

UNIVERSITY OF KWAZULU-NATAL

**JOB SATISFACTION ON THE FACTORY SHOPFLOOR AT
MPACT CORRUGATED PINETOWN**

By

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requirements for the degree of Master of Business
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It is with great pleasure and relief that I have successfully completed my MBA studies. I would like to dedicate my studies to my late mother, Mavis Khumalo, who passed away on the 7th April 2014. Sadly, she will not be able to see me graduate.

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ABSTRACT

Job satisfaction is an important concept in organisations to ensure that human capital, which is one of the crucial assets of the business, is kept satisfied and engaged in their jobs. Empirical evidence shows that this phenomenon is crucial for all parties involved – the individual, organisations, and industries. Although there have been previous studies of job satisfaction both in South Africa and other countries, these have been limited to industries other than the packaging industry. This study presents an analysis of job satisfaction levels on the factory shop floor at Mpact Corrugated Pinetown.

A cross-sectional survey was conducted among 167 shop floor workers at Mpact Corrugated Pinetown using a pretested and self-administered manual questionnaire. Out of the 150 distributed questionnaires, 81 were duly returned. However, 75 of the 81 were fully completed.

The data shows that the respondents were generally satisfied and engaged in their jobs. However, they indicated dissatisfaction with the lack of involvement in decisions that pertained to their work, lack of adequate communication of quality goals, low salaries, and inadequate working conditions. The study was able to answer the research question, namely that reduced productivity levels at Mpact Corrugated Pinetown cannot be attributed to job satisfaction. Therefore, further investigation into the causes of reduced productivity levels has to be conducted at Mpact Pinetown. The study also found a positive correlation between job satisfaction and employee engagement, and employee performance. However, areas where employees indicated job dissatisfaction are highlighted and discussed in this dissertation, and recommendations to address the gaps are made accordingly. These include, inter alia, introduction of works studies to identify job enhancement opportunities, standardisation of quality parameters for each customer product, and inexpensive performance incentives initiatives.

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CHAPTER ONE

Overview of Study

1.1 Introduction

According to Schiller (2011), neo-classic economists regard the aim of the business as that of maximising profit by using factors of production such that there is excess left after the production costs have been deducted. According to Dess and Picken (1999), and Oladapo (2014), businesses have historically adopted the neo-classic view, whilst disregarding the need to focus on human capital. However, Dess and Picken (Ibid), and Oladapo (Ibid) stated that there has been a significant change in the outlook of leading organisations in considering their employees as intellectual assets as opposed to mere factors of production. Over the years, businesses have accepted this view as a more progressive way of thinking. To this end, businesses have invested a lot in ensuring that high budgets are reversed for salaries and wages, skills development, and various employee retention schemes. However, one of the continuing concerns of business is to ensure that employees are kept motivated and satisfied during their lifetime in the organisation.

A need has arisen at Mpact Corrugated Pinetown to investigate reasons for reduced levels of productivity of machine crews on the shop floor. An initial investigation pointed to a possibility of reduced job satisfaction among shop floor employees. This study, therefore, sought to investigate the said job satisfaction levels at Mpact Corrugated Pinetown, focusing on the shop floor workers.

This chapter presents an overview of the study, highlighting the motivation, the focus, and the problem statement. The research question will be generated based on the problem statement and its corresponding objectives clearly outlined. The study limitations will be fully explained. Lastly, a summary of the research process will be outlined.

1.2 Motivation for the study

Employee job satisfaction is crucial in ensuring that employees are kept motivated and engaged in their jobs. Organisations have to ensure that employee needs are identified before job satisfaction interventions are introduced because employees are unique individuals with unique needs. It is, therefore, critical for management to establish what those unique needs are and to introduce suitable interventions to address the needs. In order to understand such needs at Mpact Corrugated Pinetown, an empirical study was necessary.

The researcher envisages for the findings of the study to be shared with top management of the company, and to be used for further investigation elsewhere in the business.

1.3 Focus of the study

Mpact Corrugated Pinetown is one of nine factories in the southern hemisphere within the Corrugated division of Mpact Operations (Pty) Limited. Mpact Operations is a South African packaging organisation made up of four divisions, namely Paper, Corrugated, Plastics, and Recycling. The production efficiency gaps have been identified in Pinetown and highlighted by Pinetown management. It is for that reason that the study only focused on the Pinetown Corrugated factory. However, based on the results of the study, the findings can be used to initiate further studies in the rest of the organisation.

1.4 Problem statement

There has been a decrease in productivity at Mpact Corrugated Pinetown over the past 12 months in that the machines have not been running at their required targets. Measures show that the majority of machine crews' performance has been gradually decreasing without any apparent reason. All the operators and the majority of their crew members have been performing these tasks for over ten years and there is an expectation that this experience will allow for more machine efficiency than is currently being achieved.

However, this is not the case. Management were concerned about how to get staff to perform to the required targets. There is prima facie evidence that low job satisfaction is a major contributor, which is based on initial discussions with shopstewards. However, this has not been tested.

In order to establish the root cause of the problem, the researcher conducted an initial investigation to establish possible reasons for the reported reduced efficiency figures. As Mpact Pinetown is a heavily unionised environment, the investigator consulted the shop stewards in order to establish possible reasons for poor performance. The reasons provided pointed to possible low levels of job satisfaction on the shop floor. On researching the possible causes and solutions, the researcher experienced difficulty in finding relevant literature in the packaging industry, which Mpact Corrugated falls in, and which is relevant to South Africa in general. This, therefore, raised the question: Can low job satisfaction be attributed to low machine efficiencies at Mpact Corrugated Pinetown?

1.5 Aim and objectives

This study aimed to investigate the level of job satisfaction experienced by Mpact Corrugated Pinetown machine crews and the extent to which they are engaged in the company. The study also aimed to establish the effect that both job satisfaction and employee engagement have on employee performance. The objectives were, therefore, to investigate:

1. The factors that influence employees' satisfaction in their jobs
 - The level of employee engagement in the organisation
 - The impact of job satisfaction and employee engagement on employees' performance
2. Recommendations on performance improvement.

1.6 Limitations of the study

Limitations of the study are discussed in detail in Chapter Five. However, the most critical limitation was the lack of willingness by staff to participate in the study. This had an adverse effect on the number of respondents in the sample. Out of the 167 employees in the population the required number for the sample was 117, which constitutes 70% of the population, as recommended by the sample size table in Sekaran and Bougie (2013). Therefore, the researcher set out to distribute more questionnaires than the required sample to cater for unreturned and spoilt questionnaires. Although 150 questionnaires were distributed to the shop floor workers who were willing to participate in the study, only 81 were returned, of which six were spoilt. This, therefore, restricted the sample size to 75, which is less than half the population who participated.

Other limitations discussed further in Chapter Five include limited literature available on the packaging industry and in South Africa, male dominance of the shop floor, and the study being focused on the shop floor and thus excluding office-based employees.

1.7 Outline of the study

The current study was conducted in a systematic and structured manner by following a well-researched methodology, as highlighted by Sekaran and Bougie (2013). The study is presented in five chapters, as summarised in Table 1.1 below.

Table 1.1: Structure of the study

CHAPTER	CONTENT
Chapter 1	This chapter gives an overview of the current study by highlighting the process that was embarked on in conducting the research. Furthermore, the motivation and focus of the study, the problem statement and research question, and the aim and objectives of the study are detailed. Lastly, the limitations of the study are summarised.
Chapter 2	A literature review on job satisfaction is conducted, highlighting the various theories of motivation and job satisfaction. Various job redesign models are also discussed in detail.
Chapter 3	This chapter provides an overview of Mpact Operations (Pty) Ltd, with specific focus on Mpact Corrugated Pinetown. Aims and objectives of the study are detailed, based on the problem statement. A detailed analysis of the research process is introduced, highlighting various steps involved in research methodology. Finally, decisions on sampling and data collections tools are made.
Chapter 4	The collected data is presented and analysed by using graphs, tables and figures. The findings are presented by the demographics profile of the respondents and based on the objectives of the study.
Chapter 5	This is the last chapter of the research. It provides key findings and recommendations to solve the problem. Limitations of the study and recommendations for future research are also presented.

1.8 Summary

Management's responsibility remains that of ensuring profitability of the business. Various business strategies are implemented by successful organisations which include, inter alia, capital investments, mergers and acquisitions, enhancing their products, and establishing customer partnerships to improve efficiencies. However, human capital is one of the most important investments an organisation can make given the fact that without appropriate staff even high-level strategies cannot succeed. Therefore, ensuring that employees are satisfied, happy and engaged in their

jobs is a continuous effort that managers have to exert to ensure the effective and efficient running of a company.

This study aimed at assisting Mpact Pinetown management in investigating levels of job satisfaction and employee engagement on the factory shop floor. Existing literature on job satisfaction is reviewed in Chapter Two.

CHAPTER TWO

Literature Review

2.1 Introduction

Human capital is arguably one of the most important factors of production in any business environment. This is because without employees there possibly could be no production, except of course if an organisation were to invest in a fully automated production without human intervention (Dess & Picken, 1999; Oladapo, 2014). This view has been adopted by many progressive organisations like Unilever with outstanding results (Unilever, 2014). To this end, such organisations have invested large sums of money in ensuring their employee wellbeing is kept at high levels.

Notwithstanding the above, globalisation has created an increased need for businesses to compete in the global market. This has further necessitated major technological advancements in the running of businesses, increasing the speed and efficiency of communication, and “flattening” the world (Baltzan, 2014: p.3). Such changes in the workplace have created a need for keeping employees highly satisfied in their jobs, with values including, inter alia, autonomy and meaningful engagement (Kumar & Raghavendran, 2013). To this end, Schreuder and Coetzee (2011: p.52) suggested that both employers and their employees enter into a “psychological contract” to enable them to understand the continually changing needs of both parties. This study aimed to assist in investigating what keeps employees satisfied and motivated in their jobs. To this end, theories of job satisfaction were researched and are discussed in the dissertation, with emphasis on Herzberg’s hygiene theory as it forms the foundation of all of the studies done on job satisfaction. This chapter will further discuss research conducted on the need for job redesign as a tool of ensuring job satisfaction in the workplace.

2.2 Job satisfaction and motivation

Job satisfaction and motivation are often confused and used interchangeably. However, there is a distinct difference between the two concepts.

2.2.1 Definition of job satisfaction

Robbins, Judge, Odendaal and Roodt (2009: p.74) defined job satisfaction as “a positive feeling about a job, resulting from an evaluation of its characteristics”. This means that the way an individual perceives certain aspects of their job will determine their level of satisfaction in that particular job. In addition, Coetzee and Schreuder (2010) added that this positive feeling leads to job happiness, wherein an employee feels challenged in their job, resulting in a sense of fulfilment.

According to Ivancevich, Konopaske and Matteson (2011) job satisfaction refers to people’s attitudes towards their jobs, stemming from their perception thereof. Job satisfaction also exists when there is a good fit between employees and the organisation in which they work. Bowditch and Buono (2005) referred to this as a psychological contract, which is an unwritten and unspoken meeting of the minds between an organisation and its employees where mutual expectations are implied and met. For example, Mpact (2014) shows its commitment to treating its employees with respect whilst promoting fair and equal opportunities for advancement in the workplace through its Transformation Charter, and Fair Employment and Promotions Philosophy. Griffin and Moorhead (2007) further stated that the stronger the employer-employee relationship, the more likely that the employee will attend work more regularly, contribute positively, and stay with the company longer.

As discussed, job satisfaction has to do with a “feeling” an employee has about his/her job. Motivation, on the other hand, is different, as discussed next.

2.2.2 Motivation

According to Kumar (2011), motivation is a driving force used to get employees “to buy in and take ownership of the organisation’s needs”. This force energises employee behaviour, and encourages them to persist even in the face of obstacles (Grobler, Warnich, Carell, Elbert and Hatfield, 2011). According to Robbins et al. (2009: p.144) motivation refers to “processes that account for an individual’s intensity, direction, and persistence of effort toward attaining a goal”. Although ordinarily a “goal” refers to any objective that an individual would like to achieve in their life in general, in the context of the study it refers to a goal within an organisation. The “intensity” in this definition refers to the amount of effort an individual puts in, which is the most crucial element of motivation. The “direction” of the effort will be a direct result of how hard the individual tries. Lastly, the more “persistent” the individual is in trying, the longer they will be able to maintain the effort, and thus remain motivated.

Based on the two definitions, motivation can therefore be summed up as one of the driving forces which lead to employee satisfaction in his job. Such motivation includes internal and external motivation, which will be further discussed in this chapter. It is often assumed that if an employee is motivated to work it means that they are happy doing the work as well. However, as will be further discussed, it does not follow that if the employee is motivated to work they are satisfied in their job.

2.3 Theories contributing to job satisfaction

Studies done on job satisfaction indicate a link between job satisfaction and motivation. Abraham Maslow and Frederick Herzberg both developed theories on motivation and job satisfaction, respectively, in the 1950s.

2.3.1 Maslow’s hierarchy of needs

Robbins et al. (2009) stated that Maslow’s theory is vital in the studies of job satisfaction in that it forms a building block of most theories pertaining to job

satisfaction. According to Maslow, human needs are divided into five, as illustrated in Figure 2.1 (Robbins et al., 2009):

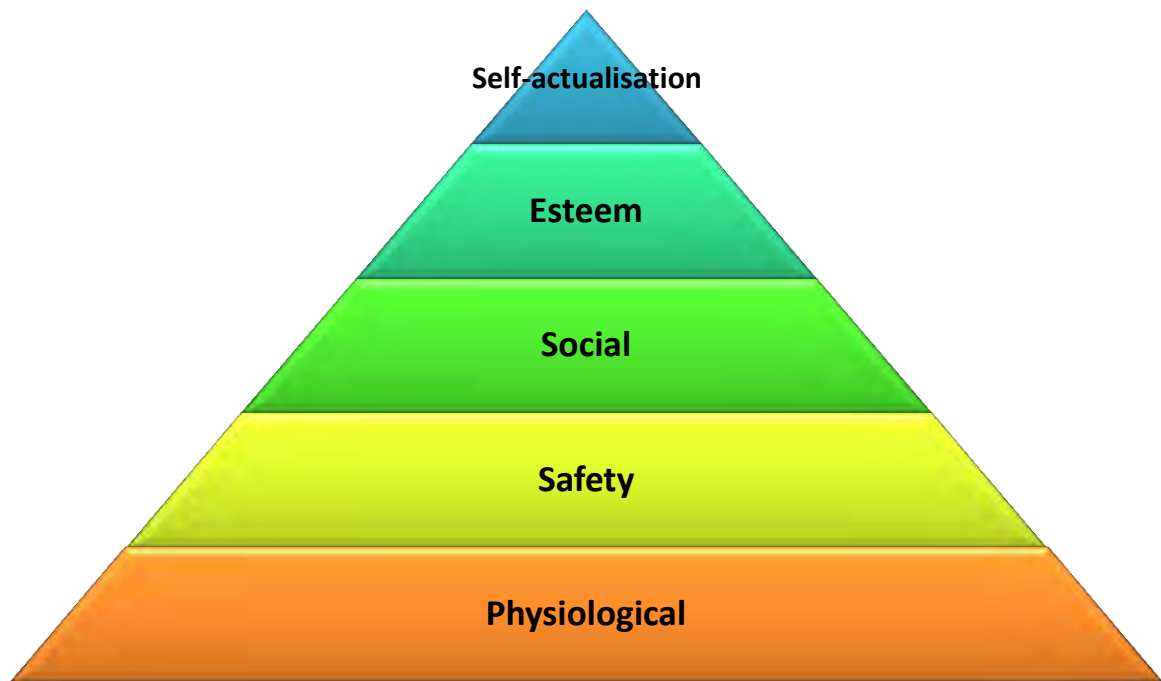


Figure 2.1 – Maslow's hierarchy of needs

Adapted from Robbins, S. P., Judge, T. A., Odendaal, A. & Roodt, G. 2009. *Organisational Behaviour - Global and Southern African Perspective. 2nd Edition*, Pinelands, Cape Town, Pearson Education South Africa (Pty) Ltd.

- **Physiological** – This is the bottom level of the pyramid. At this level an individual has basic needs, including needs for food, water, shelter, sex, and other physiological needs.
- **Safety** – Once the physiological needs have been satisfied the individual will experience safety needs, which include the need for protection from and security against emotional and physical harm. According to Grobler et al. (2011), an employee's security need often translates into job security, and increases in remuneration and rewards.
- **Social** – Upon satisfaction of the bottom two needs, an individual will feel the need for affection, sense of belonging, acceptance, and

companionship. According to Grobler et al. (2011), these are evidenced in peer-group acceptance at the workplace.

- **Esteem** – This need includes internal factors such as autonomy and achievement in one's job, and self-respect, while external factors include recognition and attention given by others, and the status one enjoys. In addition, Grobler et al. (2011) also identified other external factors which are linked to levels of position in the workplace, such as parking spaces or office position and size, and level of responsibility.
- **Self-actualisation** – This need is at the highest point of the pyramid. At this point the individual has fulfilled all the lower needs and feels the need to become the best in what they do. These needs include growth and self-fulfilment.

According to Grobler et al. (2011), an individual will continue seeking fulfilment of a particular need for as long as it is not fulfilled. This means that such a need will become a motivating factor for that individual until it is fulfilled, upon which it ceases to motivate him. According to Gignac and Palmer (2011), this translates to employee motivational fit which is an alignment between an employee's motivators and the degree to which those motivators are experienced at work. It is vital that managers are able to identify these so as to ensure they use the correct motivators for the right person at the right time. Such motivators are one of the elements of Frederick Herzberg's hygiene theory discussed below.

2.3.2 Herzberg's hygiene theory

Herzberg (1959) regarded people's attitudes towards their jobs as very crucial in ensuring their happiness in the workplace. Management have to establish "what does the worker want from his job?" in order to know how to motivate them (Herzberg, 1959: p.6). To this end, Herzberg conducted a study on 200 engineers and accountants, the results of which are depicted in Figure 2.2.

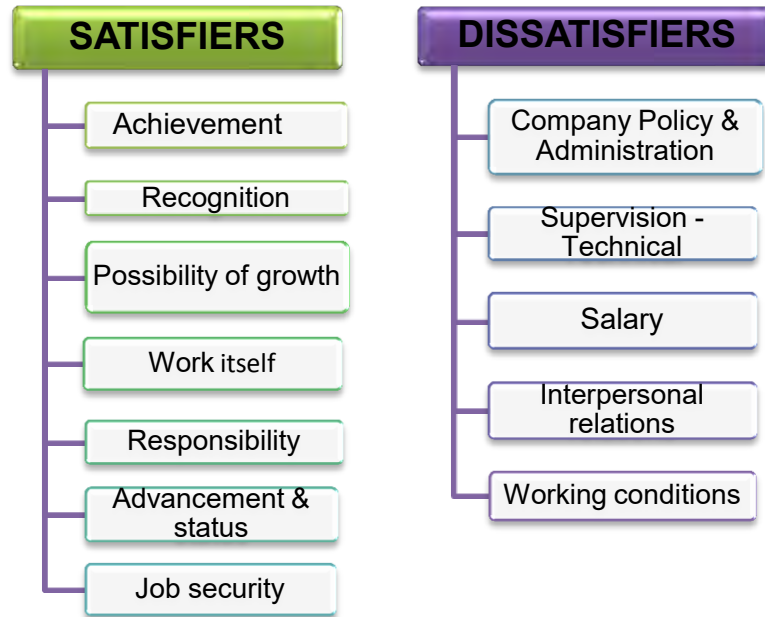


Figure 2.2 – Comparison of satisfiers and dissatisfiers

Adapted from Herzberg, F. 1959. *The Motivation to Work, 2nd Edition*, New York, John Wiley & Sons, Inc.

Figure 2.2. differentiates between satisfiers and dissatisfiers, as identified by Herzberg (1959). The seven satisfiers, namely achievement, recognition, possibility of growth, work itself, responsibility, advancement and status, and job security, are strong determiners of job satisfaction. They are referred to as “satisfiers” or “motivators” in that they are intrinsic to the employee and are within his control. Ivancevich et al. (2011) also referred to this group of factors as job enrichment. Dissatisfiers, on the other hand, namely company policy and administration, supervision, salary, interpersonal relations, and working conditions, dictate to an individual “that the context in which he performs his work is unfair or disorganized...[and] represents to him an unhealthy psychological work environment” (Herzberg, 1959: p.113). Herzberg (1959) referred to the dissatisfiers as “hygiene” factors in that they are external to the employee’s job and are therefore not within the employee’s control.

Herzberg (1959) further explained that job satisfaction and job dissatisfaction were not at the opposite sides of each other – i.e. the opposite of job satisfaction was not dissatisfaction, but no satisfaction. Similarly, the opposite of job dissatisfaction would be no job dissatisfaction. The difference between job satisfaction and dissatisfaction will be made clearer in the following sections.

2.3.2.1 Satisfiers or motivators (intrinsic)

Herzberg's (1959) seven satisfiers depicted in Figure 2.2 and mentioned above are detailed below. They include achievement, recognition, possibility of growth, work itself, responsibility, advancement and status, and job security. According to Baker et al. (2006), organisations which ensure that these motivators are in place are "happy companies" in that employees are satisfied in the jobs and tend to look forward to coming to work.

(i) Achievement

Herzberg's (1959: p.45) definition of achievement includes "successful completion of a job, solutions to problems, vindication and seeing the results of one's work". This definition also includes failure to achieve any of the said aspects. This is in line with McClelland's need for achievement, defined by Grobler et al. (2011) as an individual's drive to achieve high standards and to strive for success in what they do. To this end, high achievers will seek challenging goals, while low achievers will target low to moderate goals to achieve (Ivancevich et al., 2011).

Notwithstanding the above, Robbins et al. (2009) stated that high achievers tend to perform at their best when they think they have an equal chance of success and failure. They achieve no satisfaction if they perceive their success to have come either from pure luck or if it was too easy for them to achieve it. They enjoy having to stretch themselves in order to achieve their goals. Such achievement will lead to employees achieving recognition among their counterparts.

(ii) Recognition

According to Herzberg (1959: p.45), recognition refers to “some act of notice, praise or blame” from anyone in an individual’s working life or the general public. These include peers, supervisors, and clients. Herzberg further found that a high level of recognition signified recognition for achievement and not the general human-relations recognition aspect. For example, according to Clay (2014), Google Inc. has introduced a creative way to recognise good performers by encouraging employees to buy each other Amex gift cards for a job well done. This gesture not only rewards good performance, but it also creates teams which are self-directed and motivated.

Ivancevich et al. (2011) referred to compensation and reward systems, such as recognition, as positive reinforcement in that a person is rewarded for desired behaviour, which leads to job performance. Such acts do not necessarily have to be big and expensive – Ivancevich et al. (2011) cite an example of a personalized \$4.50 key chain awarded to over 5000 employees at Lee Memorial Health System in Florida in recognition of the institution’s award for being the best health care network. This was highly appreciated by employees in that the company had paid specific attention to each employee by engraving each employee’s engagement date on the key chains. Recognition, therefore, can result in employees having a feeling that they can stay and grow within the organisation over a period of time. Possibility of growth was mentioned as one of the important contributors of job satisfaction in Herzberg’s (1959) study.

(iii) Possibility of growth

The respondents in Herzberg’s (1959) study indicated possibility of growth as one of the important satisfiers in the job. If an individual viewed his future opportunities for either skills development and/or promotions to be high, they felt satisfied in their job. However, the lack of such opportunities did not satisfy the respondents. Ivancevich et al. (2011) added that if an employee is

awarded opportunities for skills development they are given hope for future advancement, even if such advancement never materialises in the future.

A 2006 Skills Survey conducted in the United Kingdom (Sutherland, 2012) found that the younger and newly-employed workers (between one and two years' service) were more likely not to be satisfied with the lack of promotion opportunities in the workplace, compared to the older workers with longer service (25 years and more). This study concluded a negative correlation between work tenure and job satisfaction. The researchers further tested this relationship with financial dependents in that those who had financially dependent children were more likely to value good promotional prospects, among other variables to be discussed further on. In addition, it was found that females, more than males, were more likely to value good training provision possibilities.

However, a study by Linz and Semykina (2012) found a negative link between promotion opportunities and job satisfaction. They attributed this to employees being apprehensive about promotion opportunities due to perceived elevated job stress at higher levels. Therefore, the research subjects opted to remain in their current positions. In addition to the possibility of growth, Herzberg (1959) added another similar yet differently-measured element called advancement and status.

(iv) Advancement and status

There are similarities in possibility of growth and advancement in that they both relate to a vertical movement within an organisation. However, unlike the possibility of growth, Herzberg (1959) used advancement as a factor only when there was an actual movement. Although Herzberg separated status from advancement as motivators, there is a direct correlation between the two in that the former often occurs as a result of the latter.

According to Ivancevich et al. (2011), an employee's status will be enhanced or removed depending on the prestige of the position being assigned to them. However, if fellow employees do not believe that such an individual deserves to be in that position their status is less likely to be elevated. To this end, Coetzee and Schreuder (2010) added the importance of ensuring that the company's policies and procedures on development and promotions are perceived to be fair by all employees. It is for that reason that Mpact (2013) consistently follow their Fair Employment and Promotions Philosophy which encourage recognition of internal employees before external candidates are considered. The Philosophy also emphasises promotion of employees based on merit, skills, qualifications, and attitude, thus eliminating favouritism in promotions.

According to Herzberg (1959), employees regard status as important in making them happy at work. In Reinardy's (2012) study of US newspaper journalists, the layoff survivors were found to be struggling with issues of self-identity as a result of their jobs having been restructured after a retrenchment exercise. Their status as journalists had been tainted by the introduction of technological concepts like blogs, tweets, etc.

Notwithstanding the need for advancement and status, it is not a common need among employees. According to Coetzee and Schreuder (2010), although most, if not all, employees are likely to expect a pay increase to take care of their individual needs, some may prefer not to be promoted due to fear of additional responsibility and extended working hours in higher positions. This challenges managers to ensure that such employees are kept satisfied in their current jobs. Such employees would typically have rated work itself, discussed below, as a high motivator in Herzberg's (1959) study.

(v) Work itself

According to Herzberg (1968), the last three factors, namely work itself, responsibility, and advancement, were regarded as critical for lasting change

of attitudes. Work itself refers to whether a job is “routine or varied, creative or stultifying, overly easy or overly difficult” (Herzberg, 1959: p.48). According to Grobler et al. (2011), it relates to the type of work an employee performs, how he is expected to perform it, and the autonomy he has in his job. Coetzee and Schreuder (2010) emphasised that work must be challenging, meaningful, and interesting for the employee to feel satisfied. In addition, an employee must feel respected and that his skills are fully utilised. According to Google Inc.’s executive chairman, Eric Schmidt (Unknown, 2011), the company encourages their employees’ creativity by allowing them to work on personal projects during company time which may, in turn, be used by Google Inc. as part of their innovation drive. Such flexibility encourages employees to think outside the box, which contributes to better job enjoyment. These initiatives also result in employees feeling the responsibility that goes with the freedom to determine the way an employee works. This is one of the elements of job satisfaction in Herzberg’s (1959) study, which is discussed next.

(vi) Responsibility

The respondents in Herzberg’s (1959) study derived satisfaction from being given responsibility for their own work or that of others or new responsibility. Ivancevich et al. (2011) referred to such freedom of determining their own work routine and making decisions in the line of duty as autonomy. In a study conducted by Ford and Wooldridge (2012) in the US service industry, it was found that employees from organisations with growing revenue gave their employees more autonomy in their job than those in stagnating revenue. As a result, the former group indicated higher levels of job satisfaction. The correlation between organisations’ poor financial performance and lack of employee autonomy was attributed to the tendency in these organisations to centralise decision making, reduce latitude for decision making, and focus predominantly on efficiency. The reason for such stringent controls is due to the fact that job security, discussed below, becomes the main concern when

organisations are not performing well. Managers therefore tend to tighten reins to ensure continued survival of the business.

(vii) Job security

In Herzberg's (1959) study, factors such as tenure and company stability indicated the respondents' levels of job security. As was seen in Ford and Wooldridge's (2012) study, when an organisation experiences financial constraints they tend to increase their control of the business to ensure continued existence. However, contrary to Herzberg's (1959) reported positive link between tenure and job security, the 2006 UK Skills Survey (Sutherland, 2012) found no evidence of a relationship between these two elements. Instead the survey found a link between job security and age in that those aged 46 and above, as opposed to their younger counterparts, were found to be less likely to value attributes such as good promotion prospects, good pay and job security. The study further found that those with financially dependent children were more likely to have higher regard for job security.

Notwithstanding the results of the studies above, Linz and Semykina's (2012) study found that the positive correlation between job security and job satisfaction tended to exist among participants who desired job security. This was confirmed in Reinardy's (2012) study of US newspaper journalists where a lower correlation was found between these two elements among those intending to leave the organisation as they did not desire job security.

As has been discussed, employees attach different meanings to the different motivators in order to be happy in their jobs. However, according to Robbins et al. (2009), when employees are dissatisfied in their jobs they tend to attribute their unhappiness to extrinsic factors which are beyond their control, details of which are elaborated on next.

2.3.2.2 Dissatisfiers or hygiene factors (extrinsic)

In Herzberg's (1959) study respondents cited extrinsic factors which led them to be dissatisfied in their jobs. The researched dimensions ranged from dissatisfaction to no dissatisfaction. The said extrinsic factors include company policy and administration, supervision, salary, interpersonal relations, and working conditions. According to Griffin and Moorhead (2007) one of the crucial roles of the manager is to eliminate such dissatisfiers in the workplace to ensure that employees are not dissatisfied.

(i) Company policy and administration

Herzberg (1959) found that a lack of clear reporting lines could cause an employee to be dissatisfied at work. In addition, employees' dissatisfaction was also affected by their perception of whether the company policies were harmful or beneficial. This was supported by a study conducted by Islam and Ali (n. d.) of Peshawar's private sector university lecturers where the majority of the respondents were found to be dissatisfied with their respective university policies. This dissatisfaction with company policies led to them being dissatisfied in their respective jobs as well. Closely related to policies and administration, Herzberg's (1959) respondents highlighted supervision as one of the factors causing dissatisfaction.

(ii) Supervision

Herzberg (1959) found that a supervisor's characteristics such as his competence, fairness, willingness to delegate tasks, perpetual nagging or being critical all contributed to job dissatisfaction. This was confirmed by Ford and Wooldridge's (2012) study which found that supervisors in the stagnated or declining industries tended to give less support to employees' tasks and work-family balance, thus causing worker dissatisfaction. On the other hand, organisations in growing industries were found to offer more positive support. The latter was contributed to more resources being available to support supervisors to enable them to, in turn, support their subordinates, which was found to be lacking in the declining industries. The quality of the supervision

will also, in turn, affect the employee's relations with their supervisor and their interaction with their peers, which is further explained below.

(iii) Interpersonal relations

Herzberg's (1959) study focused on interpersonal relations between an employee and his/her superior, subordinates, and peers. Such interpersonal relations refer to the extent to which an employee values teamwork, the ease with which he/she fits into the group, and how friendly and cooperative the entire team is (Grobler et al., 2011). According to Coetzee and Schreuder (2010) interpersonal relations also relate to the co-workers' perception of the employee's competence, degree of responsibility, helpfulness, and supportiveness of the co-workers.

The study by Pillay (2009) found that nurses from both public and private hospitals were satisfied with the relations they had with their colleagues, doctors and the communities within which they worked, thus resulting in better job satisfaction. In addition to colleague-and-supervisor relationships, the study also found that nurses from the more rural provinces (Limpopo, Mpumalanga, Eastern Cape, and Northern Cape) had better relationships with the communities in which they work. Another study by Linz and Semykina (2012) also confirmed the positive correlation between relationships with supervisors and peers, and job satisfaction.

Sirota, Mischkind and Meltzer (2005) stated that regardless of the importance of good interpersonal relations, sound remuneration and benefits are also crucial for employee morale and performance. They further disputed the common view that intrinsic motivation is preferred to extrinsic motivation, and that money is at the bottom of the employee's list of important motivating factors. They argued that a good salary is just as important as the other factors. A discussion on salary as a dissatisfier is, therefore, necessary.

(iv) Salary

Herzberg (1959: p.46) included in the salary factor “all sequences of events in which compensation plays a role”, including “the unfulfilled expectation of salary increases”. Herzberg (1959) found a negative correlation between salary and dissatisfaction in that those respondents who had lower salaries reported higher levels of dissatisfaction. This is supported by Coetzee and Schreuder (2010) who stated that employees often link job satisfaction to pay satisfaction in relation to whether they are adequately paid, and whether what they want to be paid is what they actually receive. Furthermore, according to Robbins et al. (2009) the relation between pay and job satisfaction tends to be higher among poor people than it is among people in the middle class and above. The latter group tends to be satisfied by other non-monetary benefits and intrinsic benefits rather than money. This is in line with Maslow’s hierarchy of needs discussed in Section 2.3.1 (Grobler et al., 2011).

Ivancevich et al. (2011) suggested that managers should establish what motivates each group of employees in order to know which incentives to introduce to enhance performance. For instance, the 2006 UK Skills Survey (Sutherland, 2012) found that employees with financially dependent children were more likely to have high regard of good salary in their job as it provides them with the ability to take care of their families. However, Robbins et al. (2009) stated that in as much as money motivates people, it does not necessarily make them happy. This is supported by an Australian study conducted by Stringer et al. (2011) which found no significant correlation between pay satisfaction and extrinsic motivation. The researchers attributed this finding to the low wages in the retail sector in that the employees’ wages were just enough for them to survive and not enough to influence their aspirations or expectations.

In another study conducted in Texas by Edwards et al. (2008), a significant positive relationship was found between pay satisfaction and performance. This finding was confirmed in Pillay’s (2009) South African study which found

that public hospital nurses were dissatisfied with their salaries when compared to their private hospital counterparts. The finding attributed the lack of motivation experienced by public hospital nurses to the said dissatisfaction. Such reduced motivation, in turn, leads to the escalated levels of bad service often experienced in public hospitals. In addition, working conditions in which the nurses work were found to be one of the dissatisfiers, as is explained below.

(v) Working conditions

The results from Herzberg's (1959) study indicated that there were respondents who showed dissatisfaction due to inadequate space, ventilation, tools, lighting and other working conditions. Pillay (2009) found that public hospital nurses were more dissatisfied with their working conditions than those from private hospitals. The former generally felt unsafe due to the continued exposure to infectious diseases. In another study, Roopai (2012) found a positive correlation between working conditions and job dissatisfaction among pharmaceutical sales representatives. These findings are also in line with Maslow's safety need in Section 2.3.1 which states that employees feel demotivated if they feel unsafe in their working environment. The study revealed that employees are more satisfied if their working conditions are good, as opposed to being not dissatisfied as was suggested by Herzberg.

It has been stated in Section 2.3.2 that the hygiene factors are out of the employee's control. They therefore rely on the organisation's management to ensure that all the five factors discussed above are positively addressed to reduce levels of dissatisfaction in the workplace.

2.3.2.3 Summation of job satisfaction

As can be seen from the discussion above that the concept of job satisfaction emanates from Herzberg's (1959) research. Subsequent literature and researches often make reference to Herzberg's theory either in support of or

in disproving his theory. It is for this reason, therefore, that most of the work cited by the current researcher is based on Herzberg's studies.

With regards to job satisfaction, Griffin and Moorhead (2007) and Grobler et al. (2011) argued that individuals attach different values to extrinsic and intrinsic motivation and should therefore be motivated differently. While Van Emmerik, Schreurs, De Cuyper, Jawahar and Peeters' (2012) study found a positive correlation between extrinsic job opportunities (i.e. their jobs provided more resources) and they perceived employability in their study, Kumar and Raghavendran's (2013) finding was that intrinsic motivators are critical in enhancing employee performance and behaviour in an organisation. The latter finding was supported by Crumpton (2013) in that employers should endeavour to introduce intrinsic motivators in the workplace in order to keep employees focused on effectively doing their work. These differences in individual motivating factors should, therefore, be taken into consideration when designing recognition and rewards schemes in organisations. To this end, successful companies like Unilever (2014) focus on different benefits including a gym, hair salon, free food and refreshments at their canteen, and child care facilities. This is one of the reasons why they were rated Top Employer for two consecutive years at the Top Employer South Africa Awards.

In pursuit of ways of ensuring job satisfaction at work, Herzberg (1959) suggested the restructuring of jobs in order to ensure workers would be able to achieve meaning in their jobs, and thus job satisfaction. To this end he suggested job enrichment, job enlargement and job rotation which are further discussed below.

2.4 Job redesign

In looking at ways of improving job satisfaction in the workplace, Herzberg (1959, 1968) suggested redesigning employees' jobs such that they are either enriched or enlarged. Alternatively, employees can also be rotated in

different work roles. These concepts are discussed further below. In addition, the Job Characteristic Model (JCM) will also be discussed as a tool to enhance job enrichment, job enlargement, or job rotation.

2.4.1 Job enrichment

According to Herzberg (1968) and Mintzberg (1979), job enrichment empowers an employee or group to control the way in which the job is to be performed, from planning to execution. This empowerment comes as a result of enhancing the employee's level of responsibility upward to include a high level of motivators. To this end, job enrichment is also referred to as vertical job enlargement or vertical specialisation. Branham and Hirschfeld (2010: p.186) added that job enrichment is "a higher standard than simple satisfaction and enjoyment" in that employees "work harder, achieve more, and feel deeper levels of commitment".

Hackman and Oldham (1980) stated that for employees to appreciate job enrichment they have to have internal work motivation. In addition, to help enrich jobs, Herzberg (1968), Shani et al. (2009) and Ivancevich et al. (2011) encouraged self-managed teams which are empowered to make decisions and carry out procedures as they see fit in fulfilling their duties. Employees are rotated into various tasks within the team and encourage cross-training. Teams are also encouraged to decide on how work is to be scheduled and to implement quality control procedures. For example, Google's (Unknown, 2011) self-directed work teams are given leeway to design their entire work programme, from design up to implementation. Notwithstanding the positives of job enlargement, bureaucracies in certain organisations might not allow for such vertical enlargement. Another alternative would be to consider job enlargement, as discussed below.

2.4.2 Job enlargement

Unlike job enrichment which enlarges jobs vertically, job enlargement (Herzberg, 1968) refers to the horizontal addition of meaningful tasks onto the

worker's job so that he is responsible for one complete job. Cummings and Worley (2008) added that an individual will experience more meaning from a job if they are engaged in the whole job as opposed to the one who only does part of it. Notwithstanding the benefits of job enlargement, Grobler et al. (2011) cautioned that it can only be successful if the individual feels more satisfied after the addition of tasks to his job. Failure to satisfy the individual will result in this intervention being a mere addition of meaningless tasks which are likely to lead to boredom. In order to overcome the negative effect of job enlargement, Herzberg (1959) proposed that an individual be rotated into different jobs, as it is further discussed.

2.4.3 Job rotation

Herzberg (1959) suggested that rotating a worker to do a few other jobs will help in reducing boredom and make him more satisfied in his job. However, these tasks have to be meaningful and contribute towards the bigger picture, otherwise it would just amount to merely moving the individual between unrelated, meaningless tasks. Companies like Toyota are continuously looking for ways to improving their production systems so that their operations are efficient and effective. For example, Toyota (2015) have introduced "Jidoka" into their Toyota Production System (TPS). Jidoka means "a machine safely stops when the normal processing is completed or when a problem arises". This allows the operator to continue work at another machine while the problem at the one machine is getting fixed. Such flexibility helps equip the operator with multiple skills to be able to efficiently work on different machines.

Herzberg (1959), however, cautioned that it is not guaranteed that rotating an employee will automatically make them happy. He further stated that "rotation from one activity to another would be successful only if the individual being rotated were able to integrate his various activities into achievements that have psychological meaning for him" (Herzberg, 1959: p.133). However, for them to experience such internal motivation they have to be aware of how

well they are performing, must feel the responsibility for their performance, and experience meaningfulness of their work. This is outlined in detail in the Job Characteristics Model.

2.4.4 Job Characteristics Model (JCM)

In addition to the work done by Herzberg (1959, 1968), Hackman and Oldham (1980) introduced the Job Characteristic Model (JCM) which describes jobs in terms of five core dimensions, as seen in Figure 2.3. They are skill variety, task identity, task significance, autonomy, and feedback.

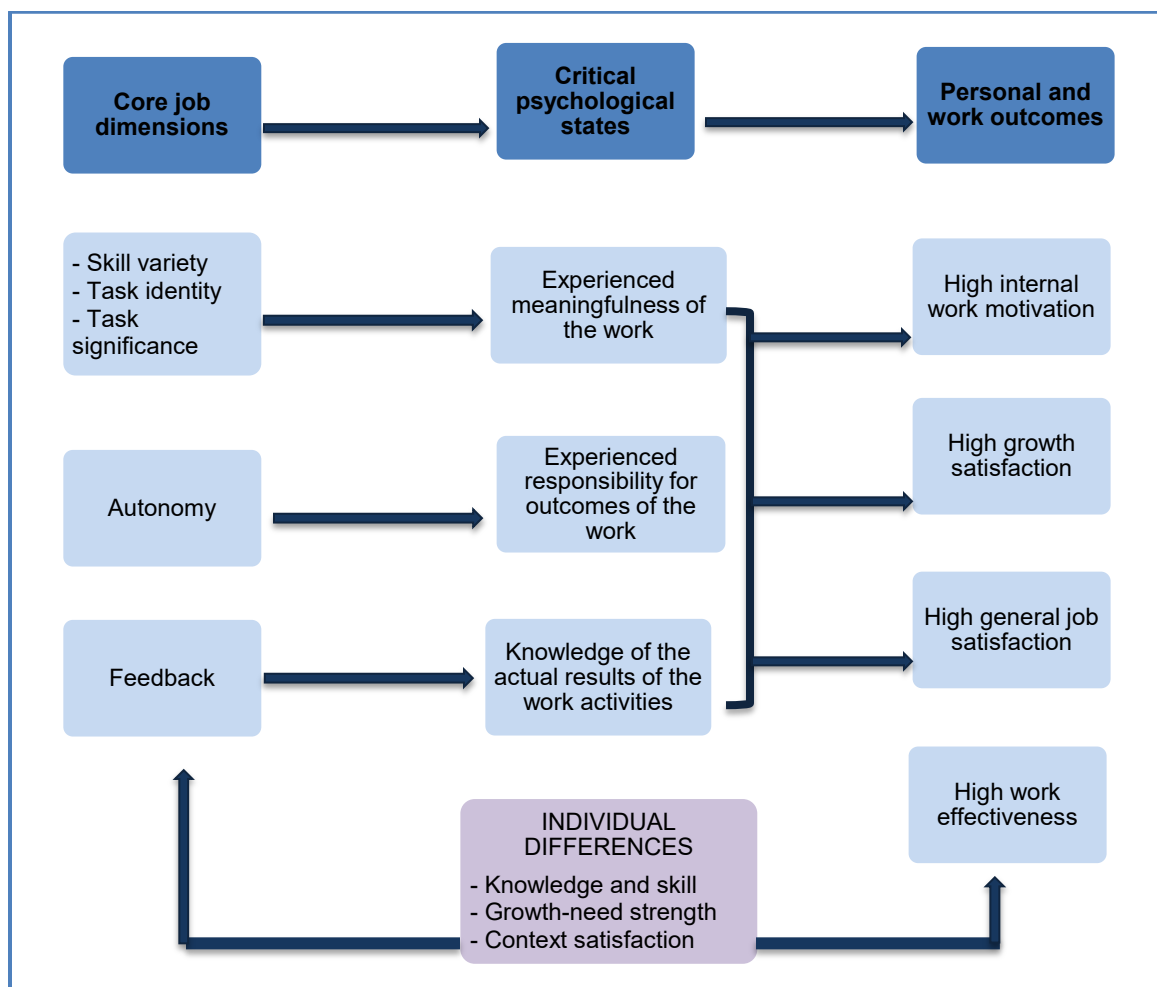


Figure 2.3: The Job Characteristic Model

Adapted from Hackman, J. R. & Oldham, G. R. 1980. *Work Redesign*, Reading, Massachusetts, Addison-Wesley Publishing Company, Inc.

According to Hackman and Oldham (1980), the five core dimensions affect three critical psychological states, namely experienced meaningfulness of work, experienced responsibility for outcomes of the work, and knowledge of the actual results of the work activities. According to Cummings and Worley (2008), these psychological states result in personal and work outcomes which include high internal work motivation, high growth satisfaction, high general job satisfaction, and high work effectiveness. The various elements of the JCM are discussed in detail below.

2.4.4.1 Skill variety

Hackman and Oldham (1980) proposed skill variety to enhance employees' work in order to increase their satisfaction in their jobs. This skill variety is in line with job rotation as discussed in Section 2.4.3. Skill variety refers to "the degree to which a job requires a variety of different activities so the worker can use a number of different skills and talent" (Hackman and Oldham, 1980: p.78). According to Cummings and Worley (2008) and Robbins et al. (2009), the number of variable tasks an individual performs will influence the meaningfulness of that individual's job. However, in addition to being able to perform various tasks, an individual needs to be able to identify their finished product in order to experience satisfaction.

2.4.4.2 Task identity

According to Hackman and Oldham (1980: p.78), task identity refers to "the degree to which a job requires completion of a whole and identifiable piece of work". This element is derived from Herzberg's (1968) job enlargement model discussed in Section 2.4.2. An example of an employee who experiences task identity is a cabinetmaker in that they are responsible from choosing the wood to be used, to building the cabinet, and finalising the finishes thereof (Robbins et al., 2009). However, Grobler et al. (2011) emphasised the importance of task identify being meaningful to the individual concerned for it to have the desired effect. Moreover, not only must a job be

identifiable, it must also add meaning to other people. This results in the third core dimension, task significance.

2.4.4.3 Task significance

Task significance is defined as “the degree to which a job has a substantial impact on the lives of other people, whether [they] are in the immediate organisation or in the world at large” (Hackman and Oldham, 1980: p.79). This dimension is derived from Herzberg’s (1959) interpersonal relations factor discussed in Section 2.3.2.2. Pillay’s (2009) study assists to verify the need for task significance in job satisfaction, where it was found that both private and public nurses were highly satisfied with the positive impact their jobs had on the community at large. This level of satisfaction is imperative, considering some of the bad conditions that public nurses have to work in. Another dimension which is important for increased job satisfaction is the feeling of autonomy in one’s job, an element which is further discussed below.

2.4.4.4 Autonomy

Autonomy refers to “the degree to which a job provides substantial freedom, independence, and discretion to the individual in scheduling the work and in determining the procedures...” to follow in order to fulfil such functions (Hackman and Oldham, 1980: p.79). Similar to the other dimensions derived from Herzberg (1959), autonomy is in line with job enrichment discussed in Section 2.4.1. The job of a salesman is a typical example of a job which provides autonomy in that they are mostly free to schedule their work day to their convenience, provided they can meet their sales targets (Robbins et al., 2009).

Autonomy is similar to job enrichment discussed in Section 2.4.1 in that, as with job enrichment, self-managed teams can be introduced in order to ensure autonomy in the workplace (Herzberg, 1968; Ivancevich et al., 2011). Notwithstanding the first four core dimensions discussed above, it is critical

that an individual receives feedback on the work performed. Feedback is therefore discussed in detail below.

2.4.4.5 Feedback

Hackman and Oldham (1980: p.80) defined feedback as “the degree to which carrying out the work activities required by the job provides the individual with direct and clear information about the effectiveness of his or her performance”. Cummings and Worley (2008) emphasised the importance of employees receiving direct feedback on their performance as soon as possible after the performance of such work. Employee who assemble iPods receive direct feedback on their performance after they have tested the iPods and to confirm if they are working (Robbins et al., 2009).

Hackman and Oldham (1980) stated that for a job to be high in motivating potential it has to be high on at least one of the first three job dimensions (viz. skill variety, task identity, and task significance) indicated in Figure 2.3. Furthermore, the said job also has to be high on both autonomy and feedback for it to be high in motivating potential, resulting in conditions that encourage all three crucial psychological states (viz. experienced meaningfulness of the work, experienced responsibility for outcomes of the work, and knowledge of the actual results of the work activities). To this end, Hackman and Oldham (1980) devised the following equation to compute the Motivating Potential Score (MPS) which, when numerical scores of each element are available, will determine the level of the motivating potential of a job.

$$\text{MPS} = \left(\frac{\text{Skill variety} + \text{Task identity} + \text{Task significance}}{3} \right) \times \text{Autonomy} \times \text{Feedback}$$

According to Hackman and Oldham's (1980) MPS formula, a low score on either feedback or autonomy will substantially reduce the MPS of the job. This is in line with the requirement of the JCM that autonomy and feedback must be present for employees to experience responsibility for their outcomes

and have the knowledge of the results of their work activities in order for them to experience satisfaction in their job. On the other hand, a low score on any of the first three core job dimensions will not on its own have a major impact on the overall MPS of a job. Notwithstanding that, Cummings and Worley (2008) argued that enhancing at least one of any of these three dimensions will make up for the lack in the other two, albeit partially.

2.4.4.6 Individual differences

According to Hackman and Oldham (1980), employees differ in terms of their knowledge and skills, need for growth, and satisfaction with contextual factors such as supervisory style, reward systems, and satisfaction with co-workers, as depicted in Figure 2.3. These differences will have an impact on how each individual is affected by the five core dimensions and how they translate into psychological states and, ultimately, the personal and work outcomes. Therefore, Bowditch and Buono (2005) suggested that a diagnostic approach of the existing scenario be adopted prior to introducing job design interventions. For example, according to Griffin and Moorhead (2007) individuals who are high on development and growth needs will be positively affected by all five core dimensions, while those low on personal development and growth needs are less likely to be motivated by the same. On the other hand, Cummings and Worley (2008) stated that an individual with low knowledge and skills is less likely to derive satisfaction out of skill variety than his counterpart who possesses such skills. Given the individual differences, therefore, it is imperative for the managers to identify gaps in job design and areas where they would not be suitable in the workplace.

2.4.5 Limitations of job design

Notwithstanding the benefits of job design highlighted above, they do have limitations. Herzberg (1968) acknowledged that not all jobs allow for job redesign interventions due to the limited ways they can be executed. An example would be a machine operator in a factory where the machine can only be operated in a certain way, limiting him from using his own discretion.

This is further complicated by the constant need by psychologists for developing fixed job descriptions which detail an employee's responsibilities, thus creating inflexibility in changing the employee's job when the need arises (Herzberg, 1968).

In addition, Ivancevich et al. (2011) also cited the following barriers to a successful job design intervention:

- During periods of slow economic growth people will tend not to be satisfied by such job design interventions because their physiological needs cannot be met. This is in line with Maslow's hierarchy of needs discussed in Section 2.3.1.
- Expectations of job design programmes may be raised at levels higher than what the interventions can actually deliver. Failure to fulfil such expectations may lead to job dissatisfaction among employees.
- Labour unions may resist job design for fear of employees being overloaded with work for the same pay (or less). According to Cummings and Worley (2008), such unions may enter into inflexible agreements through collective bargaining with organisations such that the employees' job descriptions leave very little room for alterations when needed.
- The return on investment (ROI) of job design may take some time before it can be realised.

Cummings and Worley (2008) further elaborated:

- An organisation's technology can be designed such that it limits flexibility of the various ways in which any job can be changed. This was evidenced in a study conducted by Sparrow (2010) on 100 Toyota employees in that their factory was designed in a way that it would be difficult and very costly to change their workspace to accommodate job design interventions.
- Strict control systems as a result of the specialised nature of jobs may make it difficult for job design interventions to be introduced as they require specialised skills.

Given the limitations of job design, behaviourists suggest an introduction of more extrinsic motivators in the workplace as reinforcements that enhance job satisfaction.

2.5 Reinforcement theory

According to Herzberg (1959), unfulfilled hygiene factors such as salary and rewards are more likely to cause job dissatisfaction in the workplace. To this end, behaviourists are often interested in determining how individuals will behave in relation to these hygiene factors. According to Robbins et al. (2009), reinforcement theory uses a behaviourist approach which claims that reinforcement from an external source conditions people's behaviour. It is further argued that if the behaviour is reinforced by a response immediately after it occurs, it is likely to be repeated. The relationship between external sources and behaviour is depicted in Figure 2.4.

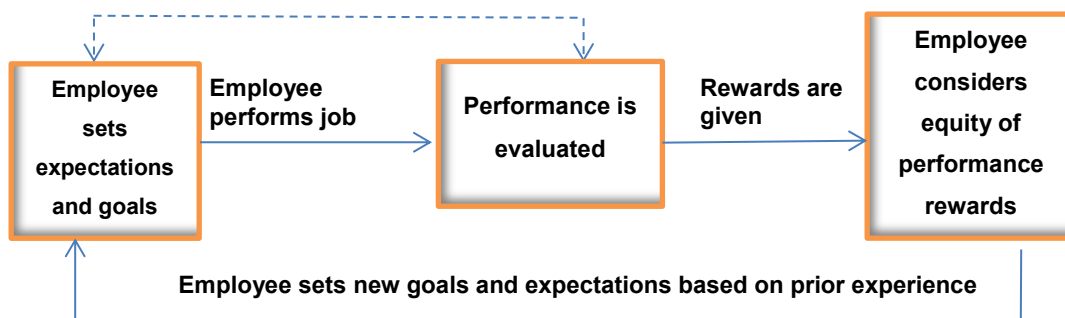


Figure 2.4 : Motivation and performance model

Adapted from Grobler, P. A., Warnich, S., Carell, M. R., Elbert, N. F. & Hatfield, R. D. 2011. *Human Resource Management in South Africa*, Hampshire, UK, Cengage Learning EMEA.

Figure 2.4 explains how the employee evaluates his/her performance against set goals and standards based on the rewards he/she receives for the achievement of such goals. Should the employee perceive fairness and equity in the rewards given, they will be motivated to set standards and goals for the next performance period. This perceived fairness is referred to as distributive justice (Coetzee and Schreuder, 2010). Grobler et al. (2011)

added that employees expect to receive certain rewards and compensation, in the form of merit increases, promotions, and performance bonuses, if they perform at certain levels in the organisation. Based on these expectations they will set their performance goals and objectives accordingly, which will be assessed and evaluated by the manager in the future. Furthermore, should such performance-reward relationship be experienced it would be expected to continue into the future. This will further lead to employees setting even higher standards of performance for the future with expectations of the corresponding higher levels of compensation.

2.6 Authentic happiness and work engagement

At the heart of job satisfaction is the employee's authentic happiness in his job and the level in which he is engaged therein. According to the Oxford dictionary (2005: p.84) authentic means "known to be real and genuine...". In addition, happiness is defined as a state of "feeling or showing pleasure" (Hornby, 2005: p.678). Schreuder and Coetzee (2011: p.242) therefore defined authentic happiness as "the experience of a sense of joy, satisfaction and well-being, combined with a sense that one's life is good, meaningful and worthwhile". Figure 2.5 depicts the authentic happiness formula.

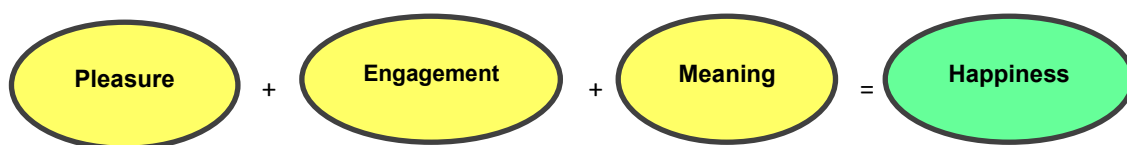


Figure 2.5: The authentic happiness formula

Adapted from Schreuder, A. M. G. & Coetzee, M. 2011. Careers - An Organisational Perspective, Claremont, Cape Town, Juta and Company Ltd.

According to Schreuder and Coetzee (2011) authentic happiness is made up of three elements (as depicted in Figure 2.5), namely pleasure, engagement, and meaning. The first element, pleasure, refers to the positive experience one derives from one's job which results in enthusiasm and a state of alertness. When an individual experiences pleasure, they are more likely to

process information more strategically than someone who is in a negative state of mind.

Engagement is a second element defined by Schreuder and Coetzee (2011: p.243) as “a positive, fulfilling, work-related state of mind that is characterized by vigour, dedication and absorption”. Engagement is evidenced by the level in which employees are willing to put in their own time and extra energy in order to achieve an objective. In addition, engagement is achieved when employees have a feeling that they are fully involved in the running of the organisation and in their jobs. A study by Moura et al. (2014) found a negative correlation between work stress as a result of role ambiguity and engagement, and a positive relationship between engagement and job satisfaction. This means that if employees experience work stress they will not feel engaged in their job. As a result, if employees feel disengaged they will not be satisfied in their job. However, the study further found that in the presence of engagement, role ambiguity will have less impact on job satisfaction.

Meaning is the last element of authentic happiness and is defined by Schreuder and Coetzee (2011: p.243) as “the extent to which one feels that work makes sense emotionally, that problems and demands are worth investing energy in, are worthy of commitment and engagement”. Therefore, if an individual does not attach meaning to their job, it could lead to detachment and disengagement from work. For example, if an employee feels they are not involved in the decision-making process in the workplace, they are likely to feel left out. This may lead to them reducing the level of effort that they exert in their work.

Notwithstanding the authentic happiness discussion above, Branham and Hirschfeld (2010) argued that being content with one's job does not necessarily mean that one is engaged. They further argued that job enrichment is a much higher standard to achieving job satisfaction or

enjoyment than the work engagement. On the other hand, Coetzee and Schreuder (2010) argued that there is a correlation between job satisfaction and organisational commitment in that if an employee is satisfied in their job they are unlikely to leave the organisation. Furthermore, such job satisfaction has a positive correlation to punctuality, regular attendance, good performance, and engaging in activities that are helpful to the organisation

2.7 Summary

Ensuring that employees are satisfied, happy and engaged in their jobs is a continuous effort that both the individual employees and their managers have to exert to ensure the effective and efficient running of a company. For managers, the challenge is always to establish exactly what drives each individual in order to know the appropriate interventions to introduce in the workplace. On the other hand, the individuals also have to do soul-searching to figure out what is it that makes them happy. This will open up channels of communication both upwards and downwards in the workplace.

This chapter highlighted the theories of job satisfaction and how they have evolved from Herzberg's studies conducted in 1959. Furthermore, work redesign interventions that have evolved since the 1959 studies were reviewed as tools to improve job satisfaction in the workplace. Job satisfaction was also considered from a behaviourist point of view by examining the reinforcement theory from external sources. Finally, literature was presented to explain how satisfied employees remain happy and engaged in their jobs, thus resulting in improved performance.

In addition to the benefits of job redesign interventions discussed in this chapter, challenges thereof were also highlighted, namely the infeasibility to introduce organisational development (OD) interventions due to restrictions of factory-based jobs, audit requirements in relation to fixed job descriptions, technological limitations, and collective bargaining. Further limitations were found by the researcher in the literature available to support Herzberg's

hygiene theory, which forms the basis of job satisfaction. However, not enough literature is available to support the work redesign interventions as proposed by Herzberg and the other researchers. Such limitations are due to the lack of sufficient research conducted on the subject, particularly in the South African manufacturing sector. Therefore, more insightful and accurate research is required to bridge this academic gap, the methodology of which will be described in the next chapter.

CHAPTER THREE

Research Methodology

3.1 Introduction

In the previous chapter the researcher established the need for further investigation on job satisfaction given the gap that exists in the literature. There has not been enough research done on job satisfaction in the manufacturing sector, specifically in the packaging industry. This chapter details the research methodology used in conducting the research at Mpact Pinetown.

The methodology discussion covers the aim and purpose of the study and the objectives will also be highlighted. The chapter also discusses the various aspects of research methodology that were investigated, from the methods of research to sampling and data collection methods. Once data had been collected for this study, a detailed analysis was done from which recommendations are offered based on the findings of the study. However, for the researcher to proceed, it is imperative that the background of Mpact be discussed.

3.2 Overview of company

Mpact Corrugated is part of Mpact Operations (Pty) Ltd, a public company listed on the JSE. Mpact Operations (referred to as Mpact) was trading as Mondi Packaging South Africa up until July 2011 when they demerged from Mondi Ltd to list separately under a brand new name, Mpact Ltd (which changed to Mpact Operations (Pty) Ltd, with effect from 1 January 2015). Mpact has four divisions, namely Paper, Corrugated, Plastics and Recycling, with operations geographically spread across South Africa and one in Namibia (Mpact, 2013). This study was conducted at the Corrugated operation situated in Pinetown, and was based on the productivity challenges experienced at this factory.

Mpact Pinetown employs 187 permanent employees, as shown in Figure 3.1.

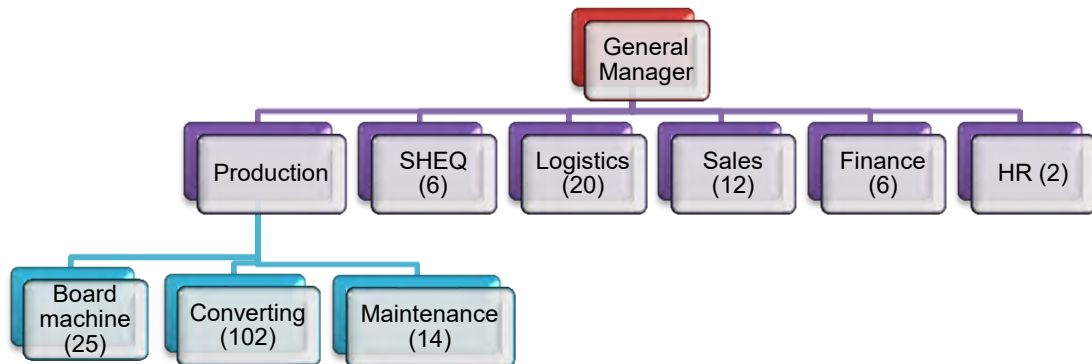


Figure 3.1 : Mpact Corrugated Pinetown organogram

Figure 3.1 shows a total of 187 employees employed at Mpact Corrugated Pinetown, 167 of which are factory workers (including Production, SHEQ, and Logistics) and the balance thereof (20) are office workers in the Administration office. These 167 factory workers form the population of this study. The factory staff are split as shown in Figure 3.2.

MPACT EMPLOYEES IN THE STUDY

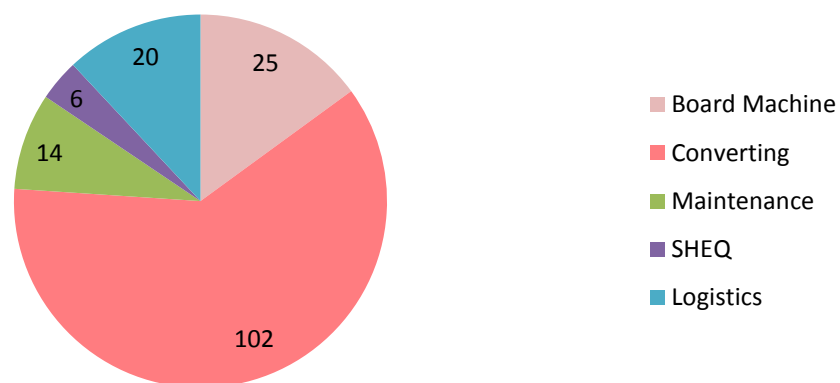


Figure 3.2: Factory departments where study was conducted

Figure 3.2 details the split of the factory workers by department. As is shown in the figure, Converting has the most employees (102), while SHEQ has the least (6). The factory is still male dominated, with only one female employee working in the (SHEQ) department as a Quality Controller.

3.3 Aim and objectives of the study

3.3.1 Aim

There has been a decrease in productivity at Mpact Corrugated Pinetown over the past 12 months in that the machines have not been running at their required targets. Measures show that the performance of the majority of machine crews has been gradually decreasing without any apparent reason. All the operators and most of their crew members have been performing these tasks for over ten years and there is an expectation that this experience will allow for more machine efficiency than is currently being achieved. However, this is not the case. Management are concerned about how to get them to perform to the required target. There is prima facie evidence that low job satisfaction is a major contributor based on discussions held with the Pinetown shopstewards. However, this has not been tested. This, therefore, raises a question: Can low job satisfaction be attributed to low machine efficiencies at Mpact Corrugated Pinetown?

Based on the question above, this research study therefore aimed to investigate the level of job satisfaction experienced by Mpact Corrugated Pinetown machine crews and the extent to which they are engaged in the company. The study also aimed to establish the effect that both job satisfaction and employee engagement have on employee performance.

3.3.2 Objectives

The objectives of the study were to investigate the following:

1. The factors that influence employees' satisfaction in their jobs
 - The level of employee engagement in the organisation

- The impact of job satisfaction and employee engagement on employees' performance
2. Recommendations on performance improvement.

3.4 Types of study

According to Sekaran and Bougie (2013), the various types of research studies include the exploratory study, the descriptive study, hypothesis testing, and the case study.

3.4.1 Exploratory study

According to Coetzee and Schreuder (2010) and Sekaran and Bougie (2013), a researcher conducts an exploratory study when there is insufficient information about a situation, or there is lack of historical data on how similar problems or research items have been solved . This could be due to the field of study being relatively new or not enough research having been previously done in the said field. For this reason, the researcher conducted a literature review in order to explore previous work that has been done on job satisfaction in the printing and manufacturing industries. In addition, given the fact that Mpact is a highly unionised environment, the researcher conducted an informal discussion among the shop stewards to determine if the need for research existed.

3.4.2 Descriptive study

The results of an exploratory study are useful to equip the researcher with the knowledge before embarking on a detailed investigation of the problem. According to Blumberg, Cooper and Schindler (2008), descriptive research is used for collecting data which describes characteristics of things, events, people, or situations. This study made use of descriptive research in that it sought to describe the performance at Mpact Pinetown by studying variables that influence job satisfaction, factors that impact on employee engagement, the relationship between job satisfaction and performance, and the relationship between employee engagement and performance at the time the

study was conducted. However, Sekaran and Bougie (2013) cautioned that the existence of a correlation between two variables does not translate into one variable causing a change in another variable.

3.4.3 Hypothesis testing

According to Blumberg et al. (2008), hypothesis testing is a scientific method of conducting research which is based on deductive research, where a theory is tested to establish its ability to explain a stated problem. However, this method of testing was not used for the current study.

3.4.4 Case study

According to Thomas (2004), a case study is a comprehensive study of one or a small number of occurrences of the units under examination, conducted in a real-life context, and can be very time consuming. Given the limited time available to the researcher, this method was not chosen for this study. Before embarking on the study the researcher had to decide on the approach to use.

3.5 Approach (Quantitative/qualitative)

According to Blumberg et al. (2008), a researcher decides on the approach to use based on the kind of information used in the study. The quantitative approach is used when quantities of elements, like number and figures, can be collected during the study. The “quantification” nature of the quantitative approach refers to the researcher’s ability to organise data in numbers or figures. Qualitative studies, on the other hand, rely on qualitative information, like words, narratives, and sentences. The qualitative research takes on an inductive approach which places emphasis on the generation of theories after having observed certain patterns. Due to the deductive nature of the business problem at Mpact, the researcher used the quantitative approach in conducting the study. This enabled the researcher to identify the number of employees in all categories of the elements under study, and to be able to use graphs and figures to categorise such employees, which would have

been difficult to do in a qualitative study. Once the approach had been determined, the researcher had to choose a sample to include in the study.

3.6 Sampling

Sekaran and Bougie (2013) outlined a process to be followed when choosing a sample, which includes defining the population, determining the sample and the sampling design, determining the appropriate sample size, and executing the sampling process.

3.6.1 Defining the population

According to Thomas (2004), a study population refers to a group of individuals that a researcher is interested in studying. For this research study the population was the 167 factory shop floor workers as outlined in Section 3.2.

3.6.2 Determining the sampling frame

A sample is a representative number of a population on which the research is conducted (Sekaran and Bougie, 2013). Due to the often large number of elements in the population, the researcher has to draw a sample from the population as this is less time consuming.

Bryman and Bell (2003: p.93) defined a sampling frame as “the listing of all units in the population from which the sample will be selected”. For the current study the researcher randomly distributed 150 questionnaires to factory shop floor workers who indicated willingness to participate in the study. Random distribution was done due to convenience as the researcher had easy access to the population subjects.

3.6.3 Determining the sampling design

According to Render, Stair and Hanna (2012: p.42), a probability refers to “a numerical statement about the likelihood that an event will occur”, as depicted by the mathematical formula: $0 \leq P \leq 1$. The formula means that the

probability of an event occurring is either zero or more, but less than or equal to one; where 0 indicates that the event is not expected to occur, and 1 means that it is always expected to happen. Therefore, in determining the sampling design, Sekaran and Bougie (2013) distinguished between probability and non-probability sampling. While probability sampling deals with elements which have some chance greater than zero of being selected, elements in non-probability sampling all have an equal chance of being selected. Therefore, the researcher used the latter method of sampling so that all employees in the factory had an equal chance of participating in the study. The two types of non-probability sampling are summarised in Table 3.1.

Table 3.1: Types of non-probability sampling

TYPE OF NON-PROBABILITY SAMPLING	DESCRIPTION
Convenience sampling	Choosing a sample that is easily accessible and available to the researcher and is useful in exploratory studies
Purposive sampling	Is limited to specific people who can supply the researcher with the required information due to their specific characteristics which conform to the researcher's criteria

Adapted from Sekaran, U. & Bougie, R. 2013. *Research Methods for Business - A Skill-Building Approach*, 6th Edition, West Sussex, United Kingdom, John Wiley & Sons Ltd.

According to Sekaran and Bougie (2013), as summarised in Table 3.1, purposive sampling affords the researcher an option of singling out those subjects from whom the researcher requires information. However, there are two types of purposive sampling, namely judgement sampling and quota sampling.

(a) Judgement sampling

Sekaran and Bougie (2013) defined judgement sampling as the type which involves subjects who are in the best position to supply the required information due to the unique nature of their characteristics or the elements under study. To this end, research was limited to the factory employees at Mpact Pinetown as the study sought to establish job satisfaction levels among this group of employees.

(b) Quota sampling

According to Bryman and Bell (2003), quota sampling is a useful sampling tool of fixing quotas for each subgroup to ensure that a sample is reflective of the demographics of the population such as race, gender, age groups, socio-economics, and religion. For the current study it was not necessary to use quota sampling as employees were all given an equal chance to respond.

3.6.4 Determining the sample size

According to Cummings and Worley (2008), choosing the sample size can be very tricky as the researcher has to balance between not having too small a sample which is not generalisable, while also ensuring it's not too big as that becomes time-consuming to control. Out of the population of 167 factory workers, the researcher was required to draw a sample of 70% of the population, which equated to 117 respondents out of the 167 employees in the population, as recommended by the sample size table in Sekaran and Bougie (2013). The researcher distributed the questionnaire to 150 shop floor workers who indicated interest in participating in the study.

3.7 Data collection

Blumberg et al. (2008) defined data as abstract, verifiable, and elusive facts the researcher collects from the environment of the study. For example, because job satisfaction is not tangible, the researcher had to observe the effects thereof from reduced production figures. These figures prompted the researcher to conduct this study to establish employee job satisfaction and

the reasons for it. According to Sekaran and Bougie (2013), a researcher can obtain data from primary or secondary sources.

3.7.1 Primary sources

Sekaran and Bougie (2013) referred to primary data as information on the variables of interest that the researcher gathers first-hand from the subjects of the study. Such information gathering is done through interviews, questionnaires, observations, or projective tests.

3.7.1.1 Interviews

According to Cummings and Worley (2008), conducting interviews is one of the effective methods of collecting data as the researcher is able to ask the subjects direct questions to gather information on the variables of interest. Such interviews can either be face-to-face, telephonic, or videoconferencing, depending on the geographical location of the interviewees. According to Bryman and Bell (2003) and Sekaran and Bougie (2013), interviews can be unstructured, which allows the interviewer to explore by asking unplanned and open-ended questions. They can also be structured, offering the interviewer the ability to standardise questions and to record answers to help reduce errors and to process data easily.

3.7.1.2 Observation

According to Cummings and Worley (2008) and Sekaran and Bougie (2013), observation involves watching, recording, analysing, and interpreting behaviour of subjects under study. For example, for this study, the researcher might have wanted to observe the number of times each employee takes comfort breaks at each machine to research the need for additional breaks in the factory. The advantages and disadvantages of observations are summarised in Table 3.2 (Cummings and Worley, 2008).

Table 3.2 : Advantages and disadvantages of interviews and observations

TYPE	ADVANTAGES	DISADVANTAGES
○ Interviews	❖ They are easily adaptive, which enables the interviewer to change questions as and when the need arises	❖ It is time consuming – depending on the number of interviewees, it may take a considerably long time to conclude interviews and to analyse data collected from them
	❖ The interviewer is able to demonstrate empathy, which develops a trust relationship and results in a frank disclosure of important information	❖ They can lead to personal biases from both the interviewer and interviewee, which may distort the data
○ Observation	○ It is free of biases	○ It may be difficult to interpret, requiring the researcher to invest in a coding scheme – this may be expensive, time consuming, and may introduce bias
	○ The researcher is able to perceive behaviours first-hand	○ The researcher might find difficulties in sampling and choosing the observation periods and events in which to conduct observations
	○ Observation provides real-time data with behaviours occurring in the present	
	○ It eliminates distortion of information linked to	

	participants having to recall information	
	○ It is adaptive – the researcher can change what he/she chooses to observe based on the circumstances	

Adapted from Cummings, T.G., & Worley, C. G. 2008. *Organisation Development and Change*, Mason, USA, South-Western Cengage Learning.

3.7.1.3 Questionnaires

According to Cummings and Worley (2008) and Sekaran and Bougie (2013), a questionnaire involves a document with pre-formulated questions with closely defined alternatives which respondents provide answers to. Questionnaires are one of the most efficient ways of conducting research in that the researcher is able to reach large numbers of subjects at the same time. They can be administered either personally by the researcher, mailed to the respondents, or electronically distributed. For the current study, the researcher personally administered the questionnaires due to the fact the research population is in the researcher's place of work. Questionnaires typed in English were distributed to machine crews to be completed in their own time and anonymously dropped into a box allocated by the researcher. A total of 150 employees agreed to participate in the study by accepting the questionnaires from the researcher. Workplace shop stewards were involved in encouraging employees to return questionnaires timeously. However, only 81 questionnaires were returned to the researcher. Sekaran and Bougie (2013) outlined advantages and disadvantages of each method of administering questionnaires, which are summarised in Table 3.3.

Table 3.3: Advantages and disadvantages of questionnaire methods

METHOD	ADVANTAGES	DISADVANTAGES
❖ Personally administered	<p>The researcher:</p> <ul style="list-style-type: none"> ○ can collect all responses within a short period of time ○ is available to clarify unclear questions ○ can motivate respondents to give frank answers <p>The research is:</p> <ul style="list-style-type: none"> ○ less expensive and saves time ○ easy to administer and does not require much skill 	<ul style="list-style-type: none"> ○ The researcher may introduce a bias by explaining questions differently to different participants ○ It may be time consuming if the researcher has to personally administer them to large numbers
❖ Mail and electronic	<ul style="list-style-type: none"> ○ It covers wide geographical areas ○ Respondents can respond at their convenience and pace 	<ul style="list-style-type: none"> ○ It has a typically low response rate, which leads to low representation of the sample ○ The respondents cannot clarify any possible confusion

Adapted from Sekaran, U.& Bougie, R. 2013. *Research Methods for Business - A Skill-Building Approach*, 6th Edition, West Sussex, United Kingdom, John Wiley & Sons Ltd.

3.7.2 Construction of the instrument

Once the researcher has chosen the instrument for the research, the next step is to construct the instrument (Sekaran and Bougie, 2013). The instrument of choice for this study was a questionnaire, as discussed in Section 3.7.3.3.

3.7.2.1 Scaling

According to Sekaran and Bougie (2013) a scale is a tool used on a research instrument where elements are differentiated from one another and measured for comparability. Table 3.4 summarises the different types of scales:

Table 3. 4: Types of scales

TYPE OF SCALE	MEANING
• Category	This is a type of ordinal scale which groups responses according to response categories in an ascending order.
• Likert-type	This scale is typically used in applied psychological research. Respondents have to indicate the extent to which they agree or disagree with a statement. Data from the items on the questionnaire are then generated into categories to form a composite score of the overall rating.
• Sematic differential	A respondent is asked to rate the subject of the study based on one question linked to multiple descriptors which are on the extreme ends of each other. The two extreme characteristics normally range between 1 and 7.
• Intensity	Similar to the sematic differential scale, however this type has multiple questions each linked to its own set of two descriptors.
• Paired comparison	The respondent allocates different weightings on options provided in the study, based on the level they have experienced each option.
• Graphic rating	Similar to a Likert-type scale, this scale uses visuals in form of smiley faces to indicate the respondent's agreement or disagreement with the question.

Adapted from Foxcroft, C. & Roodt, G. 2009. *Introduction to Psychological Assessment in the South African context, 3rd Edition*, Cape Town, Oxford University Press Southern Africa (Pty) Ltd.

According to Table 3.4 Likert-type scale is commonly used in applied psychological research to solve practical human behaviour. The researcher, therefore, chose this scale for the current research.

3.7.2.2 Designing a questionnaire

When designing a questionnaire the researcher has to ensure they adhere to the three principles of questionnaire design which are principles of wording, principles of measurement, and general setup (Sekaran and Bougie, 2013). The researcher therefore had to ensure that the questionnaire adhered to

such principles, and that it was able to address the research question and the objectives of the study at Mpact (Appendices 1 and 2). Below are the objectives of the study with their respective questions in the questionnaire:

1. The various factors that influence employees' satisfaction in their jobs are highlighted by Table 3.5.

Table 3.5: The objectives of the study and their respective questions

SATISFIERS	DISSATISFIERS
Achievement ❖ Questions 7, 8, 15, 16, 17, 18, 19, 21, 22, 23, 26, 28, 32	Company policy and administration ❖ Questions 10, 12, 13, 14, 20, 22, 25
Recognition ❖ Questions 7, 15, 16, 17, 18, 19, 24, 27, 28, 30, 32	Supervision ❖ Questions 12, 13, 14, 17, 19, 25, 30
Possibility of growth ❖ Questions 15, 16, 24, 26, 28	Salary ❖ Questions 18, 26, 27
Work itself ❖ Questions 6, 9, 11, 21, 23, 25, 30, 35	Interpersonal relations ❖ Questions 14, 17, 29
Responsibility ❖ Questions 7, 23, 25	Working conditions ❖ Questions 31
Advancement and status ❖ Questions 33	
Job security ❖ Questions 22, 34	

- The level of employee engagement in the organisation
❖ Questions 6, 35
- The impact of job satisfaction and employee engagement on employees' performance
❖ Questions 35, 36

2. Recommendations for performance improvement

❖ Question 37, 38

3.7.3 Validity

According to Foxcroft and Roodt (2009: p.56), validity refers to “what the test measures and how well it does so”. This means that the instrument has to be designed so that it is able to address the purpose and aim of the study. To this end, the aim of the current study was to investigate the level of job satisfaction experienced by Mpact Corrugated Pinetown machine operators and the extent to which they are engaged in the company. Therefore, it was imperative for the researcher to ensure that the questionnaire was able to efficiently measure job satisfaction for it to be valid. According to Sekaran and Bougie (2013), there are several types of tests available to test the validity of an instrument, which can be grouped into three broad categories, namely content validity, criterion-related validity, and construct validity.

3.7.3.1 Content validity

Foxcroft and Roodt (2009: p.57) defined content validity as involving “determining whether the content of the measure covers a representative sample of the behaviour domain/aspect to be measured”. Such verification can be done by involving a panel of subject experts to assess the variables at the instrument construction stage. For this research, a group of eight shop stewards were requested to answer the questionnaire in order to test the level of difficulty of and the time it could possibly take to complete the questionnaire. The time was recorded as 10 to 15 minutes.

3.7.3.2 Criterion-related validity

According to Foxcroft and Roodt (2009), a criterion is a variable used as a benchmark against which scores on a data collection instrument are compared or evaluated. Criterion-related validity therefore involves determining the correlation between a predictor(s) and a criterion. The

current researcher compared the research findings against literature and previous studies reviewed.

3.7.3.3 Construct validity

According to Foxcroft and Roodt (2009) and Sekaran and Bougie (2013), construct validity involves a quantitative and statistical analysis of measuring the extent to which the results obtained from the instrument fit the theories used to design the said instrument. Due to the complicated nature of this method, it was not used for this study.

3.7.4 Reliability

According to Foxcroft and Roodt (2009) and Sekaran and Bougie (2013), reliability of an instrument is an indication that the instrument is error-free and consistent in measuring what it is supposed to measure. This indicates the stability with which the instrument measures the concept under study.

3.7.4.1 Stability of measures

According to Sekaran and Bougie (2013), the stability and vulnerability of an instrument to changes in the environment is measured by its ability to give the same results over time, regardless of the changing testing conditions or the state of subjects to the study. Such stability confirms the “goodness” of the instrument, and it can be tested using two methods. The first method is the test-retest reliability, which involves administering the instrument twice to the same group of subjects over a period of time. However, this test proved to be difficult to perform in practice and was therefore not used for this research. The second test is the parallel-form reliability method, which involves comparing responses from two different instruments which tap on the same construct format. Due to time constraints and the impracticality of conducting two tests with the same respondents, this test was also not used.

3.7.5 Administration of the survey

Once the researcher was satisfied that the questionnaire met all the requirements for validity and reliability, an introductory letter was written detailing the reason for the study, the confidentiality of the study and how results of the study were going to be used. The letter further explained the voluntary nature of participating in the study. Finally, the letter also gave the participants the due date for submission of the questionnaire. However, before the study could commence, consultation with the employee representatives was imperative to enable them to properly communicate the reasons and purpose of the study, and the confidentiality of the study. The type of questions to be asked were further highlighted to the shop stewards. After the consultation the shop stewards were able to give the study the go-ahead. Due to time constraints, the researcher gave the participants one week in which to complete the questionnaires.

The researcher proceeded by physically distributing the questionnaire and the letter to all employees in the factory. Shop stewards were requested to help with the distribution to those employees who were still sceptical about the study. Two sealed collection boxes were strategically placed in the factory for employees to return completed questionnaires.

Once all the questionnaires had been received, the researcher manually captured responses on Questionpro. Care had to be taken to ensure that all responses were captured accurately to ensure that no errors were made. The data was then ready to be analysed. Limitations of data collection are discussed in detail in Section 5.4.

3.8 Data analysis

According to Sekaran and Bougie (2013), data analysis is a three-step process of sorting data into meaningful information to assist the researcher to make recommendations. The first step is to code data to ensure ease of entering into a database. The next step involves capturing raw data onto a

software program like Questionpro. Lastly, data is edited to ensure meaning to the data collected. This last step also helps to ensure that inconsistent responses which are not in line with the respondent's answers are edited into useful information by the researcher. In addition, the researcher has to make decisions regarding omissions — whether to ignore them, to make a deduction based on the respondent's other responses, or to allocate to that question a mean value of the rest of the respondent's items on the questionnaire.

3.9 Conclusion

The processes involved in research methodology were discussed in detail in this chapter, from outlining aims and objectives through to data analysis. Different types of study and sampling methods were presented and critically analysed. The various data collection methods were described and the researcher motivated why the instrument of choice for this research had been the questionnaire. Methods of testing the data collection instruments on the basis of validity and reliability were also discussed. The data collected by means of the questionnaire will be presented and discussed in the following chapter.

CHAPTER FOUR

Analysis and Discussion of results

4.1 Introduction

Various methods of data collection and the process to be followed in conducting research at Mpact Corrugated Pinetown were discussed in Chapter Three. This chapter presents the findings from the data collection. In addition, analysis of data and interpretation thereof are provided firstly in terms of demographic and biological profiles of the sample, and secondly in terms of the objectives of the study as outlined in Chapter Three.

The population size of the study was 167 shop floor employees. Of this population, 150 employees accepted the questionnaires distributed, thus agreeing to participate in the study. However, only 81 questionnaires were returned, and 75 of those were fully completed. Therefore, the result was a 45% completion rate, which is below the 70% completion aimed for. The six incomplete questionnaires were discarded and placed on file for record keeping.

4.2 Treatment of data

The researcher created a standard questionnaire on Microsoft Word which was then imported onto Questionpro in order to generate reports. However, due to the fact that the research population did not have access to computers, the researcher printed out all questionnaires and distributed them randomly to the shop floor employees based on their willingness and ability to participate in the research. A box was left in the factory to allow respondents confidentiality when returning the completed questionnaires.

Due to limitations of capturing multiple responses on Questionpro, the researcher downloaded the reporting tool from Questionpro onto Microsoft Excel. The responses from questionnaires were captured on Excel and

reports and graphs were generated from there. Variables like work itself had two questions on the questionnaire posed both in a positive question and in a negative statement. Responses to the negative statement were reversed in order to consolidate the responses accordingly. This method is recommended by Sekaran and Bougie (2013) as one of the effective ways of conducting data transformation.

The data presented in this chapter is by means of tables and graphs for better visuals and to ensure easy interpretation and understanding. The relationships between scale types, data analysis, and methods of obtaining visuals are summarised in Table 4.1.

Table 4.1: Summary of scale types, data analysis, and methods for visual variables.

Scale	Measures of central tendency (single variable)	Measures of dispersion (single variable)	Visual summary (single variable)	Measure of relation (multiple variables)
Nominal	Mode	-	Bar chart, pie chart	Contingency table (Cross tabulation)
Ordinal	Median	Semi-interquartile range	Bar chart, pie chart	Contingency table (Cross tabulation)
Interval	Arithmetic mean	Minimum, maximum, standard deviation, variation, co-efficient of variation	Histogram, scatterplot, box-and-whisker plot	Correlations
Ratio	Arithmetic mean or geometric mean	Minimum, maximum, standard deviation, variation, co-efficient of variation	Histogram, scatterplot, box-and-whisker plot	Correlations

Adapted from Sekaran, U. & Bougie, R. 2013. *Research Methods for Business - A Skill-Building Approach*, 6th Edition, West Sussex, United Kingdom, John Wiley & Sons Ltd.

From Table 4.1 it is clear that depending on the scale of measures used, measures of dispersion such as the mode, median, mean, semi-interquartile range, standard deviation, or variance can be used. For this study, the measures of central tendency and dispersion used were the mean (\bar{x}), which measures the average of the responses; variation (s^2), measuring the wideness of the variations of responses around the mean; and standard deviation (s), which measures the extent to which the responses deviate from the mean (Keller, 2012).

4.3 Reliability of the questionnaire

In order to test the reliability of the questionnaire a group of five shop stewards were asked to participate in the research. Their levels of education ranged from Grade 10 to Grade 12. Once satisfied that the language used was appropriate as well as the length of the questionnaire, the researcher proceeded with data collection.

4.4 Profile of respondents

The respondents' demographic profile based on areas of work is summarised in Figure 4.1.

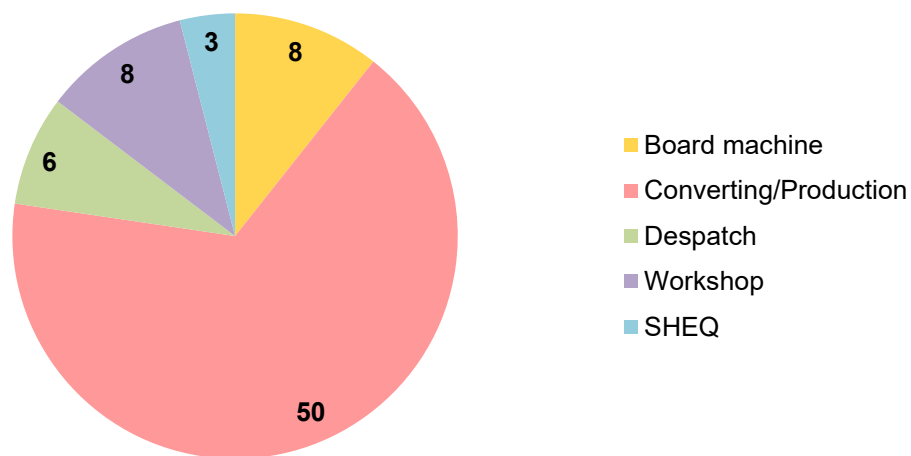


Figure 4.1: Areas of work of respondents

Figure 4.1 illustrates that a total of 75 respondents were involved in the study. The majority of respondents (66.67%) were from Converting. This is due to the fact that Converting has the largest number of employees (102). Conversely, only three people out of six in SHEQ participated in the study. The age profile of the respondents is summarised in Figure 4.2.

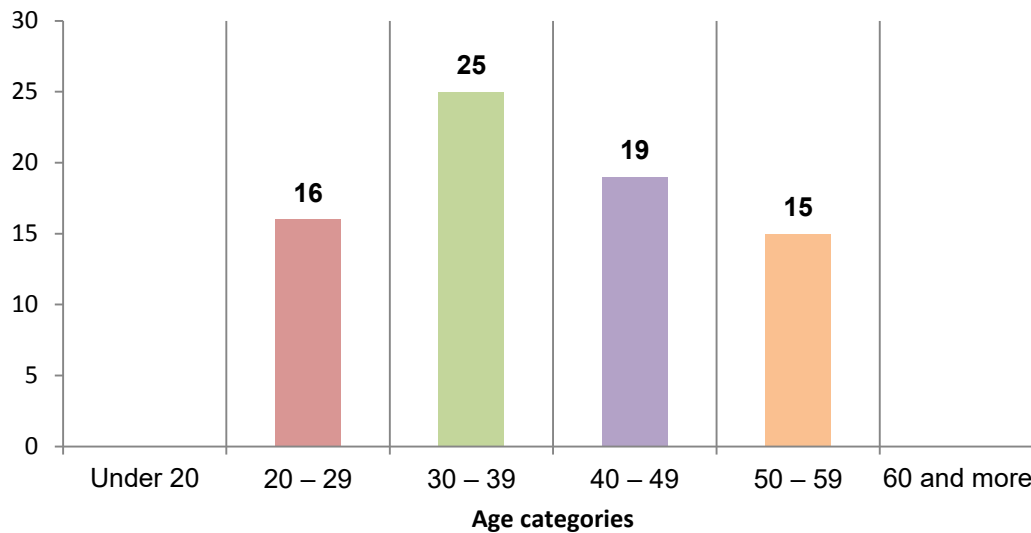


Figure 4.2: Age distribution of respondents

The age group 30-39 had the highest number of respondents (25), which represents 33.33% of the respondents. However, there were no respondents in category under 20 and category 60 and more. The reason attributed to no respondent in the 60 and more category is due to low literacy levels of employees in that age group. As the study involved completing written questionnaires in English, this group of employees could, therefore, not participate. The respondents' level education is shown in Figure 4.3.

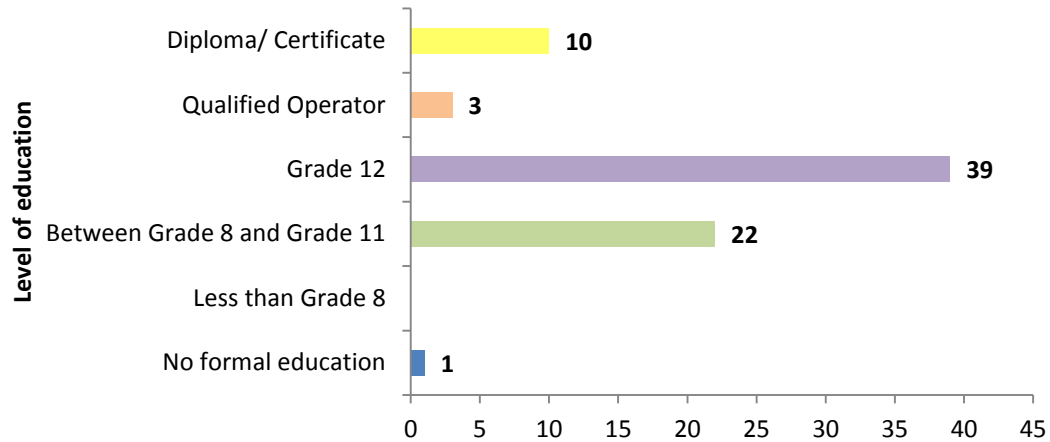


Figure 4.3: Respondents' level of education

According to Figure 4.3 respondents with Grade 12 and higher qualifications constituted 69.33% of the respondents. This high level of qualifications made it easier for the respondents to comfortably participate in the research. On the other hand, the category between Grades 8 and 11 also has a relatively high number of employees (29.33% of the respondents). This is typically the group of employees who were reluctant to complete the questionnaires due to their limited education. However, one of the respondents had no formal education but was willing to participate in the study. The researcher interpreted the questionnaire for this respondent to enable him to participate accordingly. Finally, the profile of the respondents is also summarised by marital status, as seen in Figure 4.4.

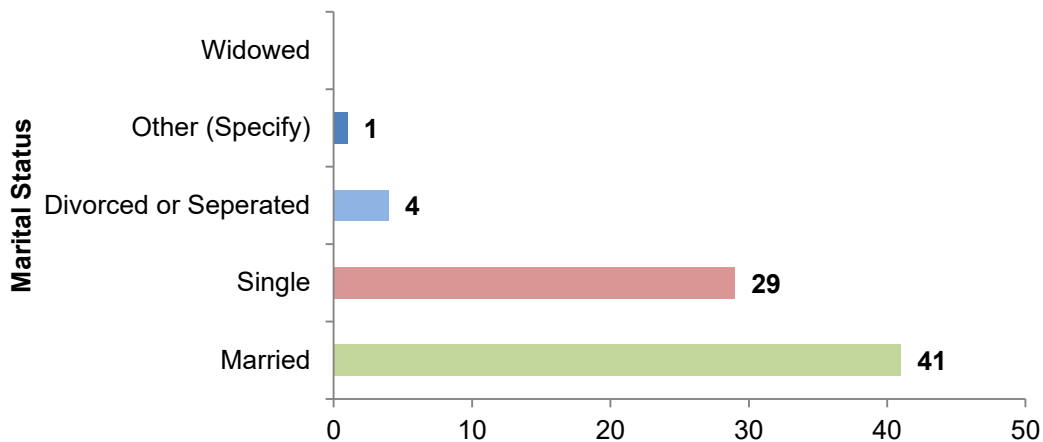


Figure 4. 4: Marital status of respondents

According to Figure 4.4 the “married” category constituted 54.67% of the respondents, which is the highest number of the five categories. Four of the respondents were either divorced or separated, while one respondent chose the “other” category, specifying that they were engaged to be married. There were no respondents in the “widowed” category.

4.5 Objectives of the study

Chapter 3 highlighted the objectives of the study and stated that the questionnaire had been designed in line with the said objectives. The questions in the questionnaire were thus linked to each objective to ensure that sufficient data could be collected to assist the researcher in answering the research question. In the following sections, the results are presented and discussed according to each objective.

4.5.1 Objective 1: To investigate various factors influencing employees’ satisfaction in their jobs

The first objective was measured using Herzberg’s (1959) hygiene theory, which includes seven satisfiers (achievement, recognition, possibility of growth, work itself, responsibility, advancement and status, job security) and five dissatisfiers (company policy and administration, supervision, salary, interpersonal relations, and working conditions). The questions assigned to each variable, as shown in Table 3.4, were consolidated and the results thereof are shown in Table 4.2, indicating the various measures of central tendency and dispersion.

Table 4.2: Satisfiers and dissatisfiers

	N	Minimum	Maximum	Mean (\bar{x})	Standard deviation (s)	Variation (s²)
Responsibility	70	1	5	3.30	0.83	0.70
Supervision	70	1	5	3.16	1.09	1.19
Salary	70	1	5	3.15	1.32	1.74
Recognition	70	1	5	3.08	1.26	1.60
Possibility of growth	70	1	5	3.07	1.30	1.68
Company policy and administration	70	1	5	2.97	1.09	1.19
Advancement and status	70	1	5	2.96	1.22	1.48
Work itself	70	1	5	2.91	0.98	0.98
Achievement	70	1	5	2.81	1.13	1.32
Interpersonal relations	70	1	5	2.76	1.16	1.33
Working conditions	70	1	5	2.39	0.94	0.88
Job security	70	1	5	1.33	0.69	0.50

Data in Table 4.2 are ranked in terms of the mean scores of each category from highest to lowest. The element with the highest mean is responsibility with 3.30, indicating that most respondents feel a sense of responsibility towards their job, are given the responsibility to come up with new things, and are clear with what is required of them in the job. A standard deviation of 0.83 indicates that the responses did not deviate much from the mean. According to Herzberg (1959), having a sense of responsibility in one's job represents an intrinsic satisfier or motivator, which contributes to job satisfaction. Ford and Wooldridge's (2012) study attributed such feelings of responsibility and autonomy to organisations with growing revenue in that those in stagnant environments applied more stringent controls for job security. Although this study was done in the US, its findings are in line with this research study in that Mpact is currently the leader in the corrugated packaging industry in terms of revenue.

The next highest mean is supervision with 3.16, which means that the respondents are generally satisfied with the way they are being supervised and the level of involvement in their respective jobs. However, a standard deviation of 1.09 indicates that there were quite a number of respondents who

didn't share this view, hence the deviation from the mean. According to Herzberg (1959), supervision is an extrinsic hygiene factor, lack of which results in job dissatisfaction rather than no job satisfaction. Therefore, a high rating in supervision means that employees are not dissatisfied with the level of supervision in the workplace. Ford and Wooldridge (2012) found, as in responsibility and autonomy, that employees in organisations with growing revenue tend to rate supervision highly because supervisors in these organisations are provided with tools to help them manage their employees well.

The salary mean is just above average (3.15), indicating that more respondents indicated their dissatisfaction with their salaries. However, a standard deviation of 1.32 on a 5-point scale indicates that the views on this element were quite dispersed. In line with Herzberg's (1959) theory, the high number of employees with low satisfaction with their salaries would typically have increased levels of job dissatisfaction. In addition, Robbins et al. (2009) found such negative correlation among lower-paid employees. In a UK study, Sutherland (2012) went further by linking this need to employees with financially dependent children. This is in line with findings in the current study, as depicted in Table 4.3.

Table 4. 3: Cross tabulation based on marital status and salary

		Marital status			
		Divorced/ separated	Married	Other	Single
Given your effort levels, how well paid are you in your job?	Extremely well paid	0	0	0	1%
	Very well paid	0	8%	0	7%
	Moderately well paid	3%	17%	1%	5%
	Slightly well paid	1%	8%	0	16%
	Not at all well paid	1%	21%	0	9%
	n = 75	df = 20			
	Pearson Chi-square = 135.483	p = 0.000			

Table 4.3 shows that 21% of the married respondents indicated that they are not well paid as compared to 9% of their single counterparts. The relationship between the respondents' marital status and their satisfaction with their salaries is very strong, with a p value of 0.000. The difference is an indication that the married respondents are 12% more likely to be concerned with their salaries due to their spouses and children being financially dependent on them. This is in line with a higher need for higher remuneration due to financial dependency, as found in the Sutherland (2012) study.

At a mean of 3.08, respondents indicated positive responses about the recognition they get for good performance. Similarly, the results indicated a mean of 3.07 for possibility of growth, which indicates the respondents' satisfaction with opportunities for upgrading their skills. The dispersion of the responses was quite widespread for both recognition (1.26) and possibility for growth (1.30), indicating that this view was not commonly shared among the respondents. This element will be discussed further in Section 4.5.2.

The element with the lowest mean of 1.33 was job security, which is a reversed score indicating the respondents with a high need for job security. With a low standard deviation of 0.69, it indicates that most of the

respondents regarded this element as very important to them. Linz and Semykina's (2012) study found a high positive correlation between job security and job satisfaction. This correlation was confirmed in Reinardy's (2012) study where US newspaper journalists who intended to leave did not have a high regard for job security. A cross tabulation was done to establish a relationship between age and job security, as illustrated in Table 4.4.

Table 4. 4: Cross tabulation of age and job security

		Age group			
		20 – 29	30 – 39	40 – 49	50 – 59
How important is job security to you?	Extremely important	17%	29%	24%	19%
	Somewhat important	1%	3%	1%	1%
	Neither important nor unimportant	1%	1%	0%	0%
	Somewhat unimportant	1%	0%	0%	0%
	Extremely unimportant	0%	0%	0%	0%
n = 75		df = 16			
Pearson Chi-square = 122.921		p = 0.000			

The results of Table 4.4 show that 62% of the respondents over the age of 30 indicated a high need for job security as compared to 17% of their younger counterparts. With a p value of 0.000, this shows a significant relationship between age and job security. These results are also consistent with the findings under the salary element in that this group of respondents were more likely to be married with children who were financially dependent on them.

Work itself has a mean of 2.91, which is slightly low. Respondents in this category indicated that although they generally do enjoy their jobs, the undefined quality goals negatively impact on their job satisfaction. Due to the nature of the employees' work on the machines, undefined quality goals lead

to confusion when employees are reprimanded for unachieved quality. According to Schreuder and Coetzee (2011), this confusion leads to a situation where the employee does not attach meaning to their job, which impacts on authentic happiness. The confusion also leads to detachment and disengagement from one's work. However, Moura et al. (2014) found that if employees are engaged in their jobs unclear goals will have a reduced impact on job satisfaction. The results of this element further show a dispersion of 0.98 for both variation and standard deviation, which is close to 1, indicating that the responses were relatively dispersed in relation to the mean.

The mean score for advancement and status was relatively low at 2.96, indicating that the majority of the respondents did not consider this a priority. This is in line with Coetzee and Schreuder's (2010) theory that some employees may not opt for promotion due to fear of additional responsibility and extended working hours in higher positions. Such employees would typically have rated work itself, discussed above, as a high motivator. However, the dispersion with a standard deviation of 1.22 indicates that the responses were quite diverse in this category.

At a slightly low mean of 2.97 for company policy and administration, the respondents were generally satisfied with the image of the company and the communication from its senior management. These results are in contrast to those in Islam and Ali's (n. d.) study which found that the majority of the Peshawar's private sector university lecturers indicated dissatisfaction with their respective university policies. However, notwithstanding the positive ratings, Mpact's respondents indicated dissatisfaction with their level of involvement in decisions that impacted on their work and their departments. This is also in line with the quality finding in work itself above. Schreuder and Coetzee (2011) cautioned that if an employee feels excluded in the decision-making process pertaining to their work they are likely to feel left out, resulting in reduced levels of effort, and thus reduced performance on the job.

Variables with the lowest mean were achievement, interpersonal relations and working conditions. With a mean of 2.81 and standard deviation of 1.13 for achievement, there were more respondents who felt that, although satisfied with their work, they expected more recognition for their good performance in terms of promotion or performance incentives. These results are in line with Robbins et al. (2009) who stated that high achievers tend to link their achievements to recognition by, and respect from, their fellow employees. In addition, this linking of their efforts to good remuneration, promotions and performance incentives is in line with distributive justice as defined by Coetzee and Schreuder (2010).

A slightly low number of respondents were satisfied with on-the-job encouragement they received from their supervisors ($\bar{x} = 2.76$) and a 1.16 standard deviation for interpersonal relations. In line with this finding, Linz and Semykina's (2012) study found that there was a positive correlation between employees' relationships with supervisors and peers, and job satisfaction. However, as was the case under company policy and administration above, the majority of Mpact's respondents were not satisfied with their involvement in decision making in their work and the assistance they received from their peers.

Finally, working conditions had a mean of 2.39 and a standard deviation of 0.94, indicating that the respondents experienced a low level of satisfaction with their working environment. According to Herzberg (1959), low working conditions are likely to result in job dissatisfaction. In line with this finding, Pillay (2009) found a high positive correlation between the South African public hospital nurses' dissatisfaction with their working conditions and job dissatisfaction. Similarly, Roopai (2012) also found the same positive correlation among pharmaceutical sales representatives. Working conditions will be further investigated in line with the suggestions given by the respondents in Section 4.5.2.

4.5.1.1 Objective 1.1: To investigate the level of employee engagement in the organisation

The second objective highlighted in Chapter 3 was to investigate the level in which employees felt engaged at work. Two questions were designed to tap into this variable, and the responses are shown in Figure 4.5.

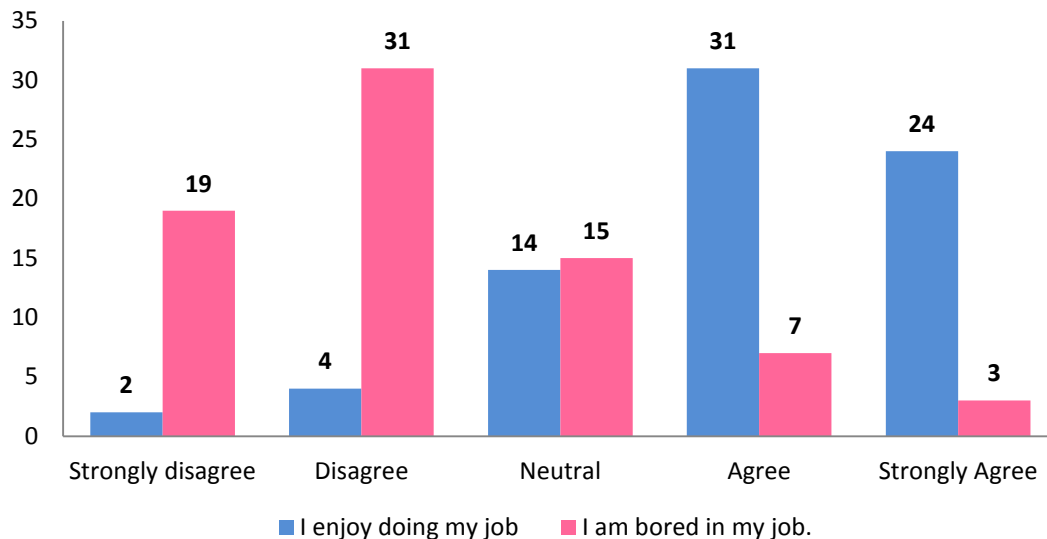


Figure 4.5 : Level of employee engagement in the organisation

According to Figure 4.5, the majority of the respondents indicated that they were engaged in their work. This is evident in that 55 (i.e.73.33%) of the respondents said they enjoyed their job. In addition, a corresponding 50 (i.e. 66.67%) disagreed with the negative statement that they were bored in their job. These results are in line with Moura et al.'s (2014) study which found that there was a positive relationship between engagement and job satisfaction.

In the Mpact study, although there were only a few respondents who indicated low levels of employee engagement (i.e. 6 and 10 respectively), 18.67% to 20% of the respondents were indifferent. Attention needs to be given to such employees to ensure they feel engaged again.

4.5.1.2 Objective 1.2: To investigate the impact of job satisfaction and employee engagement on employees' performance

The third objective of the study was to find out if there was a correlation between employee engagement and their performance on the job. This variable was measured by using two questions as shown in Table 4.5.

Table 4.5: Cross tabulation based on employee engagement and employee performance

		My performance in my job is at the best that it could be				
		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
I am bored in my job	Strongly agree	1%	3%	0%	0%	0%
	Agree	5%	4%	0%	0%	0%
	Neutral	3%	12%	5%	0%	0%
	Disagree	13%	20%	5%	3%	0%
	Strongly disagree	9%	16%	0%	0%	0%
		n = 75		df = 20		
		Pearson Chi-square = 135.483		p = 0.000		

Table 4.5 shows a p value of 0.000, indicating a significant relationship between the respondents' level of engagement and performance on their jobs. Fifty-eight percent of the respondents who indicated that they were not bored in their jobs also indicated that they were performing at their peak. This is comparable to 13% of their counterparts who indicated boredom whilst performing at their peak. These results indicate that the former group was still engaged in their jobs, regardless of the fact that they were performing at their peak. This, therefore, means that the prima facie evidence of employee disengagement from their jobs, as mentioned in 1.4, could not be proven. On the other hand, the latter group indicated disengagement from their jobs. The study by Moura et al. (2014) found that for as long as employees feel

engaged in their jobs, role ambiguity will have a reduced impact on job satisfaction. However, an opportunity exists to further investigate as to whether employee performance at Mpack could be improved by introducing some of the suggestions made by the respondents in Section 4.5.2.

4.5.2 Objective 2: To investigate recommendations for performance improvement

The last objective was to find out if employees had any recommendations to help improve their performance. These are shown in Figure 4.6.

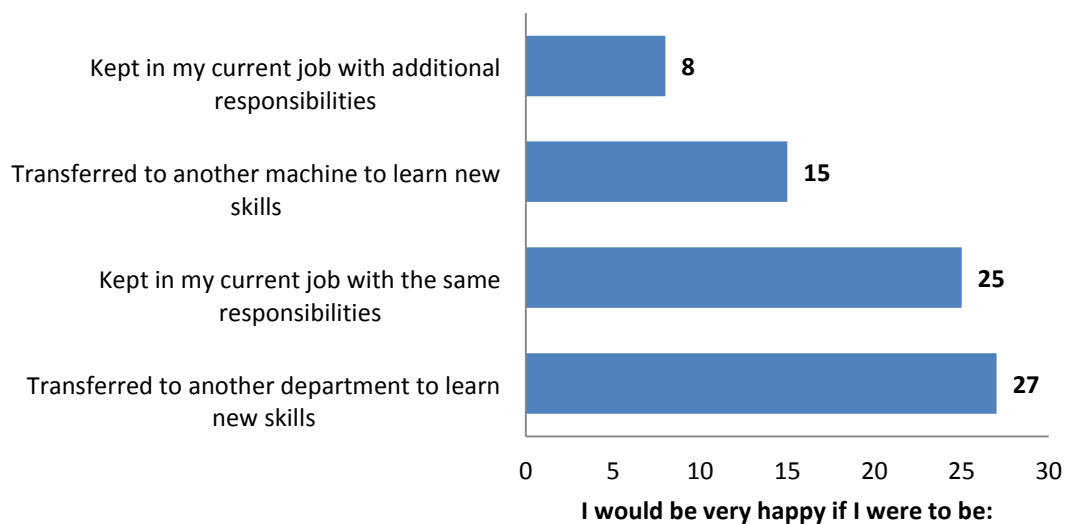


Figure 4. 6 : Recommendations for performance improvement

The responses in Figure 4.6 indicate that 56% of the respondents would prefer to be transferred to either another department or a different machine in order to learn new skills. This is in line with Hackman and Oldham's (1980) skill variety which helps employees to find meaning in their jobs. However, of the 44% of those who would like to remain in their current jobs, 76% of them did not opt for additional responsibilities. They indicated their preference for remaining in their current departments/machines while continuing with their current functions. According to Cummings and Worley (2008), employees with low knowledge and skills are less likely to derive satisfaction out of skill

variety than their counterparts who possess such skills. Table 4.6 shows the relationship between qualifications and desire for job rotation.

Table 4. 6 : Cross tabulation based on qualifications and desire for job rotation

		Qualifications				
		No formal education	Between Std 6 and Std 9	Grade 12	Diploma	Qualified Operator
I would be happy if I were to be...	Kept in my current job with additional responsibilities	0%	1%	7%	3%	0%
	Kept in my current job with the same responsibilities	1%	15%	12%	5%	0%
	Transferred to another department to learn new skills	0%	4%	27%	4%	1%
	Transferred to another machine to learn new skills	0%	9%	7%	1%	3%
n = 75		df = 20				
Pearson Chi-square = 144.821		p = 0.000				

Table 4.6 shows a p value of 0.000, which indicates a significant relationship between an employee's qualifications and their desire for job rotation. Thirty-two percent of the respondents with Grade12 and above were keener to be rotated to another machine or department to learn new skills compared to the 4% with Grade 11 and below. This is in line with Cummings and Worley's (2008) theory that employees with low knowledge and skills are less likely to derive satisfaction out of skill variety.

Figure 4.7 shows the responses to the optional qualitative question for recommendations to improve job satisfaction.

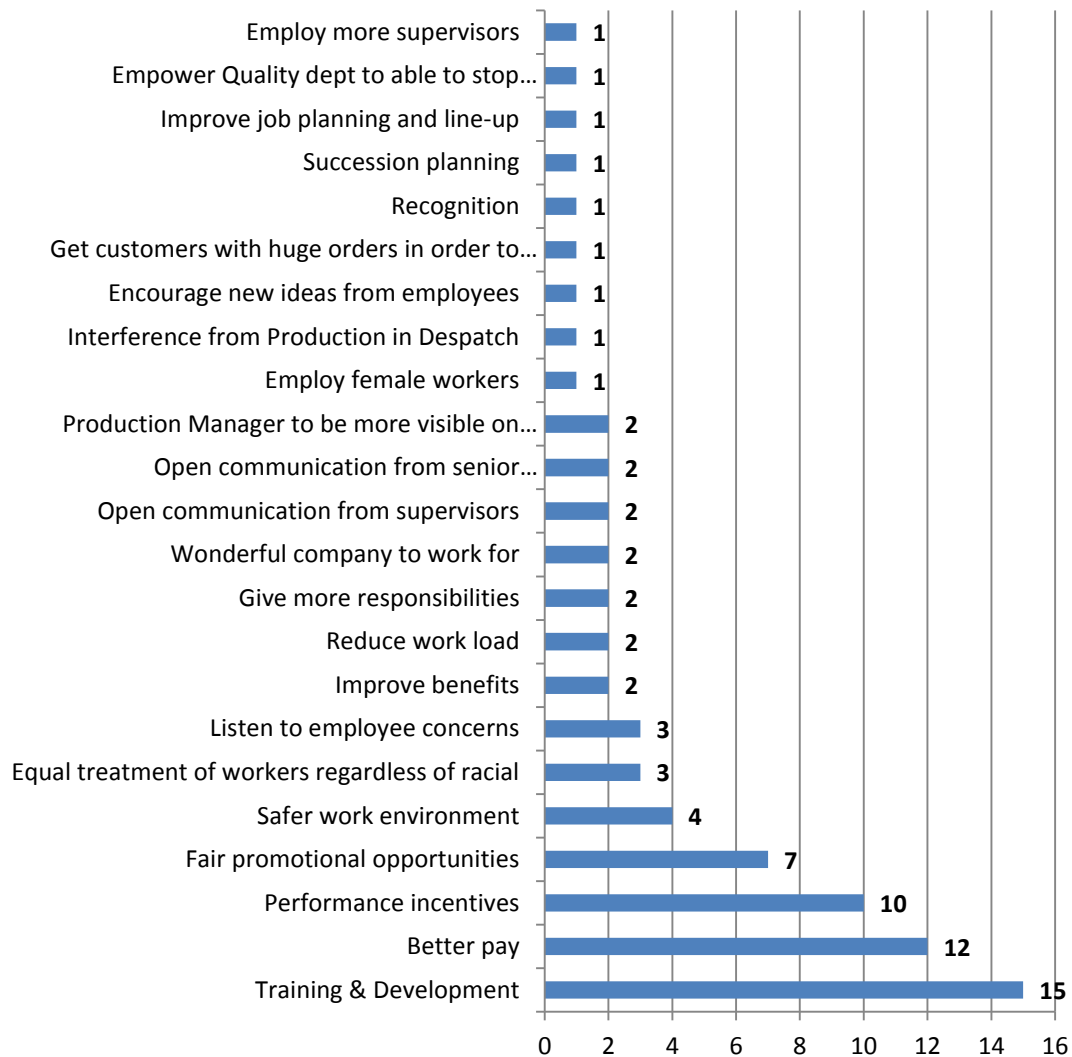


Figure 4. 7: Qualitative analysis on job satisfaction

The qualitative question in the questionnaire was an open-ended, optional question which saw some of the respondents offering more than one recommendation. This resulted in 77 responses, with some respondents opting not to respond, while others offering more than one recommendation on this question. Such recommendations were then grouped into different themes, as indicated in Figure 4.7. Although all recommendations are important, only the three with the highest responses will be discussed. The highest number of recommendations was related to training and development (15), where employees indicated the need for skills development. Sutherland

(2012) attributed employees' need for skills development to the younger employees in their twenties, between one and two years in the company. Such employees are also more likely to have low job satisfaction due to lack of promotion opportunities.

The training and development category was followed by the need for better remuneration with 12 respondents, and a better performance incentive scheme with 10 respondents. In line with the reinforcement theory, employees expect better remuneration and rewards, promotions, and performance bonuses if they perform at certain levels (Grobler et al., 2011). Such acts of performance recognition lead to improved job performance in that an individual is rewarded for desired behaviour. An example cited by Ivancevich et al. (2011) of a \$4.50 key ring given as incentive by an employer is testament of how such incentives need not be big and expensive. Another such inexpensive incentive is the one offered by Google Inc. where employees are encouraged to buy each other Amex gift cards for a job well done (Clary, 2014).

Respondents gave working conditions a low score in Section 4.5.1. However, only four of the 77 responses on the qualitative question related to working conditions. This can either mean that the respondents who rated this element very low did not comment on this qualitative question or that there is a misalignment between the rating in Section 4.5.1 and the comments on this question. The key findings of all the objectives are further summarised below.

4.6 Key findings

This study set out to investigate the level of job satisfaction experienced by the machine crews at Mpact Corrugated Pinetown and the extent to which they were engaged in the company. The study also aimed to establish the effect that both job satisfaction and employee engagement have on employee performance. Section 4.5 has provided an in-depth discussion of the results.

However, in order to evaluate if the research question has been sufficiently answered, the findings based on each objective are summarised in Table 4.7.

Table 4. 7: Summary of key findings

Objective	Finding
To investigate various factors influencing employees' satisfaction in their jobs	Most respondents felt a sense of responsibility toward their jobs, were satisfied with supervision, and were recognised for good performance. However, they indicated dissatisfaction with their salaries, their involvement in decision making, undefined quality goals, and working conditions.
<ul style="list-style-type: none"> To investigate the level of employee engagement in the organisation 	The majority of the respondents indicated that they were enjoying their work and were therefore not bored.
<ul style="list-style-type: none"> To investigate the impact of job satisfaction and employee engagement on employees' performance 	Most of the respondents felt that, although they were performing at their peak, they were still engaged in their work.
To investigate recommendations for performance improvement	56% of the respondents preferred to be transferred to either another department or a different machine to learn new skills, whereas 44% opted to remain in current jobs with the same responsibilities

It is evident from Table 4.7 that all the objectives for the study were met.

4.6 Summary

A questionnaire was the research instrument of choice and this chapter presented data collected from questionnaires completed by the respondents. The demographic profile of the respondents was presented by splitting it into departments, age, qualifications, and gender. Findings of the research were detailed based on each objective, and linked to relevant prior research and theory. These findings were also summarised into key findings to establish whether the research question can be answered satisfactorily.

In the following chapter, significant conclusions will be drawn based on the findings above, and recommendations will be made. In addition, the limitations of the study will also be discussed.

CHAPTER 5

Conclusions, Limitations and Recommendations

5.1 Introduction

Job satisfaction remains one of the most important challenges for organisations to ensure that employees are able to perform work efficiently. In order to investigate levels of job satisfaction at Mpact Corrugated Pinetown among shop floor workers, available literature on job satisfaction was researched and analysed. Various research instruments and methods were also investigated and those appropriate for the current study accordingly chosen. Data collection was then conducted on the identified population and the said data analysed in detail. Lastly, empirical findings were presented based on the objectives of this study, and the key findings of the study were highlighted. In this chapter, conclusions and recommendations are proposed, while outlining limitations identified by the researcher during the study.

5.2 Key findings

The empirical findings of the research have provided insights into job satisfaction levels at Mpact Pinetown, which were discussed in detail in the previous chapter. Key findings of the study are summarised in Table 5.1 below.

Table 5. 1: Summary of key findings

Objective	Finding
To investigate various factors influencing employees' satisfaction in their jobs	Most respondents felt a sense of responsibility toward their jobs, were satisfied with supervision, and were recognised for good performance. However, they indicated dissatisfaction with their salaries, their involvement in decision making, undefined quality goals, and working conditions.
• To investigate the level of employee engagement in the organisation	The majority of the respondents indicated that they were enjoying their work and were therefore not bored.
• To investigate the impact of job satisfaction and employee engagement on employees' performance	Most of the respondents felt that, although they were performing at their peak, they were still engaged in their work.
To investigate recommendations for performance improvement	56% of the respondents preferred to be transferred to either another department or a different machine to learn new skills, whereas 44% opted to remain in current jobs with the same responsibilities

Out of 167 employees, only 45% participated in the research, which reduces the ability of the results to be generalised to the whole population of the Mpact Pinetown shop floor employees. Conclusions based on the results are thus discussed in relation to the objectives of the study.

5.3 Recommendations

The current study has been able to satisfy all the objectives set out in order to answer the question: Can low job satisfaction be attributed to low machine efficiencies at Mpact Corrugated Pinetown? Therefore, having discussed the key findings above, the following recommendations are made accordingly.

5.3.1 Factors influencing employee job satisfaction

Key findings show that most of Herzberg's (1959) satisfiers and dissatisfiers were rated highly by respondents, indicating a generally high level of job satisfaction. However, elements which received low scores were work itself (satisfier), salary (extrinsic), company policy and administration (extrinsic),

and working conditions (extrinsic). Therefore, recommendations are focused only on these four elements.

(i) Work itself

Respondents indicated their unhappiness with the lack of communication of quality targets. As this constitutes a crucial part of the crews' daily output, it is very important that this gap be closed. It is therefore recommended that these targets be printed with the works order and visibly displayed on the machine noticeboard for the crews to see and be able to measure themselves accordingly. In addition, the supervisor should verbally communicate these targets with the teams at the Tool Box meetings.

(ii) Salary

According to Herzberg (1959), increasing an employee's salary does little to improve job satisfaction as this is a hygiene factor. He recommends that more focus should rather be placed in increasing intrinsic motivators which are more likely to result in job satisfaction. Notwithstanding Herzberg's theory, Mpact is part of the Paper Packaging Industries Bargaining Forum (PPIBF) which provides central bargaining of wages and other conditions of employment to participating companies in the industry. This leaves little room for Mpact to provide additional conditions of employment without adversely increasing its employment costs against its competitors in the same bargaining forum. Therefore, more communication to employees is recommended to educate employees on these facts.

In addition to communication above, due to the large number of responses on benefits and incentives highlighted by respondents on the qualitative question, alternative inexpensive benefits and employee incentives can be considered to compensate for the inflexibility of wage increases. Kruse (2013) suggested 25 inexpensive ways to reward good performance including, inter alia, thank you notes, publishing names on the newsletter, a gift card or movie tickets for employee and spouse, and a special mention in

front of fellow employees. Mpact does currently have performance incentives, such as the All Star Awards where employees who performed exceptionally well are singled out at the end of the year and awarded with a certificate. Another performance incentive is Team of the Year which identifies crews that have exceeded set performance targets. Such teams are awarded with t-shirts with “Team of the Year” written on them and a Nando’s meal for each team member. However, the effectiveness of these awards is relatively low because they are only presented at the end of the year and often create confusion as some of the employees may have forgotten how they performed during the year. It is therefore suggested that monthly or quarterly incentives be introduced

(iii) Company policy and administration

The respondents in the study indicated a general satisfaction with the image of the company and the communication from its senior management, but indicated dissatisfaction with their involvement in the decisions of their respective departments or machines. Robbin Sharma (Harris 2007) suggested the promotion of “leadership without title” where all employees are educated about the organisation so that they all know its mission and vision, and how to assist in getting there. To this end, annual factory roadshows called “Imbizo’s” are held with the CEO and managing director who present a detailed business review and future plans of the organisation. However, regular mini imbizo’s are suggested to allow the factory general manager to inform employees of such business news on a more regular basis.

(iv) Working conditions

The element of working conditions was rated low in the current study. For the qualitative question, four comments were received about the need to improve working conditions. However, no specific details were provided about the said working conditions. In light of Mpact’s continued commitment to SHE requirements, it is recommended that further discussions be held at the daily Toolbox Talks to establish what the employees’ specific suggestions for

improvement are. It is also recommended that the SHEQ coordinator performs further investigation to establish challenges with employees' working conditions.

5.3.1.1 Level of employee engagement

Empirical evidence shows that Mpact employees are generally engaged in their jobs and the organisation. Therefore, no specific recommendations can be offered. However, continued discussions need to take place to ensure that employees remain informed of the future of the business.

5.3.1.2 Impact of job satisfaction and employee engagement on performance

As discussed in Section 5.3.2, respondents in the study demonstrated a high level of engagement while performing at their peak. In addition, as previously discussed, respondents also indicated high levels of overall job satisfaction. This translates to a positive correlation between performance on the one hand, and job satisfaction and engagement on the other. Therefore, the study found that there was no impact of job satisfaction and employee engagement on performance. It is recommended that Mpact management embark on further investigations to establish the root causes of reduced productivity levels.

5.3.2 Recommendations for performance improvement

Responses to this element were mixed with some employees indicating the need to be rotated to other machines or departments, and others preferring to remain in their current jobs. Hackman and Oldham (1980) proposed a Job Characteristic Model (JCM), which includes skill variety, task identity, task significance, autonomy, and feedback. Skill variety is, therefore, recommended for those employees who indicated the need to be transferred to another machine or department. It is further suggested that a proper skills development plan be drawn up so that employees with learning potential are assessed and identified for job rotation. In addition, such skills development plans have to be in line with production requirements.

For respondents who opted to remain in their current positions it is recommended that their jobs be enhanced through job enrichment, as suggested by Herzberg (1968) and Mintzberg (1979). The machine crews' jobs have already been somewhat enriched in that they are given full responsibility to perform visual quality checks on the products they are producing. This, therefore, empowers them with decisions of whether to stop production or continue, in consultation with the shift supervisor. However, it is recommended that a full works study be done in order to highlight areas where these jobs can be further enhanced, considering the limitations due to the structured manner in which machines are run. The works study specialist could consider the possibility of introducing self-managed teams, as suggested by Herzberg (1968), Shani et al. (2009) and Ivancevich et al. (2011), which are empowered to make decisions and carry out procedures as they see fit.

5.4 Limitations of the study and recommendations for further research

A few limitations were identified while conducting the research. These are highlighted below, and guidelines for future research based on these limitations are discussed in Section 5.5:

- The researcher experienced difficulty in finding relevant literature on job satisfaction within the paper and packaging industry. Literature based on other industries was therefore used and generalised for the purpose of the current research. More research in this industry needs to be done in order to build on existing literature.
- There was limited South African literature, making it difficult to generalise UK and US studies to the current study. More research has to be done on South African-based companies to help with future literature reviews.

- The study was done on the population of 167 shop floor employees with limited levels of education and without access to computers. Only 81 employees participated in the study, six of whom submitted spoilt questionnaires. The low response rate was due to high levels of illiteracy among Mpact Pinetown employees, causing a barrier to participation. This, therefore, negatively affects the generalisability of the results to the shop floor workforce.
- The study was based only on the shop floor workers at Mpact Pinetown, and excluded office-based employees. Thus the results of the study cannot be generalised to the entire Mpact Pinetown workforce. It is proposed that a follow-up study be conducted to investigate job satisfaction of the entire workforce at Mpact Pinetown.

5.5 Conclusion

Key findings of the research have been discussed in detail based on the two broad objectives, while also highlighting findings on the sub-objectives. Recommendations based on these findings were made with limitations highlighted, where applicable. The limitations of the study were further highlighted and recommendations for future studies duly made. However, notwithstanding the shortcomings, the study has managed to highlight several valid and relevant recommendations to be either adopted or further investigated by Mpact Pinetown management in order to improve job satisfaction. Overall, no direct correlation was found between job satisfaction and reduced productivity levels at Mpact Pinetown. It is recommended that further investigation be conducted to find the root causes for reduced productivity levels at this factory.

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APPENDIX 1

Dear Participant

My name is Xolile Khumalo, an MBA final year student at the University of KwaZulu-Natal (UKZN) Graduate School of Business and Leadership. Part of the requirements for my graduation is to conduct and successfully complete a research paper. To this end the subject of my dissertation is: **“Job satisfaction of workers on the factory shopfloor at Mpact Corrugated Pinetown”**. The aim of the study is to investigate the level of job satisfaction experienced by Mpact Corrugated Pinetown machine crews and the extent in which they are engaged in the company.

The study has been made necessary after considerable stagnation in productivity at Mpact Corrugated Pinetown over the last 12 months was identified. This means that the machines are not running at their required targets for no apparent reasons. Therefore, by conducting this study the researcher hopes that the reasons for such discrepancies will be outlined and recommendations made as to how productivity can be improved. To this end, the researcher requires your assistance.

Please note the following:

- Participation in the research is totally anonymous. It is for this reason that you are not required to provide your name or biographical data.
- Information provided will only be used for the purpose of this research project.
- Participation is completely voluntary. Therefore, any refusal to participate will not be used against yourself.

There are a total of 38 questions which should take no longer than 15 minutes to complete. Please answer all the questions.

Should you have any questions or concerns regarding this study, please do not hesitate to contact myself or my supervisor (Prof Anesh Singh) on the contact details provided below:

Contact Person			Contact Number	Email Address
Researcher:	Xolile Khumalo		082 8255 107	xkhumalo@mpact.co.za
Supervisor:	Prof A.M Singh		031-260 7061	singham@ukzn.ac.za

In addition, any further queries can be addressed directly with the University of KwaZulu-Natal Research Office as detailed below:

University of KwaZulu-Natal
Research Office
HSSREC – College of Law & Management Studies
Govan Mbeki Building
Private Bag X54001
Durban
4000

Tel: +27 31 260 8350

Fax: + 27 31 260 3093

Email (HSSREC): hssreclms@ukzn.ac.za

Thank you for your participation on this research.

Yours sincerely

Xolile Khumalo

Date

This page is to be retained by the Participant

APPENDIX 2

QUESTIONNAIRE

TOPIC: JOB SATISFACTION OF WORKERS ON THE FACTORY SHOPFLOOR AT MPACT CORRUGATED PINETOWN

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

1. Please indicate the department in which you work.

Board machine	Converting/ Production	Despatch	Workshop	SHEQ
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Number of years in the company.

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

3. Please indicate in which bracket your age falls.

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

4. What is your highest qualification?

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

5. Please indicate your marital status.

☐ Married
☐ Single
☐ Widowed
☐ Divorced or separated
☐ Other (Specify) _____

6. I enjoy doing my job.

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

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

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

8. My work gives me a feeling of personal achievement.

- ___ My work always gives me a feeling of personal achievement
 ___ My work sometimes gives me a feeling of personal achievement
 ___ My work seldom gives me a feeling of personal achievement
 ___ My work never gives me a feeling of personal achievement

9. On my job, I have clearly defined quality goals.

- ___ Quality goals are always clearly defined
 ___ Quality goals are sometimes clearly defined
 ___ Quality goals are seldom clearly defined
 ___ Quality goals are never clearly defined

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

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

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

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

12. My supervisor's manager visibly demonstrates a commitment to quality.

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

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

- ☐ Extremely satisfied
☐ Somewhat satisfied
☐ Neither satisfied nor dissatisfied
☐ Somewhat dissatisfied
☐ Extremely dissatisfied

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

- ☐ Extremely satisfied
☐ Somewhat satisfied
☐ Neither satisfied nor dissatisfied
☐ Somewhat dissatisfied
☐ Extremely dissatisfied

15. How satisfied are you with your opportunity to get a better job at Mpact?

- ☐ Extremely satisfied
☐ Somewhat satisfied
☐ Neither satisfied nor dissatisfied
☐ Somewhat dissatisfied
☐ Extremely dissatisfied

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

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

17. My supervisor encourages me to do my best.

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

18. I am rewarded for the quality of my efforts.

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

19. I am valued by my supervisor

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

20. The company has a positive image to my friends and family.

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

21. Overall, I am satisfied with my job.

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

22. How motivated are you to see the company succeed?

- ___ Extremely motivated
- ___ Somewhat motivated
- ___ Neither motivated nor demotivated
- ___ Somewhat demotivated
- ___ Extremely demotivated

23. In thinking about the variety of tasks your position requires, would you say that there are too many, enough, or not enough?

- ___ Too many
- ___ Enough
- ___ Not enough

24. Promotion opportunities are afforded based on racial grounds.

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

25. My job requirements are clear to me.

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

26. Given your abilities, how well are you paid?

- ☐ Extremely well paid
- ☐ Very well paid
- ☐ Moderately well paid
- ☐ Slightly well paid
- ☐ Not at all well paid

27. How satisfied are you with your employee benefits?

- ☐ Extremely satisfied
- ☐ Somewhat satisfied
- ☐ Neither satisfied nor dissatisfied
- ☐ Somewhat dissatisfied
- ☐ Extremely dissatisfied

28. Given your performance on the job, how likely are you to be promoted?

- ☐ Extremely likely
- ☐ Very likely
- ☐ Moderately likely
- ☐ Very unlikely
- ☐ Not at all likely

29. How well do your team mates share responsibility for work done?

- ☐ Extremely well
- ☐ Very well
- ☐ Moderately well
- ☐ Slightly well
- ☐ Not at all well

30. How comfortable do you feel voicing your concerns to your supervisor?

- ☐ Extremely comfortable
- ☐ Very comfortable
- ☐ Moderately comfortable
- ☐ Very uncomfortable
- ☐ Extremely uncomfortable

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

- ___ Extremely comfortable
 ___ Very comfortable
 ___ Moderately comfortable
 ___ Very uncomfortable
 ___ Extremely uncomfortable

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

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

33. I have been afforded promotional opportunities during my employment at Mpact?

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

34. How important is job security to you?

- ___ Extremely important
 ___ Somewhat important
 ___ Neither important nor unimportant
 ___ Somewhat unimportant
 ___ Extremely unimportant

35. I am bored in my job.

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

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

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

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

- ☐ Kept in my current job with the same responsibilities
- ☐ Kept in my current job with additional responsibilities
- ☐ Transferred to another machine to learn new skills
- ☐ Transferred to another department to learn new skills

38. Please give suggestions as to what Mpact can do to improve your job satisfaction at work.

Thank you for your participation in the research!!!

APPENDIX 3



21 April 2015

Ms Xolile Khumalo (213569497)
Graduate School of Business & Leadership
Westville Campus

Dear Ms Khumalo,

Protocol reference number: HSS/0339/015M
Project title: Job satisfaction on the factory shopfloor at Mpact Corrugated Pinetown

Full Approval – Expedited Application

With regards to your application received on 15 April 2015. 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 Shenuka Singh (Chair)

/ms

Cc Supervisor: Prof Anesh M Singh
Cc Academic Leader Research: Mr M Hoque
Cc School Administrator: Ms Zarina Bullyraj / Ms Gina Mshengu

Humanities & Social Sciences Research Ethics Committee

Dr Shenuka Singh (Chair)

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Website: www.ukzn.ac.za



Founding Campuses: ■ Edgewood ■ Howard College ■ Medical School ■ Pietermaritzburg ■ Westville

APPENDIX 4

Jeanne Enslin
Freelance language practitioner

17 York Close
PARKLANDS
7441

23 June 2015

Proof of language editing

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

The title of the dissertation is:

Job satisfaction on the factory shopfloor at MPact Corrugated Pinetown

If any text changes are made to the electronic document which I sent to Xolile on 23 June 2015, it needs to be returned to me to check the language of the changes.

Layout, formatting and checking of references were not done by me.



Jeanne Enslin
082 696 1224

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

APPENDIX 5

Turnitin Originality Report

Job satisfaction on the factory shopfloor at Mpact Corrugated Pinetown by Xolile Khumalo

From Dissertation Final Chapter - Part 1 (Moodle
33111945) (2015 GSOB8FDW1 MBA Dissertation F/T
(Moodle 9700032))

- Processed on 13-Oct-2015 10:58 AM CAT
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http://uir.unisa.ac.za/bitstream/handle/10500/7653/dissertation_simon_j.pdf.pdf.txt?sequence=3

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<http://www.nmmu.ac.za/documents/theses/ChepkilotRK.pdf>

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