the respondents.

**Table 4-4: Work Itself characteristics of respondents**

Factor	Likert Scale	n	Percentage
I feel safe against dangers	Strongly disagree	25	32.05
	Somewhat disagree	26	33.33
	Neither agree nor disagree	10	12.82
	Somewhat agree	14	17.95
	Strongly agree	3	3.85
I like doing the things I do at work	Strongly disagree	20	25.64
	Somewhat disagree	19	24.36
	Neither agree nor disagree	11	14.10
	Somewhat agree	21	26.92
	Strongly agree	7	8.97
My duties are fair	Strongly disagree	11	14.10
	Somewhat disagree	27	34.62
	Neither agree nor disagree	11	14.10
	Somewhat agree	24	30.77
	Strongly agree	5	6.41

The results indicated that close to two thirds (65%) of respondents do not feel safe against dangers in the jobs (32% strongly disagree, 33% somewhat disagree). Half (50%) indicate that they do not like doing their work (26% strongly disagree, 24% somewhat disagree). Close to half (49%) indicate that their duties are not fair (14% strongly disagree, 35% somewhat disagree).

A Work itself Satisfaction Score was calculated by adding together each score on the Likert Scale from questions 9, 11, and 12 of Section 2 of the questionnaire. The average score was then obtained. This average score is the Work Itself Satisfaction Score of each respondent. The Work Itself Satisfaction Score was categorized as follows where a score of:

“1” = “Very Low”

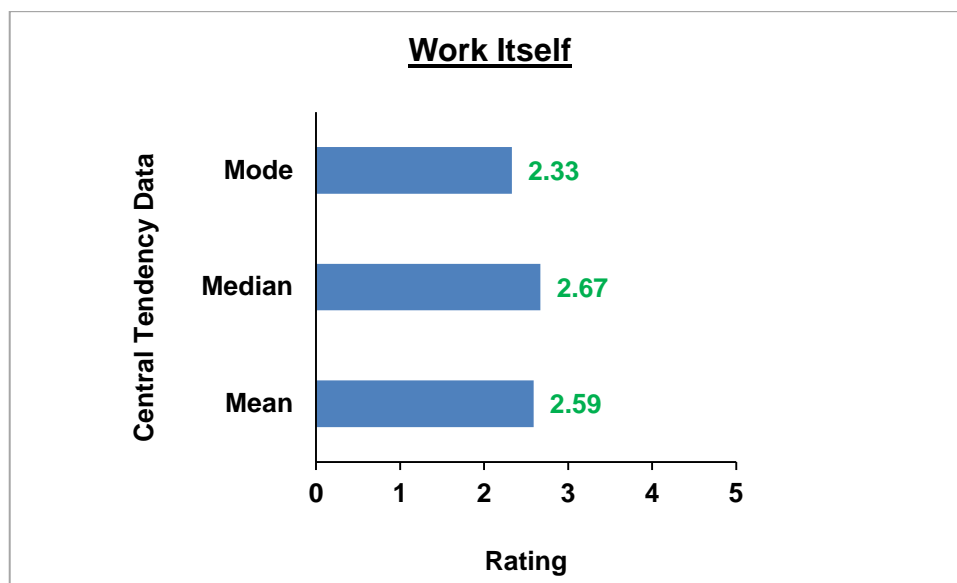
“2” = “Low”

“3” = “Neutral”

“4” = “High”

“5” = “Very High”

Figure 4-4 shows the central tendency data of Work Itself Satisfaction Score from Section 2 of the questionnaire.



**Figure 4-4: Central Tendency Data of Work Itself**

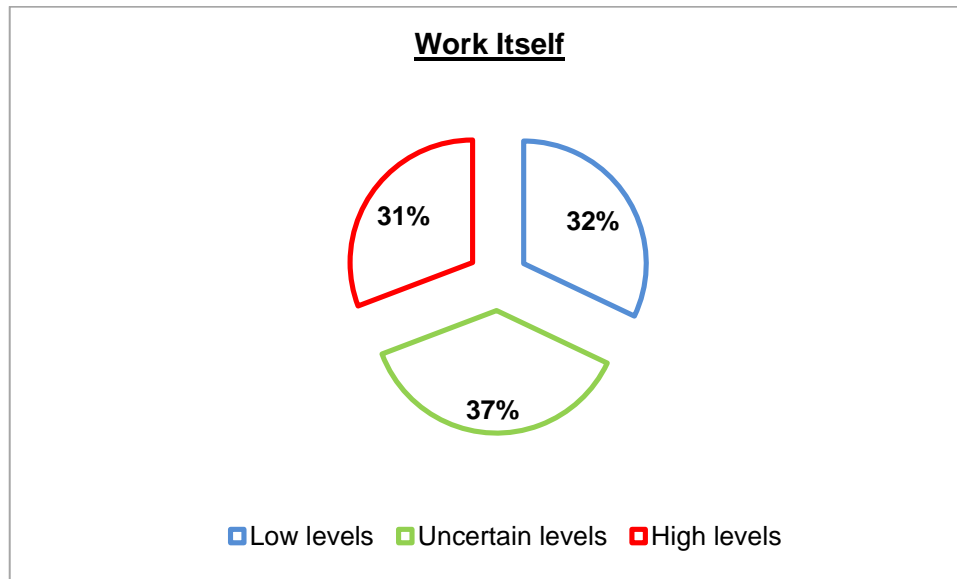
Means, median, and modes scores out of a total of 5 for Work Itself Satisfaction Score are given. The mean of 2.59 and median of 2.67 indicates that the average Work Itself satisfaction is low.

Figure 4-5 shows the Work Itself Satisfaction Level amongst all the respondents. The Work Itself Satisfaction Level was obtained by taking the Work Itself Scores and grouping them as follows:

“1” and “2”= “Low Levels”

“3” = “Uncertain Levels”

“4” and “5” = “High Levels”



**Figure 4-5: Work Itself Satisfaction Level**

It is evident from Figure 4-5 that there is no dominate level of Work Itself Satisfaction. The Work Itself Satisfaction Levels from respondents were all at similar levels that is high levels (31%), uncertain levels (37%) and low levels (32%). It can be concluded that the Work Itself Satisfaction Levels among the respondents are at neither a high nor low level.

#### 4.2.5 Training and Promotion

Table 4-5 provides the data from Section 2 of the questionnaire that focused on the Training and Promotion Satisfaction of the respondents.

**Table 4-5: Training and Promotions characteristics of respondents**

Factor	Likert Scale	n	Percentage
Those who do well get promoted	Strongly disagree	21	26.92
	Somewhat disagree	20	25.64
	Neither agree nor disagree	10	12.82
	Somewhat agree	21	26.92
	Strongly agree	6	7.69
I get training to do my job better	Strongly disagree	9	11.54
	Somewhat disagree	12	15.38
	Neither agree nor disagree	15	19.23
	Somewhat agree	25	32.05
	Strongly agree	17	21.79
There a chances of development	Strongly disagree	15	19.23
	Somewhat disagree	15	19.23
	Neither agree nor disagree	17	21.79
	Somewhat agree	23	29.49
	Strongly agree	8	10.26

Majority of the respondents (53%) disagree that those who do well get promoted (27% strongly disagree, 26% somewhat disagree). Majority (54%) also indicated that they get the required training to do their job better (22% strongly agree, 32% somewhat agree). No dominant scale is found with respect to chances of development (40% agree, 38% disagree).

A Training and Promotion Satisfaction Score was calculated by adding together each score on the Likert Scale from questions 14 to 16 of Section 2 of the questionnaire. The average score was then obtained. This average score is the Training and Promotion Satisfaction Score of each respondent. The Training and Promotion Satisfaction Score was categorized as follows where a score of:

“1” = “Very Low”

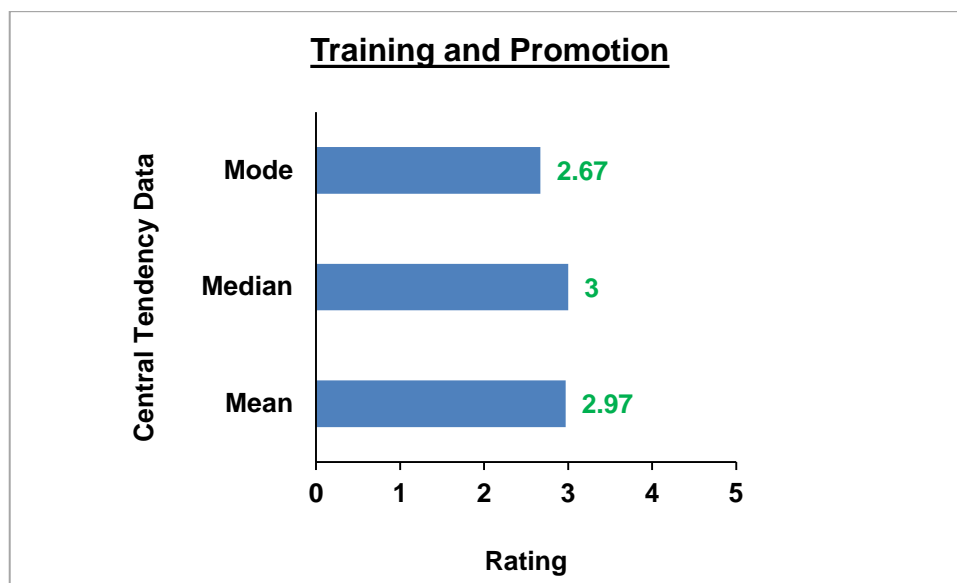
“2” = “Low”

“3” = “Neutral”

“4” = “High”

“5” = “Very High”

Figure 4-6 shows the central tendency data of Training and Promotion Satisfaction Score from Section 2 of the questionnaire.



**Figure 4-6: Central Tendency Data of Training and Promotion**

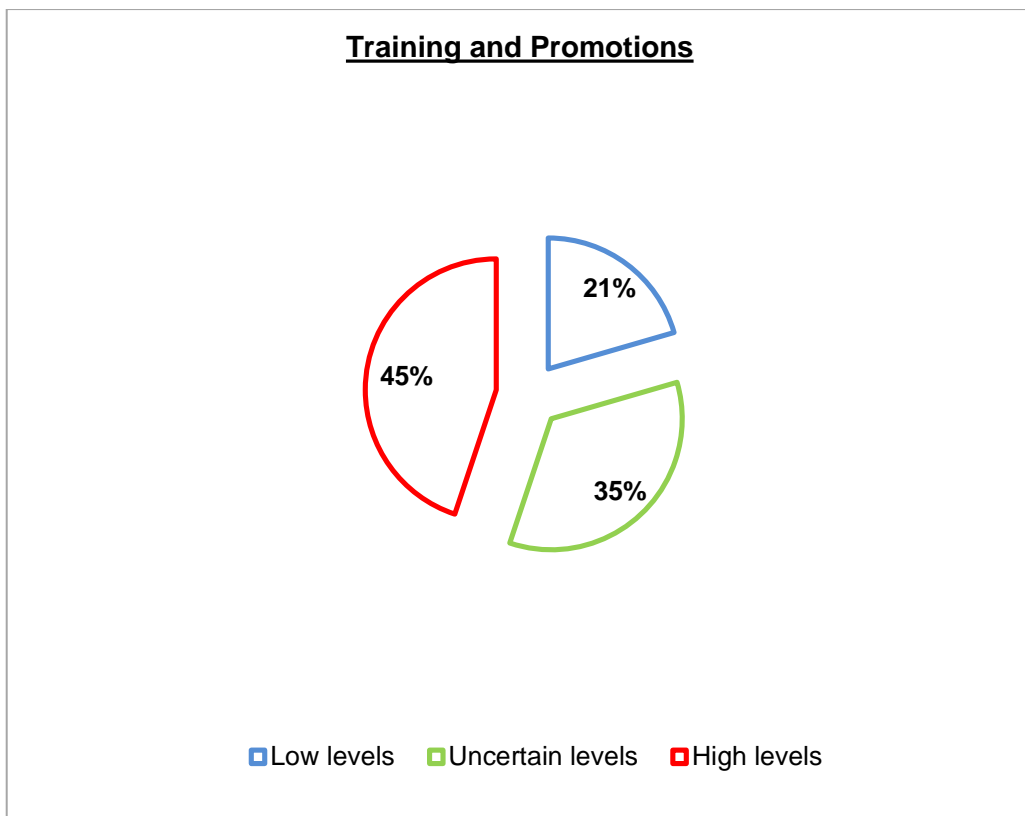
Means, median and modes scores out of a total of 5 for Training and Promotion Satisfaction Score are shown in Figure 4-6. The mean of 2.97 and the median of 3.00 indicate that the average Training and Promotion Satisfaction Score is neither high nor low.

Figure 4-7 shows the Training and Promotions Satisfaction Levels amongst all the respondents. The Training and Promotions Satisfaction Levels was obtained by taking the Training and Promotions Satisfaction Scores and grouping them as follows:

“1” and “2”= “Low Levels”

“3” = “Uncertain Levels”

“4” and “5” = “High Levels”



**Figure 4-7: Training and Promotions Satisfaction Level**

It is evident from Figure 4-7 that the majority of the respondents had Training and Promotions Satisfaction Levels that is high (45%). This was significantly higher than the respondents who had Training and Promotions Satisfaction Levels that were uncertain (35%) and those respondents who had Training and Promotions Satisfaction levels that were low (21%). It can be concluded that the Training and Promotions Satisfaction level among the respondents are at a high level.

#### 4.2.6 Working Conditions

Table 4-6 provides the data from Section 2 of the questionnaire that focused on the Working Conditions Satisfaction of the respondents.

**Table 4-6: Working Conditions characteristics of respondents**

Factor	Likert Scale	n	Percentage
Good working hours	Strongly disagree	29	37.18
	Somewhat disagree	26	33.33
	Neither agree nor disagree	3	3.85
	Somewhat agree	20	25.64
	Strongly agree	0	0.00
Good location	Strongly disagree	7	8.97
	Somewhat disagree	16	20.51
	Neither agree nor disagree	15	19.23
	Somewhat agree	31	39.74
	Strongly agree	9	11.54
I miss family functions due to my work	Strongly disagree	25	32.05
	Somewhat disagree	26	33.33
	Neither agree nor disagree	9	11.54
	Somewhat agree	12	15.38
	Strongly agree	6	7.69

The results indicate that more than two thirds of the respondents (70%) disagree that the working hours are good (37% strongly disagree, 33% somewhat disagree). Majority (52%) agree that they work in a good location (12% strongly agree, 40% somewhat agree). Close to two thirds (65%) indicate that they don't miss family functions because of their jobs (32% strongly disagree, 33% somewhat disagree).

A Working Conditions Satisfaction Score was calculated by adding together each score on the Likert Scale from questions 17 to 19 of Section 2 of the questionnaire. The average score was then obtained. This average score is the Working Conditions Satisfaction Score of each respondent. The Working Conditions Satisfaction Score was categorized as follows where a score of:

“1” = “Very Low”

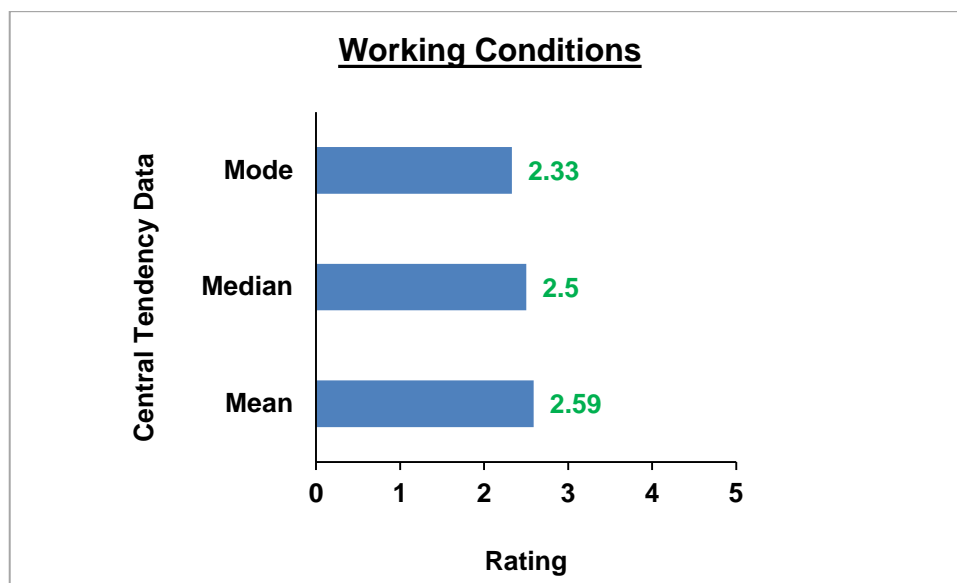
“2” = “Low”

“3” = “Neutral”

“4” = “High”

“5” = “Very High”

Figure 4-8 shows the central tendency data of Working Conditions Satisfaction Score from Section 2 of the questionnaire.



**Figure 4-8: Central Tendency Data of Working Conditions**

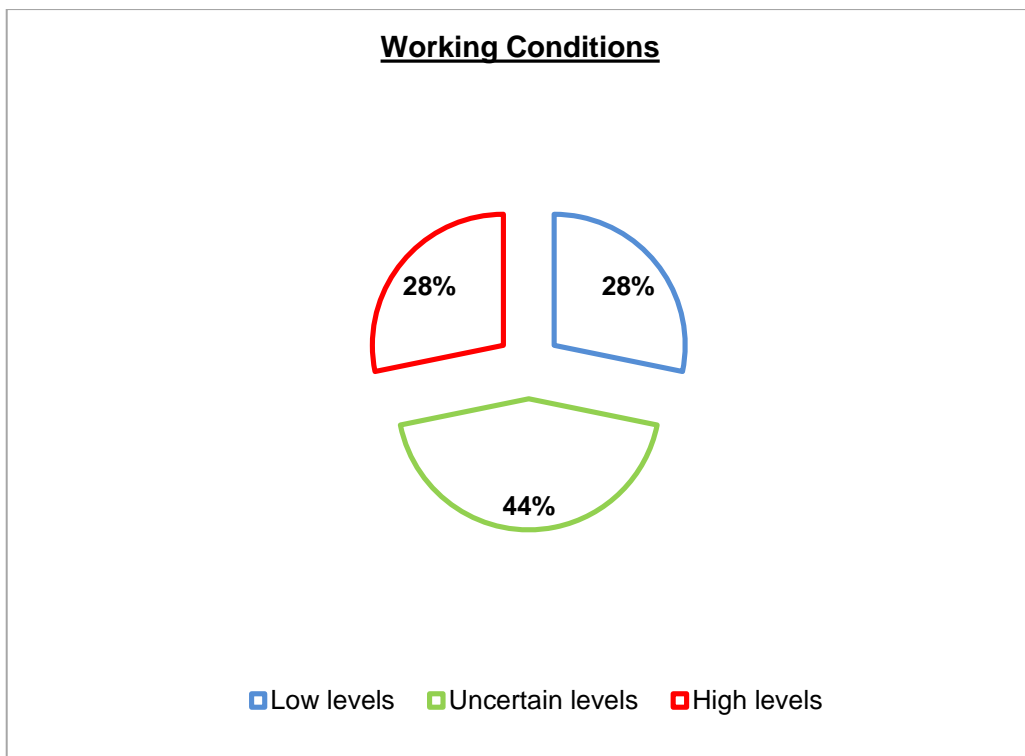
Means, median and modes scores out of a total of 5 for Working Conditions Satisfaction Score are shown in Figure 4-8. The mean of 2.59 and the median of 2.50 indicate that there that the average Working Conditions Satisfaction is low.

Figure 4-9 shows the Working Conditions Satisfaction Level amongst all the respondents. The Working Conditions Satisfaction Level Satisfaction Level was obtained by taking the Working Conditions Satisfaction Scores and grouping them as follows:

“1” and “2” = “Low Levels”

“3” = “Uncertain Levels”

“4” and “5” = “High Levels”



**Figure 4-9: Working Conditions Satisfaction Level**

It is evident from Figure 4-9 that the majority of the respondents had a Working Conditions Satisfaction level that is at uncertain levels (44%). This is significantly higher than both the Working Conditions Satisfaction Levels from respondents that were at high levels (28%) and low levels (28%). It can be concluded that the Working Conditions Satisfaction Levels among the respondents are at an uncertain level.

#### 4.2.7 Relationship with Supervisor

Table 4-7 provides the data from Section 2 of the questionnaire that focused on the Relationship with Supervisor Satisfaction of the respondents.

**Table 4-7: Supervisor characteristics of respondents**

Factor	Likert Scale	n	Percentage
My relation with my superior is good	Strongly disagree	5	6.41
	Somewhat disagree	19	24.36
	Neither agree nor disagree	8	10.26
	Somewhat agree	28	35.90
	Strongly agree	18	23.08
My superior values my input	Strongly disagree	11	14.10
	Somewhat disagree	25	32.05
	Neither agree nor disagree	8	10.26
	Somewhat agree	21	26.92
	Strongly agree	13	16.67
I can easily talk to my superior	Strongly disagree	9	11.54
	Somewhat disagree	19	24.36
	Neither agree nor disagree	9	11.54
	Somewhat agree	24	30.77
	Strongly agree	17	21.79

The results indicate that majority (59%) agree that their relationship with their manager is good (23% strongly agree, 36% somewhat agree). No dominant scale is found with respect to employee input valued by their superior (44% agree, 46% disagree). Majority (53%) agree that they can easily talk to their superior (22% strongly agree, 31% somewhat agree).

A Relationship with Supervisor Satisfaction Score was calculated by adding together each score on the Likert Scale from questions 21 to 23 of Section 2 of the questionnaire. The average score was then obtained. This average score is the Relationship with Supervisor Satisfaction Score of each respondent. The Relationship with Supervisor Satisfaction Score was categorized as follows where a score of:

“1” = “Very Low”

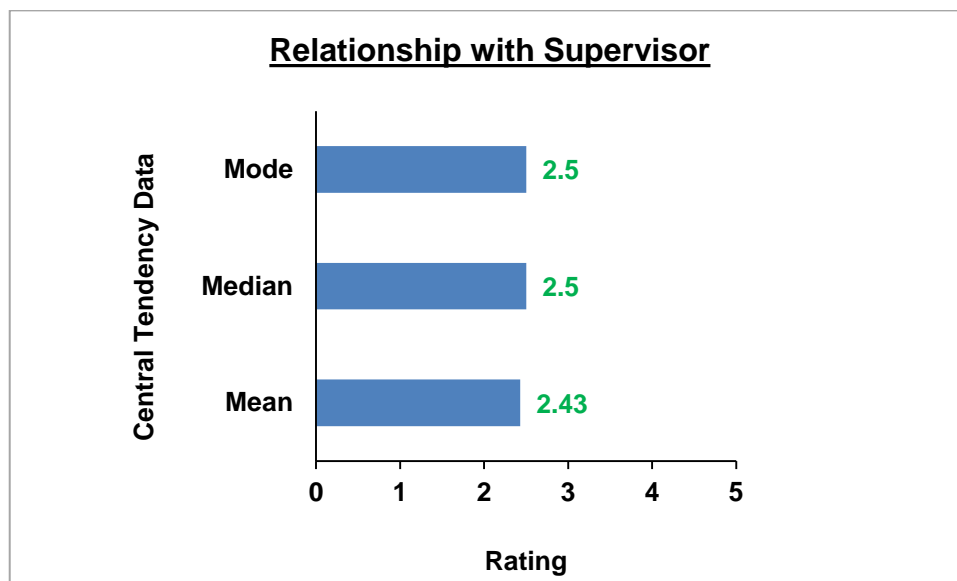
“2” = “Low”

“3” = “Neutral”

“4” = “High”

“5” = “Very High”

Figure 4-10 shows the central tendency data of Relationship with Supervisor Satisfaction Score from Section 2 of the questionnaire.



**Figure 4-10: Central Tendency Data of Relationship with Supervisor**

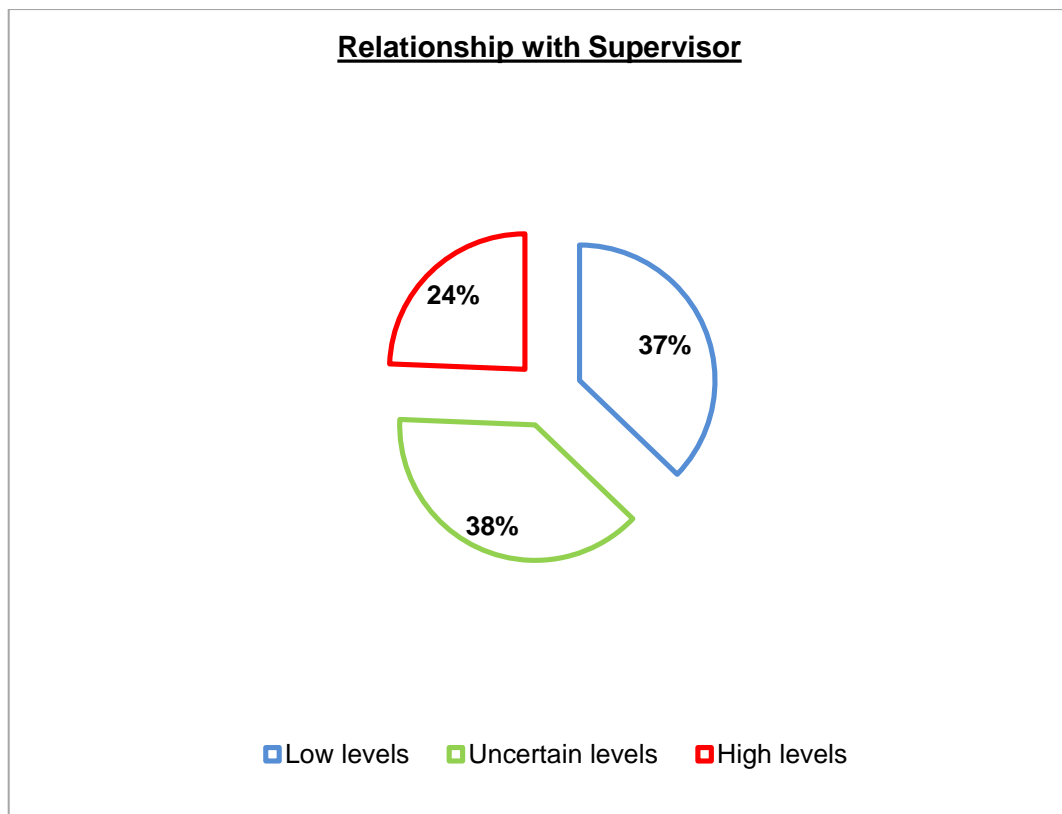
Means, median and modes, scores out of a total of 5 for the Relationship with Supervisor Satisfaction Score are given. The mean of 2.43 and the median of 2.50 indicate that there that the average Relationship with Supervisor Satisfaction Score is low.

Figure 4-11 shows the Relationship with Supervisor Satisfaction Levels amongst all the respondents. The Relationship with Supervisor Satisfaction Levels was obtained by taking the Relationship with Supervisor Satisfaction Scores and grouping them as follows:

“1” and “2”= “Low Levels”

“3” = “Uncertain Levels”

“4” and “5” = “High Levels”



**Figure 4-11: Relationship with Supervisor Satisfaction Level**

It is evident from Figure 4-11 that the majority of the respondents had a Relationship with Supervisor Satisfaction Levels that is uncertain (38%) and low (37%). This was significantly higher than the respondents who had Relationship with Supervisor Satisfaction Levels that were high (24%). It can be concluded that the Relationship with Supervisor Satisfaction Levels among the respondents is not at a high level.

#### 4.2.8 Relationship with Co-workers

Table 4-8 provides the data from Section 2 of the questionnaire that focused on the Relationship with Co-workers Satisfaction of the respondents.

**Table 4-8:Co-Workers characteristics of respondents**

Factor	Likert Scale	n	Percentage
I get along well with my colleagues	Strongly disagree	3	3.85
	Somewhat disagree	5	6.41
	Neither agree nor disagree	4	5.13
	Somewhat agree	32	41.03
	Strongly agree	34	43.59
I like with the people I work with	Strongly disagree	3	3.85
	Somewhat disagree	7	8.97
	Neither agree nor disagree	5	6.41
	Somewhat agree	31	39.74
	Strongly agree	32	41.03
There is too much fighting at work	Strongly disagree	13	16.67
	Somewhat disagree	7	8.97
	Neither agree nor disagree	10	12.82
	Somewhat agree	16	20.51
	Strongly agree	32	41.03
My co-workers help me if needed	Strongly disagree	2	2.56
	Somewhat disagree	6	7.69
	Neither agree nor disagree	6	7.69
	Somewhat agree	39	50.00
	Strongly agree	25	32.05

More than two thirds (85%) agree that they get along well with their colleagues (44% strongly agree, 41% somewhat agree). More than two thirds (81%) also like the people they work with (41% strongly agree, 40% somewhat agree). Close to two thirds (62%) agree there is too much fighting at work (41% strongly agree, 21% somewhat agree). More than two thirds (82%) agree they get help from co-workers (32% strongly agree, 50% somewhat agree).

A Relationship with Co-workers Satisfaction Score was calculated by adding together each score on the Likert Scale from questions 25, 26 and 28 of Section 2 of the questionnaire. The average score was then obtained. This average score is the Relationship with Co-Workers Satisfaction Score of each respondent. The Relationship with Co-Workers Satisfaction Score was categorized as follows where a score of:

“1” = “Very Low”

“2” = “Low”

“3” = “Neutral”

“4” = “High”

“5” = “Very High”

Figure 4-12 shows the central tendency data of the Relationship with Co-Workers Satisfaction Score from Section 2 of the questionnaire.

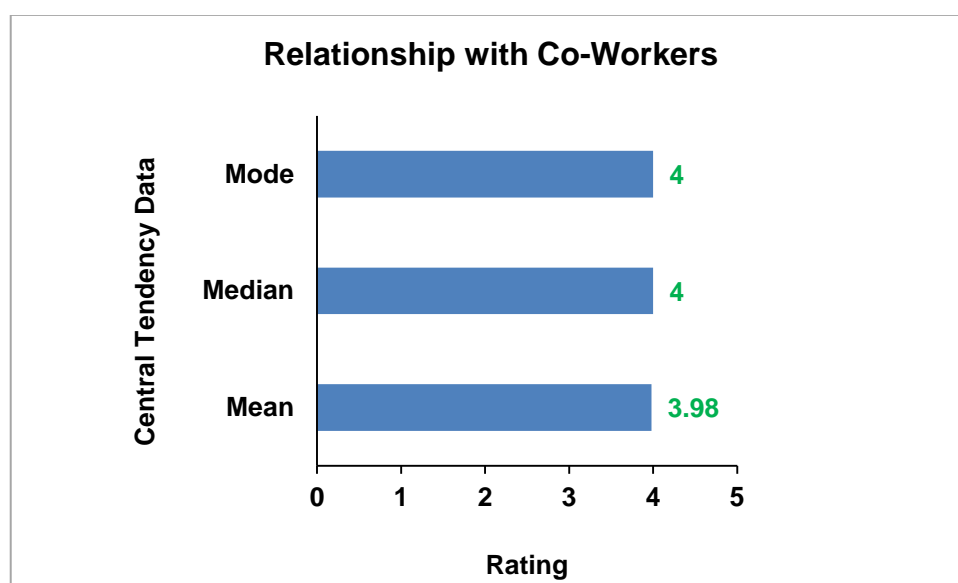


Figure 4-12: Central Tendency Data of Relationship with Co-workers

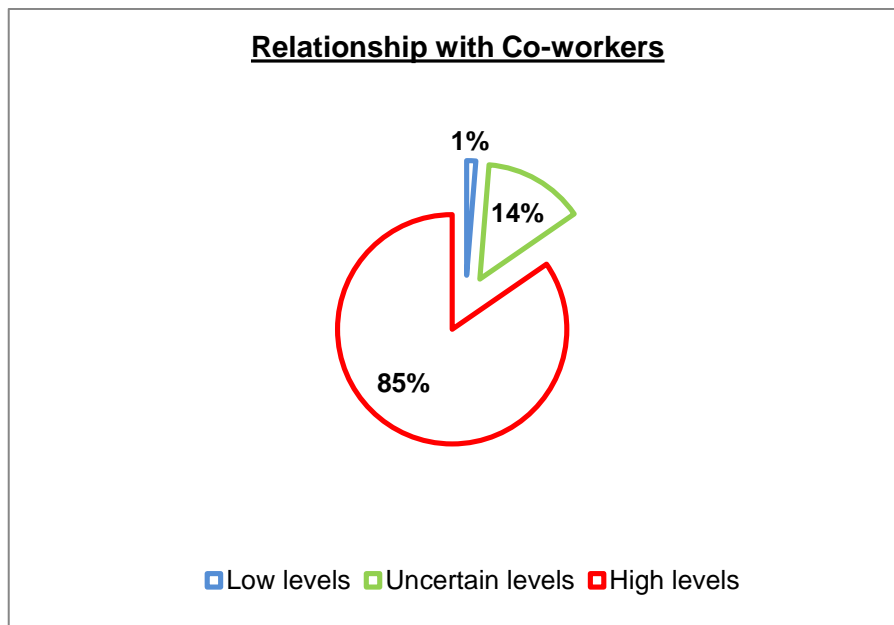
Means, median and modes scores out of a total of 5 for Relationship with Co-Workers Satisfaction Scores are given. The mean of 3.98 and the median of 4.00 indicate that there that the average Relationship with Co-Workers Satisfaction Score is high.

Figure 4-13 shows the Relationship with Co-workers Satisfaction Level amongst all the respondents. The Relationship with Co-workers Satisfaction Level was obtained by taking the Relationship with Co-workers Satisfaction Scores and grouping them as follows:

“1” and “2”= “Low Levels”

“3” = “Uncertain Levels”

“4” and “5” = “High Levels”

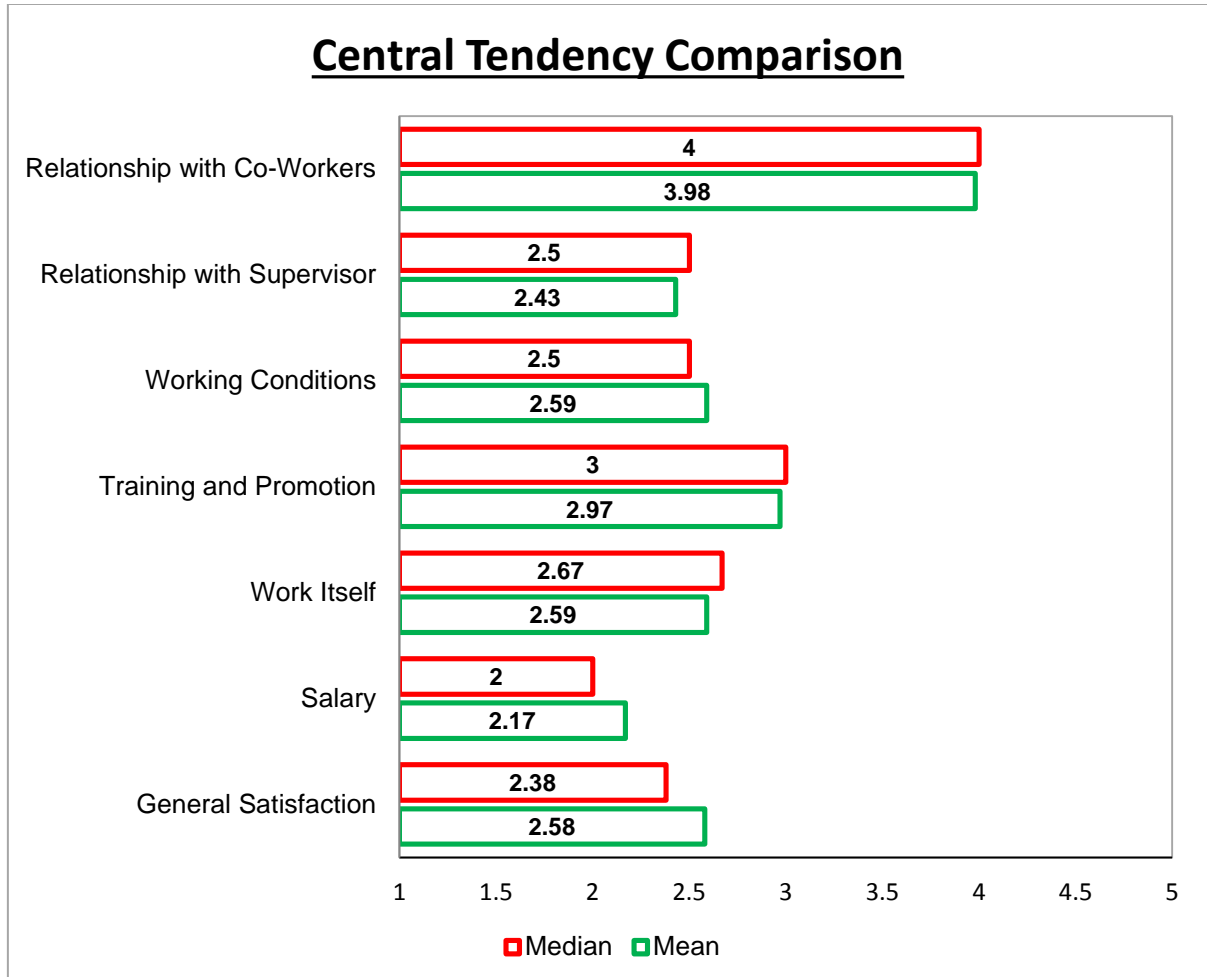


**Figure 4-13: Relationship with Co-workers Satisfaction Level**

It is evident from Figure 4-13 that the majority of the respondents had a Relationship with Co-workers Satisfaction Level that is high (85%). This was significantly higher than the respondents who had Relationship with Co-workers Satisfaction Levels that were uncertain (14%) and those respondents who had Relationship with Co-workers Satisfaction Levels that were low (1%). It can be concluded that the Relationship with Co-workers Satisfaction levels among the respondents are at a high level.

#### 4.2.9 Central tendency Comparison

Table 4-14 provides the central tendency data comparison from Section 2 of the questionnaire.



**Figure 4-14: Central Tendency Comparisons**

The highest mean scores were obtained on the Relationship with Co-Workers ( $\bar{x}$  = 3.98) and Training and Promotions ( $m$  = 2.59). The lowest mean score was salary ( $\bar{x}$  = 2.17). The highest median scores were obtained on the relationship with Co-workers ( $Md$  = 4.00) and Training and Promotions ( $Md$  = 3.00).

### 4.3 Inferential Statistics using Multiple Regression Analysis

Multiple regression analysis was the inferential statistical technique used. It helped in predicting the portion of the total variance that independent variables have in the dependent variable. Table 4-9 provides the Regression Statistics output that was obtained using Microsoft Excel 2010.

**Table 4-9: Regression Statistics**

Regression Statistics	
Multiple R	0.74
R Square	0.55
Adjusted R Square	0.51

The regression statistics display a **R<sup>2</sup> value** of **0.55**. This indicates that if taken as a set salary, the work itself, training, and promotion, working conditions, relationship with supervisors, and relationship with co-workers account for 55% of the variance of General Job Satisfaction. Table 4-10 provides the ANOVA Statistics obtained from Microsoft Excel 2010.

**Table 4-10: ANOVA**

	df	SS	MS	F	Significance F
<b>Regression</b>	6	45.820	7.637	14.807	6.80213E-11
<b>Residual</b>	71	36.617	0.516		
<b>Total</b>	77	82.437			

The ANOVA results display a **Significance F value** of **6.8E-11**. The alpha value used for this study is 0.05 which corresponds to a confidence level of 95%. The Significance F value is less than the alpha value. It can then be concluded that the overall regression model was significant,  $F(6, 71) = 14.8$ ,  $p < 0.05$ ,  $R^2 = 0.55$ .

Table 4-11 shows the Coefficients and P-Values Statistics obtained using Microsoft Excel 2010.

**Table 4-11: Coefficients and P-Values**

Variable	Coefficients	P Value
General Job Satisfaction	-0.09	0.8706
Salary	0.45	0.0016
Work Itself	0.14	0.1591
Training and Promotions	0.12	0.2097
Working Conditions	0.24	0.0634
Relationship with Supervisor	0.49	0.0000
Relationship with Co-Workers	-0.20	0.0860

It is evident from Table 4.11 that the P Values of the independent variables of Work Itself (0.1591), Training and Promotions (0.2097), Working Conditions (0.0634) and Relationship with Co-Workers (0.0860) are greater than the alpha value of 0.05. Hence, the Beta coefficients for these variables are not statistical significance and no statistical significance can be interpreted from these variables.

The P Values for the independent variables of Salary (0.0016) and Relationship with Supervisor (0.0000) are less than the alpha value of 0.05. Hence, the Beta coefficients for these variables are statistical significance and statistical significance can be interpreted from these variables. The Beta coefficient for Salary is 0.45. This indicates that for each unit increase in Salary the Job Satisfaction will increase by 0.45 units. Similarly, as the Beta coefficient for Relationship with Supervisors is 0.49, this indicates that for each unit increase in Relationship with Supervisors the Job Satisfaction will increase by 0.49 units.

It is evident that only the factors of Salary and Relationship with Supervisors are statistically significant. Hence the regression analysis model was recalculated by taking account only these two variables. Table 4-12 provides the Multiple Regression Statistics obtained using Microsoft Excel 2010.

**Table 4-12: Multiple Regression Statistics**

<b>Regression Statistics</b>	
Multiple R	0.70
R Square	0.49
Adjusted R Square	0.47

<b>ANOVA</b>					
	<b>df</b>	<b>SS</b>	<b>MS</b>	<b>F</b>	<b>Significance F</b>
Regression	2.00	39.98	19.99	35.32	1.55729E-11

<b>Coefficients and P-Values</b>		
<b>Variable</b>	<b>Coefficients</b>	<b>P-value</b>
Intercept	-0.209	0.547
Salary	0.627	0.000
Relationship with Supervisors	0.588	0.000

The P Values of the independent variables of Salary (0.000) and Relationship with Supervisor (0.0000) are less than the alpha value of 0.05. Hence, the Beta coefficients for these variables are statistical significance and statistical significance can be interpreted from these variables. The Beta coefficient for Salary is now increased to 0.627 and the Beta coefficient for Relationship with Supervisors is now 0.588. The model for Job Satisfaction can now be predicted as:

$$\text{Job Satisfaction} = 0.627\text{Salary} + 0.588\text{Relationship with Supervisor} - 0.209$$

#### 4.4 Discussion

This research study has restricted generalizability and may need to be established by other research in other campuses in South Africa. However various studies in different parts of the world do allow for direct assessment with the current study. This research study assessed whether there is a high or low level of job satisfaction among security guard officers in UKZN Westville campus and what factors influence the level of job satisfaction. It is evident that 42% of respondents are dissatisfied with their job. High levels of satisfaction were obtained for the factors of training and promotions and relationship with co-workers. Low levels of satisfaction were obtained for the factors of salary and relationship with supervisors. The work itself and the working conditions showed neither a high or low level of satisfaction. These outcomes were supportive of the findings of (Maregele, 2014; Ngoepe, 2016; Karacan, 2011 and Carter-Brown, 2005). Low levels of satisfaction have implications on the security industry with respect to the efficiency, effectiveness, and sustainability of the company. The levels of job satisfaction among security guards officers should be a cause of concern.

The results of the multiple regression analysis revealed the following:

- Salary is a statistically significant predictor of job satisfaction. This demonstrates that the job satisfaction levels of security guard officers are directly proportional to their salary. This outcome is consistent with finding from the other studies of (Maniram, 2007; Neog, 2014 and Mafini & Dlodlo, 2014).
- Work itself is not statistically significant predictor of job satisfaction. These findings imply that job satisfaction levels are not influenced on the work itself amongst security guard officers. This is new findings and counter to those observed (Rehman & Rehman, 2013 and Selin, et al., 2011).
- Training and promotion is a not statistically significant predictor of job satisfaction. These findings illustrate that training and promotion of security guard officers is not influential on job satisfaction levels. This is new findings and counter to those observed of (Govender, 2013; Maniram, 2007 and Mafini & Dlodlo, 2014).
- Working conditions is not a statistically significant predictor of job satisfaction. These findings imply that job satisfaction levels amongst security guard officers are not dependent upon the quality of working conditions encountered. This is

new finding and counter with previous research from (Maniram, 2007 and Saeed, 2013).

- Relationship with supervisors is a statistically significant predictor of job satisfaction. This demonstrates that the job satisfaction levels of security guard officers are directly proportional to their relationship with supervisors. This is consistent with the findings from a number of previous studies (Mosammod & Kabir, 2011 and Mosikidi, 2012).
- Relationship with co-workers is not a statistically significant predictor of job satisfaction. These findings illustrate that relationship with co-workers does not solely trigger any significant increases in their job satisfaction levels. This is notably inconsistent from previous research from Maniram (2007) and Saeed (2013).

#### **4.5 Summary**

In this research, data collected was used to evaluate job satisfaction levels and the factors influencing it. It is evident that the majority of the respondents were dissatisfied with their jobs with salary and supervision being the main contributors to this result. The lowest mean score was for salary and the highest was for relationship with co-workers. The results of the multiple regression analysis revealed that the Work Itself, Training and Promotions, Working Conditions and Relationship with Co-Workers are not statistical significance. The only factors that are statistical significance are Salary and Relationship with Supervisors. This means that only Salary and Relationship with Supervisors have an influence on the job satisfaction levels for security guard officers working in UKZN Westville campus.

## **5.0 RECOMMENDATIONS AND CONCLUSIONS**

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### **5.1 Introduction**

Salary, training and promotions, work itself, working conditions, relationship with supervisors and relationship with co-workers are factors that generally influence the level of satisfaction with one's job. Jobs that are very demanding and often unpredictable can cause employees to feel uncertain and less satisfied at work. Dissatisfied security guards officers are less productive and have a lackadaisical approach to their duties. It is evident from research studies that job satisfaction and customer satisfaction have a positive correlation. Security guards officers play an integral role in the lives of many South Africans. It is therefore of extreme importance to get an understanding of what motivates them and how much contextual variables and their employers affect them.

### **5.2 Has the data answered the research question?**

The data collected from the questionnaire was analysed using descriptive and inferential statistical methods and provided answers to the research questions. It was determined that the job satisfaction level of among security guard officers that are working in UKZN Westville Campus is low and the factors which influence job satisfaction levels among private security guard officers working in UKZN Westville Campus are salary and relationship with supervisors. This was answered using a structured questionnaire and descriptive and inferential statistics.

### **5.3 Benefits of this Research**

There are numerous studies that have identified factors that influence job satisfaction levels of employees from different fields. However there is limited research focusing on security guard officers in South Africa. Hence this study is to address the gap of limited knowledge on the job satisfaction levels and the factors influencing job satisfaction levels of security guard officers. By knowing the current level of job satisfaction and identifying the factors that influence job satisfaction both employers and employees can then strive to improve and negate the negative factors thereby increasing the level of job satisfaction among the security guard officers. Employees that are more satisfied with their jobs will pursue

organizational goals and values that can result in a noteworthy involvement to the productivity of that organization. It can also result in an increase in the efficiency and productivity of the organization which will be beneficial for employees, management, as well as stakeholders.

#### **5.4 Business solutions**

Based on the finding of this research study the following proposed solutions are recommended.

##### **5.4.1 Policy makers**

The outcomes of one research study cannot provide a firm conclusion and justify important decision making in any industry or organization. However, the findings from this study have produced results that suggest that interventions are needed to increase levels of job satisfaction among security guard officers at UKZN Westville Campus. The relationship between job satisfaction levels and job performance is very strong and significant. It is of great importance that relevant human resources policies, salary improvements, and relationship with supervisors in particular are strengthened. Although some factors in this study did not prove to have an influence on job satisfaction levels, these factors must never be totally neglected.

##### **5.4.2 Salary**

The outcomes of the study indicate that one of the main elements that influence job satisfaction levels is salary. The significance of money in this case should not be miscalculated and the important role it plays in job satisfaction of the employees. Service quality, organizational performance, and job satisfaction can all be improved if the employees are given fair salaries. For job satisfaction levels it can be clearly seen that money is a good motivator, all employees work for money and employee needs money to fulfil their daily needs. A good salary and good compensation are the key aspects in increasing the employee job satisfaction. It is alleged that if the company increase the amount of the employee salary it could increase the employee job satisfaction. Although it is hard for any company especially a university to restructure salary grades the benefits obtained must also be noted.

#### 5.4.3 Relationship with Supervisors

An improvement in interactions and relationships between management and staff should be prioritized. The decision-making leeway among staff members should also be increased. Staff development and permitting them increased decision making responsibilities regarding the business is essential to achieve superior results. It is recommended that an employees' job be reformed to have a scope of enrichment and be of interest. Managers should motivate and do their best to satisfy the needs of their employees. This shall enhance the job satisfaction levels of security guard officers. This could also lead to a reduction in absenteeism, improved turnover, less strike action and unsatisfactory work performance.

### **5.5 Limitations of this study**

Every research study has limitations. The researcher for this study made significant efforts to reduce the number of limitations. However like most studies this research study was not invulnerable to limitations. The limitations for this study include the following:

- The sample population was based in only one campus (UKZN Westville Campus). The findings from this study should not be generalized to other populations and contexts.
- The research instrument was modified for this study and therefore limitations have to be associated with it.
- Only six factors that influence level of job satisfaction was investigated
- The analyses of social demographics was not performed
- A longitudinal research timeline was not performed
- The findings of the study may not be inclusive to all employed private security guard officers in South Africa as there will be different locations, threats, and circumstances that may impact the level of job satisfaction.
- The findings of the study cannot be compared to security guard officers in other universities, as the diverse circumstances and dissimilar environments in other universities may impact on the level of job satisfaction.
- The self-reporting measure of the survey instrument makes the obtained information obtainable by respondents subjective as it based upon personal perception.

- Despite respondents being guaranteed of confidentiality, it is still quite conceivable that they either over or under quantified their level of job satisfaction.
- Although there is a high level of participation in this research study, those participants who did not participate may have changes the results.

## **5.6 Recommendations to overcome the limitations**

Based on the limitations the following can be performed to overcome them. It is therefore recommended that:

- Research studies can be performed at more learning institutions.
- Re-examination of the questionnaire study may also be very beneficial as this may remove any misinterpretation of questions.
- Possible addition of other factors that may influence level of job satisfaction
- Analyses of social demographics could be performed
- A longitudinal research timeline could be performed
- A truly representative sample would look at a diverse sample comprising a number of different institutions in different businesses.
- A study of more establishments could highlight trends within this sector, and allow a comparative analysis.
- Research should be conducted in different environments, different populations, and different contexts.
- The research instrument should undergo more examination
- Research could be performed that focus on other industries that could involve other threats and circumstances.
- Research to be conducted using a qualitative study
- Reassurance from supervisors and management that all respondents confidentiality is guaranteed.

## **5.7 Summary**

The aim of this research study is to determine whether there is a high or low level of job satisfaction and to determine which factors (salary, work itself, training and promotions, working conditions, relationship with supervisor and relationship with co-workers) influence job satisfaction levels among security guard officers working in UKZN Westville Campus. The information to answer these questions was obtained from the research instrument. An acceptable statistical sample was obtained from the respondents. After the use of descriptive and inferential statistics analysis the answers to the research questions was obtained. It was evident from the research finding of this study that there is a low level of job satisfaction among the security guard officers working in UKZN Westville Campus and that job satisfaction levels are significantly influenced by two factors that of salary and relationship with supervisors.

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# APPENDIX 1

## Gatekeepers Letter



18 April 2016

Mr Kamendren Govender (SN 991212826)  
Graduate School of Business  
College of Law & Management Studies  
University of Kwa-Zulu Natal  
Westville  
Email: [kgovender@double.com](mailto:kgovender@double.com)

Dear Mr Govender

### RE: PERMISSION TO CONDUCT RESEARCH

Gatekeeper's permission is hereby granted for you to conduct research at the University of KwaZulu-Natal (UKZN), provided Ethical clearance has been obtained. We note the title of your research project is:

*"Job Satisfaction in the Security Industry : Perceptions of security guards working in UKZN Westville Campus".*

It is noted that you will be constituting your sample by handing out questionnaires to security guards on the Westville Campus.

Please ensure that the following appears on your questionnaire/attached to your notice:

- Ethical clearance number;
- Research title and details of the research, the researcher and the supervisor;
- Consent form is attached to the notice/questionnaire and to be signed by user before he/she fills in questionnaire;
- gatekeepers approval by the Registrar.

Data collected must be treated with due confidentiality and anonymity.

Yours sincerely

[Redacted Signature]

**MR SS MOKOENA  
REGISTRAR**

#### Office of the Registrar

Postal Address: Private Bag X54001, Durban, South Africa

Telephone: +27 (0) 31 260 8005/2206 Facsimile: +27 (0) 31 260 7824/2204 Email: [registrar@ukzn.ac.za](mailto:registrar@ukzn.ac.za)

Website: [www.ukzn.ac.za](http://www.ukzn.ac.za)



Edgewood Howard College Medical School Pietermaritzburg Westville

## APPENDIX 2

### Questionnaire Covering Letter



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

Dear Respondent

**MBA Research Project**

**Researcher:** Kamendren Govender (079 501 6887)

**Supervisor:** Dr A Kader (082 901 0225)

**Research Office:** Ms P Ximba (031-2603587)

I, Kamendren Govender am a MBA student, at the Graduate School of Business and Leadership, of the University of KwaZulu-Natal. You are invited to participate in a questionnaire for a research project entitled: "Job Satisfaction in the Security Industry: Perceptions of security guards working in UKZN Westville Campus." The ethical clearance number for this study is **HSS/0482/016M**.

The aim of this study is to:

- To determine the level of job satisfaction among security guards working in UKZN Westville Campus
- To determine the factors influencing job satisfaction security guards working in UKZN Westville Campus

Through your participation obtaining the aims will result in a more effective and efficient run department. This will be beneficial for employees, management, as well as stakeholders.

**Please note the following:**

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

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

The survey should take you about 5 minutes to complete. I hope you will take the time to complete this survey.

Sincerely  
Kamendren Govender



10 May 2015

# APPENDIX 3

## Consent Letter



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

### **MBA Research Project**

**Researcher:** Kamendren Govender (079 501 6887)

**Supervisor:** Dr A Kader (082 901 0225)

**Research Office:** (Ms P Ximba 031-2603587)

### **CONSENT**

I ..... (Full Names) hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participating in the research project. I understand that I am at liberty to withdraw from the project at any time, should I so desire.

Signature of Participant

.....

Date

.....

**This page is to be retained by researcher**

# APPENDIX 4

## Questionnaire

### SECTION 1: SOCIO-BIOGRAPHIC INFORMATION

Please place an X in the correct box below.

1.1	<b>Sex</b>	Male	Female	
1.2	<b>Age</b>	<40	>40	
1.3	<b>Marital Status</b>	Single	Married	Divorced
1.4	<b>Years in current job?</b>	<2	>10	>20
1.5	<b>Level of education?</b>	High School	College	University

### SECTION 2: EVALUATION OF JOB SATISFACTION

Please complete the following questionnaire with specific regard to the above enquiry, by placing a circle in the appropriate box.

How do you feel about your present job?	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
<b>1. General Satisfaction</b>					
I am satisfied in my job	1	2	3	4	5
I enjoy my job	1	2	3	4	5
I would like to change my job	1	2	3	4	5
I would like to change my career	1	2	3	4	5
<b>2. Salary</b>					
My salary is good	1	2	3	4	5
Increases are too low	1	2	3	4	5
I am happy with my current salary	1	2	3	4	5
The benefits are good	1	2	3	4	5
<b>3. Work Itself</b>					
I feel safe against dangers	1	2	3	4	5
My job is meaningless	1	2	3	4	5
I like doing the things I do at work	1	2	3	4	5
My duties are fair	1	2	3	4	5
<b>4. Training and Promotions</b>					
There are little chance of promotions	1	2	3	4	5
Those who do well get promoted	1	2	3	4	5
I get training to do my job better	1	2	3	4	5
There a chances of development	1	2	3	4	5
<b>5. Working Conditions</b>					
I have the right tools to do my job	1	2	3	4	5
The working hours is good	1	2	3	4	5
The location is good	1	2	3	4	5
I miss family functions due to my work	1	2	3	4	5
<b>6. Relationship with Supervisor</b>					
My relation with my superior is good	1	2	3	4	5
My superior values my input	1	2	3	4	5
I can easily talk to my superior	1	2	3	4	5
My supervisor is unfair to me.	1	2	3	4	5
<b>7. Relationship with Co-Workers</b>					
I get along well with my colleagues	1	2	3	4	5
I like with the people I work with	1	2	3	4	5
There is too much fighting at work	1	2	3	4	5
My co-workers help me if needed	1	2	3	4	5

# APPENDIX 5

## Ethical Clearance Certificate



20 May 2016

**Mr Kamendren Govender (991212826)**  
Graduate School of Business & Leadership  
Westville Campus

Dear Mr Govender,

**Protocol reference number: HSS/0482/016M**

**Project title:** Job satisfaction in the Security Industry: Perceptions of security guards working in UKZN Westville Campus

**Full Approval – Expedited Approval**

With regards to your application received on 29 April 2016. The documents submitted have been accepted by the Humanities & Social Sciences Research Ethics Committee and **FULL APPROVAL** for the protocol has been granted.

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

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

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

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

Yours faithfully

  
.....  
Dr Shamila Naidoo (Deputy Chair)

/ms

Cc Supervisor: Dr Abdulla Kader  
Cc Academic Leader Research: Dr Muhammad Hoque  
Cc School Administrator: Ms Zarina Bullyraj

Humanities & Social Sciences Research Ethics Committee

Dr Shenuka Singh (Chair)







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## APPENDIX 6

### Turnitin Similarity Index

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