EXPLORING THE FACTORS INFLUENCING EMPLOYEE SATISFACTION IN MSINGA LOCAL MUNICIPALITY

By

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DEDICATION

This study is dedicated to:

The beloved memory of my cousin, Tholinhlanhla Sibonga Mbatha, who returned to the Lord on the 1st of September 2016. May your gentle and humble soul rest in peace.

My parents, Mr T.H and Mrs TZ Mvelase, for their endless love to all their children. May the Almighty God give them more years on earth so that they can enjoy the fruits of their labour.

DECLARATION

I, Nhlakanipho Goodman Mvelase, hereby declare that the content of this dissertation submitted for the master's in management sciences: Business Administration in the Faculty of Management Science at the Durban University of Technology represents my own original work and has not been previously submitted to any Higher Institution of Education. All the sources that were used for this study are cited and referred to in the referencing list.

_____ <u>May 2018</u>

Nhlakanipho Goodman Mvelase Date

ABSTRACT

This research was designed to investigate the enhancement factors of employee satisfaction at MLM in the KwaZulu-Natal province of South Africa. Globally employee satisfaction is vital to every organisation since it is acknowledged that employee satisfaction increases productivity. Thus, the primary objective of this research was to determine different enhancement factors within the organisation.

To ensure that the objectives are met this research employs a quantitative technique aided by a Likert Scale questionnaire for circulation among the employees of the organisation (MLM). Data for this research was collected from the sample size of 120 employees from different departments of MLM. The participants were derived from a target population of 120 using a random sampling tool. At the time of this research, the researcher was employed at MLM; and the questionnaires were circulated to all the employees who took part in the data collection process. Data collection process was completed within the period of three weeks yielding a high response rate of 100%. Data was analysed by means of the Statistical Package for Social Science (SPSS) version 24.0 for windows. Soon after the analysis was completed, it was sent for proof reading and scrutinised to ensure that no plagiarism is found. At the end, this research discovered that various factors are likely to enhance the employee job satisfaction within the organisation. Furthermore, the research concluded pointing to future research on other factors that are likely to increase employee job satisfaction.

KEY CONCEPTS:

Employee satisfaction; job satisfaction; employee job satisfaction; performance; motivation theories, Msinga Local Municipality,

ACKNOWLEDGEMENTS

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LIST OF ACRONYMS

EEA   :   Employment Equity Act

EP   :   Employment Performance

ERG   :   Existence, Relatedness and Growth

ET   :   Employee Turnover

HRM   :   Human Resources Management

KZN   :   KwaZulu-Natal

LES   :   Level of Employee satisfaction

MLM   :   Msinga Local Municipality

MM   :   Municipal Manager

PM   :   Performance Management

SA   :   South Africa

SPSS :   Statistical Package for Social Science

UDM   :   Umzinyathi District Municipality

CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 INTRODUCTION

Public sector organisations such as the Msinga Local Municipality (MLM) attempt to employ a productive and efficient workforce. The MLM, like other municipalities in South Africa, is presently going through series of challenges. These challenges include not only socio-economic challenges, but also to understand the factors that enhance employee satisfaction and increase performance. Due to the lack of resources, it has become more challenging for the management of the municipality to satisfy its employees that is likely to lead to deficiencies of management abilities or skills. This has been one of the many concerns most municipalities have regarding efficient production and satisfaction of socio-economic needs of employees. For instance, organisations that are unable to augment staff capacity are bound to leave the employees with minimal skills and resources; thus, affecting staff development and to satisfy consumers, as well as broader communities.

Management, therefore, has to enhance employees' satisfaction within the organisation, through skills building and providing adequate resources to increase performance. These include programme and project management, financial management, performance management, among other education and training programmes. It is in this context, that this study identified employee satisfaction and Management Performance (MP) as of high importance. Specifically, employee satisfaction and performance are vital tools for the achievement of organisational goals. Innovation alone cannot realize the coveted change in the level execution of the organisation unless human potential is completely used for expanded efficiency and administration conveyance (Havenga, Kleynhans, Markham, Aswegen, 2012). Administration must focus to the authoritative needs as well as to representative needs and their welfare. Subsequently, the reason for this examination is to investigate the components that improve workers' fulfilment for successful and productive associations.

1.2 BACKGROUND AND REASONS FOR THE STUDY

Several literature exists as key determinants of employee satisfaction. Equally, countless processes have emerged as vital determinants of employee satisfaction. Based on the above, it

necessary to provide background picture about different employee satisfaction factors that influence the employees.

Locke (1976) highlights the primary factors that influence employees' employee satisfaction as the working climate, benefits of the workers, promotion, payments, the job/tasks itself, the values of employees as well as relationship. According to Vroom (1962), the level of employee satisfaction span over seven areas namely the working climate, the job content, the supervisors promotion, compensation as well as the organisation. Cinar and Karcioglu (2012) and Zaim et al. (2012) have shown that there are broad aspects of factors that affect employee satisfaction. For instance, Sirin (2009) mentioned some of the influential factors such as individual success, job security, personal responsibility, high salary payment, individual recognition, freedom, relocation and excellent level of coordinated work ethics.

Other factors that affect employees satisfaction include job pressure, career development programs, job security and safety, management level, education and training, payment packages, promotion opportunities and team work among others (Spniewska, 2013; Mihajlovic et al., 2008; Van Seane et al, 2003). Several studies across the human resource field outlines employee satisfaction and various forms of relationships and employee performance in the organisation (Rehman & Waheed, 2011; Bhatti & Qureshi, 2007; Al-Ahmali, 2009). Cultural values influence employee satisfaction across organisation. For example, recent study on Aldhuwaihi et al (2012) have showed that societal culture affects employee satisfaction. Similar Islamic study confirmed that family and tribal culture influences employee satisfaction (Alsowoyegh, 2012; Haroon, Fakhar, Zaman & Rehman, 2012).

Further scientific literature shows a group of two different clusters namely intrinsic and extrinsic factors that affect employee satisfaction (Rehman & Waheed, 2011; Rafiq, Javed, Khan & Ahmed, 2012; Yu, 2009). The above clusters turn out to be negatives thus; they emerged rather as turnover. Similarly, other clusters such as organisational commitment are regarded as positive, which minimises turnover (Dirani & Kuchinke, 2011; Kanfer, 2012; Tyrrell & Lehane, 2006).

This research involves one of the local public organisations in KZN, which intends to understand the factors that influence employee satisfaction. As one of the local public organisations with enormous activities critical enough to the daily well-being of the communities. Its level of performance improves the lives of the rural population that triggers

job opportunities while decreasing poverty and minimising the growing income disparities. Being one of the recent established local public organisations, its services to the rural communities is paramount to the survival not only the local population but also to stimulate small business growth. The organisation is experiencing various forms of drawbacks including lack of performance amidst mounting challenges of skilled employees. Most of the employees are from the surrounding rural areas.

As a public organisation, it is the responsibilities of management to find the right fit in order to sustain the organisation and motivate employees to increase the level of performance and productivity. It is for these reasons employees that the current research intends to understand the various factors that influence the job satisfaction in the organisation.

1.3 RESEARCH PROBLEM STATEMENT

The concept of employee satisfaction is of utmost inherent to individuals and organisations (Mahamuda, 2011). The general satisfaction of employees in organisation depends on factors such as including financial rewards. At the sentience for employees to either be satisfied or dissatisfied impact on employees' level of task in the organisation. Hence, it is important that in establishments, it is crucial that management understand the factors that satisfy employees to increase organisations output and performance (Champoux, 2000). A study by Matloga (2005) states that employees' dissatisfaction could result from factors such as inadequate facilities, unavailability of resources and unfavourable climate. As indicated earlier management of organisation has the responsibility to make sure employees are taken care off in the organisation. This can only be achieved provided the environment in which the organisation operates is conducive (Mahamuda, 2011). To ensure that employees are satisfied managers need to study how to make its workforce satisfied. Public establishment such as Msinga Local Municipality need to try in order to stimulate employee's satisfaction within the organisation. Key factors that are likely to improve employee satisfaction include. The provision of housing and car allowances. Overtime allowances, long service awards policy framework on employee's salary and others. In light of these attempts by management of organisations individuals' employees still continue to vacate their positions in organisations; others make the hard decisions for resign through attractive rewards are offered in order to provide the much-needed satisfaction. Lack of employee satisfaction is likely to trigger low productivity, growing absenteeism among employees and increasing high turnover. Given

these viewpoints, this empirical study aims to explore the factors that influence employee satisfaction.

1.4 RESERCH OBJECTIVES

The primary purpose of this study is to explore the factors that influence employee satisfaction in Msinga Local Municipality

1.5 RESEARCH QUESTIONS

- What factors influence employee satisfaction in the MLM of KZN?
- What are the relationships between selected biographical variables and satisfaction?
- What are the relationships between satisfaction and promotional programs, supervision and remuneration?
- What are the differences between job satisfaction based on selected biographical variables of race, gender, educational achievement and marital status?

1.6 RESEARCH HYPOTHESES

Welman and Kruger (2001) define a hypothesis as *"a tentative assumption or preliminary statement about the relationships between two or more things that needs to be examined"*. The following null and alternate hypotheses were stated below to determine the significant relationships between two variables as follows:

- **$H1_n$:** There is no association between gender and LES.
- **$H1_a$:** There is association between gender and LES.
- **$H2_n$:** There is no association between marital status and LES.
- **$H2_a$:** There is association between marital status and LES.
- **$H3_n$:** There is no association between educational achievement and LES.
- **$H3_a$:** There is association between educational achievement and LES.
- **$H4_n$:** There is no association between preference to remuneration incentive and LES
- **$H4_a$:** There is association between preference to remuneration incentive and LES.
- **$H5_n$:** There is no association between preference to promotional program and LES.
- **$H5_a$:** There is association between preference to promotional program and LES.
- **$H6_n$:** There is no association between preference to perceived supervision and LES.
- **$H6_a$:** There is association between preference to perceived supervision and LES.

1.7   SIGNIFICANCE OF THE STUDY

- This study involves employees of MLM a non-profit organisation that is make to provide essential services to the community.
- The aim of the organisation is to satisfy the members of MLM community. This study is very significant, as it will assist the management of MLM to identify the individual developmental needs.
- The study will further lead to the discovery of critical issues such as identify some enhancement factors that influence employee job satisfaction and provide definite strategies for employee job satisfaction in the MLM.
- Through this study, management would be able to understand the factors that are likely to serve as ES and others that are dissatisfied.

1.8   SCOPE OF THE STUDY

The study was confine to only the employees of MLM. The Municipality is approximately 117 kilometers away from Pietermaritzburg, which is the capital city of KZN province in SA. It is still a growing municipality, with approximately 160 employees.

1.9   LIMITATIONS

This study was conducted in MLM and the study sample reflects only employees of the organisation. Though the data saturation was reached, and the finding reflects perceptions of employees of MLM, the findings cannot be generalised to include all the municipalities in KZN Province. The researcher is an employee of the MLM. This could have influenced employees' responses to questions during the research process. The response rate was limited due to lack of resources to include more municipalities in the study. More sample size could have allowed the better insights on the research issues. During the research process, the researcher was constraint due to lack of financial resources to travel across few additional local municipalities in KZN Province to access fairer distribution of employees as participants.

1.10   DELIMITATIONS

Delimitations of this study were that it was specifically confined and limited to the only public municipality at Msinga in the province of KZN and its employees and, therefore, the findings could not be generalised to similar organisations.

1.11   LITERATURE REVIEW

1.11.1   Theoretical framework

In order to understand better the enhancement factors of employees' satisfaction, it is up to managers to understand issues such as organisational policies, cultural values and norms (Buckingham, 2010). According to Buckingham (2010), it is uneasy for managers in organisations to alter behaviours of humans without the requisite knowledge of the diversities within the existing organisational culture. Two theories: Theories X and Y focus on the culture of organisations (McGregor, 1960). Literature states that managers who utilise Theory X perceive employees as not optimistic and with a lazy nature, individuals who lack high levels of competency; thus, are in need of supervision and control (Gilstrap, 2009). As indicated by Lockwood (2008) managers with Theory Y capabilities treat their workers as critical assets of the organisation. Similarly, managers of Theory X perceived reducing employee satisfaction in contrast to employee satisfaction as in Theory Y skills. According to Johnston (2007), the theory Y centres on employee satisfaction in the organisation. Employees within the organisation need a high level of respect and support from management not only for satisfaction, but to also increase productivity (Hrobowski-ulbreath, 2010). Researchers are of the view that exploitive managers tend to intimidate employees in the organisation (Hutchinson, Vickers, Jackson and Wilkers, 2010). Chen, Ge and Song (2010) argue that excessive use of power by senior management rather tend to improve organisational performance.

MLM operates in a system that involves employees, the environment, management and other stakeholders. According to researchers, the System Theory is an interdisciplinary and a complex field of studies that provide descriptions of objects or group related tasks for specific activities (MacKenzie and Knipe, 2006). As such, this study applied the Systems Theory and Equity Theory in order to understand employees' satisfaction. Justification for these theories stems from the fact that individuals in the organisation work in teams and expect to be equally

treated and according to their level of performance. The environments of the Organisation that were under serious threat by varying challenges such as bureaucratic cultures completed over long periods to complete and to execute tasks that contribute to dissatisfaction (Babbie, 2010). For instance, institutions that display bureaucratic activities are the victims of severe demerit recruitment practices in the work settings (Bratton, Sawchuk, Forshaw, Callinan and Corbett, 2010). Other practices including good leadership traits and MS are some of the contributory factors to enhance employee satisfaction and foster efficiency at different organisation levels (Pardo Linares 2011).

This study focuses on individuals from MLM. Furthermore, how they relate to each other in the organisation given the present social pressures. The researcher is of the view that the Systems Theory provided enough guidance and insight on various tasks within the organization between management, employees and existing work environment. In the process, the researcher determined the functions of the system for negative and positive effects on employees in general, taking into account the views of managers.

1.11.2   Brief overview of South African Municipalities

Local government is described by several authors in many ways. Thornhill (2008) refers to local government as *"local government is government closest to the people"*. The author further state that local government is seen as the first level of contract between government institutions and the public. The speaker of Saldanhd Bay Municipality opined that local government is also where people are closest to government. According to the speaker, local government is a critical sphere of government against which community members raise various form of protest.

During the past years, local government in SA have experienced growing levels of transformation as part of the democratisation. A survey by Thornhill (2008) revealed over 1100 municipalities in SA before the 1994 elections. However, the number of municipalities were reduced to 843. Prior to the 2000 local government elections the local municipalities were further decreased to 284 municipalities country-wide and placed into three categories namely category A, B and C category A is referred to as the "metropolitan municipalities which B and C are referred to as "local municipalities in secondary cities and rural areas and district municipalities respectively.

Msinga Local Municipality (MLM) within the Umzinyathi district municipality is placed in category B, all local municipality in rural areas. One of the local municipalities, the MLM as other rural municipalities is tasked with delivering service, the improvement of local economic development and provision of adequate infrastructure to communities.

1.11.3 The area of the study

The MLM is one of the four local municipalities that form part of the UDM in the north central area of the KwaZulu-Natal Province (KZN) of South Africa (SA). Amajuba borders UDM in the north in the west UThukela, in the South-West and Southeast by UMgungundlovu and ILembe, respectively. UDM consists of Endumeni, Nquthu, Mvoti and MLM.

The MLM is sparsely populated and largely under-developed. The rate of poverty across the municipality is widely spread among community members. Little commercial activities take place in the district. Economic factors such as taxation and high interest rates affect the economic and commercial activities in Dundee, Greytown and Ladysmith. Subsistence agricultural activities take place in some of these towns. Social services and private households contribute 29% of the income of MLM. It is, therefore, correct to state that the municipality depends mainly on government grants in developing its local infrastructure (Msinga Municipality 2015). About 11% of the local economic activity comes from trade and commerce, which comes from the communities of Pomeroy, Tugela Ferry and Keats Drift. In addition to the economic activities, the manufacturing and construction sector account for 10% of the local economy (Msinga Municipality, 2015).

In terms of agricultural activities, roughly, 30% of the municipal area to the north comprises large commercial farmland, which contributes 18% of the total income to the municipality; at the same time, the degree of subsistence farming that are practised in areas adjoining the Tugela River Irrigation Schemes (Msinga Municipality, 2015). A large portion of communal land with an estimate of 89 hectares used to cultivate vegetables. Though farming is on a small-scale across the municipality, funding potential marketing areas remains another critical challenge to the community of Msinga (Brigid, 2007). Figure 1.1 on the next page illustrates the MLM as the study area.

Figure 1.1: The map of the study area (Msinga Local Municipality)

Source: www.municipalities.co.za

1.12   RESEARCH METHODOLOGY

1.12.1   Research design

This study employed a quantitative survey because the survey designs allow researchers to determine employees' attitudes and opinions in order to understand employee satisfaction (De Vos, 2011). Besides, the researcher designed a 7- point Likert-scale questionnaire for distribution among the MLM employees to collect data. This form of design was key because it brought out the experiences and employees' views in determining data in numerical forms (De Vos 2011).

1.12.2   Research Instrument

Throughout this research, closed-ended questionnaire is used to gather the research data for analysis. Questionnaires are the data accumulation instruments that empower the researcher to offer conversation with research subjects during the investigation for answers to the examination questions. Saunders, Lewis, Thornhill (2003), state that it is for the most part a great practice not to depend exclusively on questionnaire data, but rather to utilise the survey in conjunction with not less than one other information-gathering instrument. The survey

Annexure E was organised in a 7-point Likert scale format. A profoundly organised question design takes into consideration the utilisation of shut inquiries that permits the members to look over a preordained arrangement of reactions or scale focuses. The 7-point Likert scale is selected on the ground that it encourage vigorous investigation (Mabindisa, 2013).

1.12.3 Target population

Target population is defined as the whole population of persons or events the researcher wants to observe during the course of the research (Kumar, 2011). The target population of this research consisted of all the employees in the MLM. Drawing from the target population of 160 employees, the researcher selected 120 employees from the target population. The table 1.1 below shows the total number of employees from different departments at MLM.

Table 1.1: Number of employees at MLM from different departments

DEPARTMENT	TOTAL NUMBER OF EMPLOYEES
Technical department:	34
Corporate Services department:	86
Finance/Supply chain:	14
Community Services department:	20
Office of the Municipal manager:	06

Source: HR department of Msinga Local Municipality (MLM)

1.12.4 Sample method

Sampling is a vital aspect of a quantitative study as it identifies elements that are representatives of the total population (Cooper and Schindler 2008). This research draws the population sample from the total number of employees in MLM (Wagner, Garner and Kawulich, 2011). This method allows individual employees from the targeted population a rough sample size prior to the beginning of the study (Grinnell and Unrau, 2005). This method ensures that there was sufficient representation of employees and managers from MLM (Creswell, 2008). From the total population, the researcher was able sample 120 employees from the various departments to participants in this study.

1.12.5 Sample size

The sampling frame consists of 120 employees from the target population of 160 employees from the Msinga Local Municipality. The researcher applied probability method to select employees for data. Specifically, the simple random sampling technique is used. This sampling method enables every employees' equal chance of selection. (Bryman & Bell, 2007).

1.13 DEFINITION OF TERMS

The following are the key concepts that are utilised, during the study. Chapter 2 provides detailed definitions of each concept.

- **Employee satisfaction**

There is no agreement regarding the definition of ES. In general, employee satisfaction is very complex and a multifaceted phenomenon. ES depends on countless issues including the nature of jobs as well as employees expectations (Hussami 2008). Researchers share different views on this concept. Employee satisfaction is about individuals' feelings about their jobs (Arndta, Todd, and Landry. 2006). Some scholars perceived employee satisfaction to include different aspects of their jobs. For instance, Sieger, Bernhard and Frey, (2011) indicated that employee satisfaction does not focus only on employees' jobs alone; it also applies to other aspects including the job environment
.

- **Job satisfaction**

At its most general level of conceptualisation, job satisfaction is, basically, about the extent to which individuals are content in their jobs. Buchanan (2010) states that this is an intricate and multifaceted theory, and it can have a diverse meaning to different people.

- **Motivation**

Motivation enables employees to *"pull the right strings"* in order to achieve the set the goals and objectives of the organisation (Ian Beardwel, 2004). Different forces enable individuals to perform specific tasks. To do that, there are certain elements of motivation that are critical. Herzberg's (1959) theory referred to motivation as the best stimulant of individual behaviour. is required to satisfy new needs that may arise. It can supplement as an inner constraint that enables individuals to attain personal and organizational goals.

- **Supervision**

A study by Bassett (1994) indicates that within the job environment, supervisors put together the various humanistic of the job that add to growing levels of satisfaction among employees. Another scientific work by Packard and Kauppi (1991) revealed that supervisors who display adequate democratic style of management create the environment where employees enjoy high levels of job satisfaction in contrast to organisation where supervisors exercise autocratic or laissez-faire leadership.

- **Remuneration**

Swanepoel et al (2014) describe remuneration as employees' fridge benefits namely medical and retirement benefits as well as the basic salary of housing allowance (s) and various forms of travel due to individual employees.

1.14   HERZBERG THEORY

The theories of Maslow and Herzberg are inter-connected. Herzberg's theory is based on two primary factors namely the "motivators" and "hygiene" elements of motivation. The factors that according to Hertzberg theory motivate workers and establish satisfaction are known as intrinsic factors or the "motivators". The factors of motivation include the experience of employees, internal feelings, personal responsibility, the opportunity to grow among others.

The "hygiene" factors commonly known as extrinsic satisfaction are that of supervisory role, recognition, inter-personal relationship, company policy, security at work as well as salary benefits (Waheed, 2011). Herzberg theory further states that dissatisfaction of job is linked to various factors within the work environment. These factors include organizational policy, technical supervision, salary structure and working conditions. These factors are some of the main reasons for dissatisfied workers to vacate the job. Further literature indicates that poor factors of hygiene are the main causes of work dissatisfaction (Kreitner and Kinicki, 2008).

1.15   MASLOW'S THEORY OF NEEDS

The needs by human varies over timeframe and at specific place. Whilst Kreitner and Kinicki (2008) were of the view that human needs are physiological and psychological that increase behavior, the theory or Maslow (1943) stressed that satisfaction influence human needs.

According to Maslow's theory, human needs are a step-by-step occurrences. This implies that as soon as one need is satisfied another surfaces from the hierarchy of needs. Individuals are known to create needs satisfaction in an orderly manner. According to Sypniewska (2013), feeling satisfied by individuals to a large extent depends on the lower level needs in order to fulfil other needs at another higher levels. Thus, in order to be satisfied at work, it is the desire of every employee to move upwards prior to the achievement of lower level needs.

1.16 GENERAL OUTLINE OF THE STUDY

The substance outlines each section throughout this study in a short paragraph as a concise introduction of what the reader can hope to discover in the whole thesis (Auriacombe, 2001). Figure 1.2 below depicts the overview of the study

Figure 1.2: Illustration of the study overview
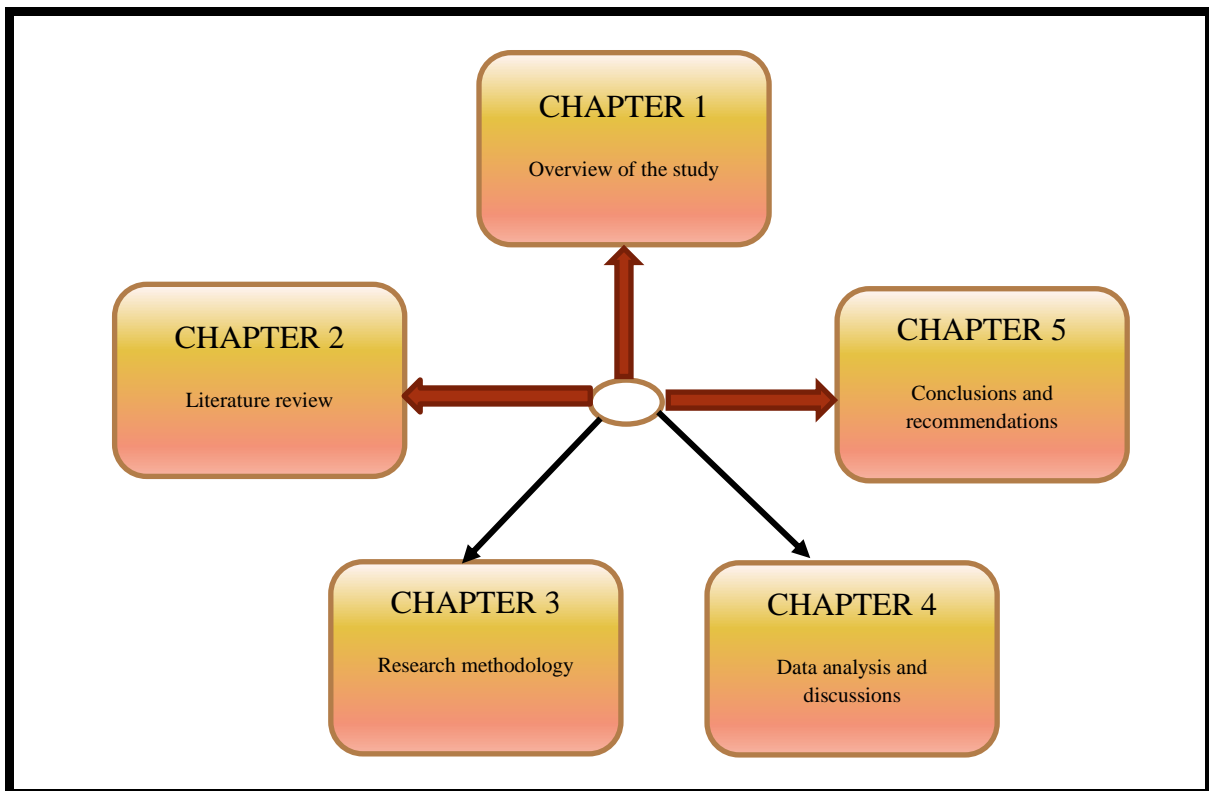
Source: Researcher's own creation.

CHAPTER 1: OVERVIEW OF THE STUDY

This chapter included the introduction as well as the study background. Other areas that formed part of this section are the problem statement and research objectives. This section had briefly

discussed employee satisfaction, the research methodology, study limitations and ethical issues of the study.

CHAPTER 2: LITERATURE REVIEW

This chapter of chapter two forms part of the study literature on employee satisfaction, the various theories and related definitions that underline the study.

CHAPTER 3: RESEARCH METHODOLOGY AND DESIGN

This chapter outlined the research methods in addition to the survey descriptions, sampling procedures and techniques, the research instrument design as well as the profile of the employees' that will participate in the study. Other areas that form part of the section include data collecting methods and procedures in analysing data for the survey.

CHAPTER 4: DATA ANALYSIS AND DISCUSSION OF FINDINGS

This chapter outlined the results of the study; it had also included responses to questionnaire distribution; presenting and discussion of employees' biographical information

CHAPTER 5: CONCLUSION AND RECOMMENDATIONS

Chapter 5 of this research concludes the research findings. The section presents the conclusions from the research, it also provides recommendations to the management of the selected municipality and the recommendations for further research.

1.17   CHAPTER SUMMARY

In this study the researcher outlined the general overview of the proposed work. Various areas of the study were displayed with brief description of all the chapters and what each chapter entails. The following chapter reviews detailed literature associated with the study as well as the literature that relates to preceding studies conducted on employee satisfaction.

CHAPTER TWO

LITERATURE REVIEW

2.1   INTRODUCTION

This chapter discusses various concepts including employee satisfaction, job satisfaction, the importance of job satisfaction, the various factors of employee satisfaction and employee satisfaction theories. In addition, the chapter provides an overview of organisational performance, the impact of employee performance within the organisation. The chapter further depicts the negative and the positive sides of employee job satisfaction. Furthermore, the chapter highlights employee job satisfaction as a fundamental tool to increase organisational performance.

Previous survey to determine the level of employee satisfaction as well as motivation points to elements of compensation as vital "hygiene" factor not a motivator. The implication is that for employees to be satisfied, some level of salary payment is key to fulfil employee satisfaction. Recent literature indicates that salary increases as well as other positive changes in compensation could be other contributory factors to employee retention (Bhatti and Qureshi, 2007). Based on this introduction, it is very essential to study the underlining theories that guides the research. The rest of the chapter highlights different theories of motivation such as equity theory, the range of affect theory, and Maslow's Hierarchy of Needs Theory also form part of this chapter.

2.2   THEORETICAL PERSPECTIVE

A theory is an agreement of established philosophies created to gather realistic views on specific issues that frequently assessed and in forecasting natural phenomena (Nyanga, 2015). There is a strong association between management characteristics and employee satisfaction. Recent study has shown that an optimistic management method leads to positive reactions towards employee Jobs (Chang and Lee, 2007). For managers to operate a successful organisation, it is important that employees are motivated and placed properly at correct positions and in accordance with organisational hierarchy (Magar and Sibia, 2010). In this regard, this study applied different theoretical philosophies namely the equity theory, Maslow's Hierarchy of Needs Theory, Vrooms Expectancy Theory and McGregor's Theory. In addition, the study will use these theories not only to understand the concept of employee theory, but

also to close the gap in the literature. Employees in the organisation displays various behavioural traits including the theories that are used in this research to alter human behaviour where managers are likely to lack the requisite organisational knowledge in understanding each employee (Buckingham, 2010).

2.3 EMPLOYEE SATISFACTION

Employee satisfaction is not easy to understand, as it is very difficult to determine what makes individuals attain job satisfaction (Swathi, 2014). Several studies were conducted on the concept of employee satisfaction (Bhatti and Qureshi, 2007; Money, Shao and Newsame, 2008). Generally, employee satisfaction in the organisation is determine by different definitions. For example, some describe employee satisfaction based on emotions whilst others argued that employee satisfaction is only be realised through techniques that stimulate employee attitudes (Swathi, 2014).

Satisfaction is define as the degree to which individual expectations, wants and desires are fulfilled (Morse, 1997). According to Morse (1997), the term *"Satisfaction"* emanates from individual's expectations around the globe.

Employee satisfaction as stated in behavioural and organisational theories, mean one's work or a related number of group attitudes within the working climate (Lu, While, and Barriball. 2005). Others define employee satisfaction as a *"positive emotional state resulting from appraisal of one's job or job experiences"* (Islam and Siengthai, 2009). A combination of related factors contributes to employee satisfaction taking into account expectations of employees in comparison to what has been received (Cranny, Smith and Stone, 1992). As a result, an organisation should endeavour to heighten employees' expectations in order to satisfy potential employees. In addition, employees' emotions largely affect individual satisfaction. Hence, managers need to create a sustained and perfect working environment for employees in the organisation. In line with this sentiment, Ozdevecioglu (2003) adds that organisational citizenship conduct remains one of the primary factors of employee satisfaction.

Drawing from this definition the term *"employee satisfaction"* is characterised as a measurement tool that is utilised to determine employees' feelings in the working environment (Bhatti and Qureshi, 2007). Several factors including employee satisfaction, severely affect the effectiveness of an organisation. Hence, effective organisations display the rooted culture in organisational settings with a view to encourage employee satisfaction. According to Miller

(2006), employees are required to show a gradual shift in individual behaviour patterns to execute assigned tasks to acquire broader workplace satisfaction. A study by Cranny et al (1992) defines employee satisfaction as the form of pleasant employee feelings in employment (Moyes, Shao and Newsome, 2008). Supporting this view Ellickson and Logsdon (2002) state that job satisfaction by public sector employees are widely influenced through employee satisfaction. Employee satisfaction is achieved through many fronts including pay systems, and relationship with supervisors, management systems, performance, promotional opportunities as well as fringe benefits. Employees' satisfaction bears linkages to individual approaches to given tasks within the job settings (Togia, Koustelios and Tsigilis 2004). As a result, most organisations utilise different policy framework to spearhead employee satisfaction to establish commitment and employee cooperation to achieve set goals (Pavin and Kabir, 2011). As Ting (2010), put it, employee satisfaction is about the positive feelings within the organisational environment by individuals to reach set organisational goals. According to Garcia, Varela and Del Rio (2010), employee satisfaction entails the level of interaction with working mates throughout the organisation Gu and Siu (2009) argued that employee satisfaction does not depend only on the reward system.

A study by Ellickson and Logsdon (2001) add that factors such as environmental and personal characteristics (see figure 2.1) largely affect employees' levels of satisfaction. Ganguly (2010) stress that individual environmental fit is the best procedure that enhance employees' satisfaction. Other researchers were of the view that factors such as recognition, communication, fringe benefits, working conditions, the nature of work, nature of organisation, organisational systems, policies and procedures, personal development, promotion, job security are additional enhancement to make the employees satisfied (Koonmee, Singhapakdi, Virakul and Lee, 2010). Swathi (2014) on the other hand, adds that the measurement of employees' satisfaction remains a misery. According to him, employee satisfaction is challenged by different factors namely employees' emotional states and lack of enough workforce motivation. Furthermore, within the organisation's environment, the theories of motivation are unable to provide enough evidence stating clearly "how" and "why" employees get satisfaction (Swathi, 2014). Simply put the level of satisfaction by employees within the organisation need to display sufficient conducive organisational culture that is enough to promote the long-lasting satisfaction of employees (Bhatti and Qureshi, 2007).

In general, there is no limitation for employees to be fully satisfied. Miller (2006) posits that employees need to alter their individual attitudes at work to become fully functional and to reach greater job satisfaction. Investigating employee satisfaction in the working climate is very complex as individual employees differ in the organisation. Employees are most likely to be satisfied with specific item within the organisation; similarly, other employees may derive lesser or no satisfaction from the same items. From these explanations, this research defines employee satisfaction as desired state of satisfaction by employees at the work environment (Moyes, et al. 2008). It is very critical to investigate how satisfied employees within the organisation understand employee satisfaction to create organisation that, is more competitive (Kelley 2005).

Large-scale productivity and individual loyalty to the organisation becomes a reality as long as employees in the organisation are satisfied (Hunter and Tietyen 1997). Satisfaction at large is a common gesture by an organisation for employees to establish employee satisfaction in order to transfer organisational clients to become highly productive (Potterfield 1999). In order to sustain increased productivity and clients' satisfaction, organisations must design strategies especially on skills development not only for possible increase in employee motivation, but also adequate motivation of employees within the organisation (Wallace, Eagleson and Waldersee, 2000). The next section discusses the definition of job satisfaction.

2.4   JOB SATISFACTION

Many authors have defined job satisfaction (Pieterson, 2005; Rad and Yarmohammadian, 2006; Alavi and Askaripur, 2003). In a similar study factors such as communication, co-workers and recognition contributes to employee satisfaction. (Ilies, Wilson and Wagner, 2009; Irving and Montes, 2009; Koonmee, et al. 2010). Job satisfaction means different things to many scientific researchers. According to Zobal (1998), factors including compensation, reward, recognition and wages determines employees' job satisfaction. Without a doubt, job satisfaction cannot be in isolation. For years, job satisfaction has received much coverage (Matzler and Renzl, 2007). Job satisfaction demonstrates the level at which employees appreciate and willingly perform assigned tasks of the organisation (Chi and Gursoy 2009).

Researchers in management are of the opinion that the only way to satisfy individuals in the organisation is to focus on the enhancement strategy of the employees (Giannikis and Mihail, 2011). Employee satisfaction improves through the measurements to establish existing levels

within the organisation (Wright, Gardner, Moynihan and Allen, 2005). According to researchers, some establishment use survey techniques yearly to assess employee satisfaction (Deshpande, Arekar, Sharma and Somaiya, 2012). Others are of the view that in assessing employee satisfaction within the organisation, it is better to organise meetings between management and individual employee groups within the organisation (Ybema, Smulder and Bongers, 2010). At the same time, there are many contributory factors to job satisfaction. Al-Hussaim (2008) states that job satisfaction or dissatisfaction depends on different variables, it can be due to the nature of job or mainly on the employee's expectations of the supply side of available job opportunities.

There are major linkages between motivation and job satisfaction. According to Bowen and Cattel (2008) and Walker (2011), job satisfaction entails the manner individual employees perceive job satisfaction as drivers of positive and negative outcomes. Job satisfaction is viewed in the form of total packages namely co-workers, career growth possibilities, salary payments and supervision (Walker, 2011). Once employees are satisfied, they fulfil assigned tasks and continue to work without the option to resign (Hee and Ling, 2011). The behaviour patterns of individual employees within the working environment are influence by many variables. Key among these variables include various motivation factors that influence individual behaviour or attitudes in relation to assigned tasks.

According to, Lane, Esser, Holte, McCusker (2010) job satisfaction is affected by various factors such as salary, existing working environment, anatomy, communication and organisational commitment. Early study by O'Reilly (1991) further adds that job satisfaction represents the feelings of individuals across the organisation has towards the different aspects of assigned tasks to employees. Similar studies have tried to identify several compositions regarding job satisfaction with the view of increasing its significance of every component to individual personal productivity.

The success of the organisation requires active participation of employees in the performance of the organisation's activities. Thus, job satisfaction remains priceless in terms of organisational performance (Judge, Piccolo, Podsakoff, Shaw, and Rich. 2010). Participation in the organisation's initiatives as well as the employee satisfaction depends on management as evidence supports the views that employees' satisfaction creates the general well-being and increase in the organisational productivity (Yee, Yeung, and Cheng. 2008). Fraser (2001) states that once the employees are satisfied, they stand to remain in the employment of the

organisation and display selfless attitudes towards the performance of the organisation, increase retention rates as well as production growth.

However, researchers were of the view that employees who remain dissatisfied are likely to take leave from work, shrink productivity within the organisation, cause high loss of clientele and increase employee turnover (ET) (Martins and Coetzee, 2007). As Faragher (2005) explains dissatisfaction among employee's results in anti-productive attitudes, burnout and service withdrawal by employees. In contrast, Job satisfaction can also be identified using two important variables namely, the environmental factors and the personal characteristics of individuals (Judge et al. 2010). As such, job satisfaction cannot be isolated; it depends on different organisational factors such as the size, organisation structure, the pay systems, working conditions and leadership (Sempane, Rieger, and Roodt, 2002).

2.5 THE NATURE OF EMPLOYEE SATISFACTION

As stated earlier in the text, several literature states that there is enough linkages between job satisfaction and various forms of motivation. Hollyforde (2002) share similar sentiment that there is high level of correlation between the three concepts of employee satisfaction, motivation and the extent to which organisation performs within a given period. According to the researcher, employees of the organisation are encouraged to perform through enough system of motivation since they are satisfied. Other studies add that to understand employee satisfaction, one needs to understand the thin line between other related concepts of morale, attitude and their association with employee satisfaction (Locke, 1968). Broadly, human attitude is the assessment that prompts individuals to perform in certain ways. On the other hand, morale involves individual needs and the depth of expected satisfaction from specific jobs. In the nutshell, employees are able to attain high level of satisfaction in the organisation since individuals are able to display commitment towards performances that aligns to a reward system (Wood et al., 2004). Within the organisation, several factors influence employee satisfaction. These factors are the managerial needs that assist in creating growing productivity levels in the organisation.

Employee satisfaction is defined in different ways. For instance, Kreitner et al, (2002) defined employee satisfaction as the central tenet of humans' emotions towards specific job. Similar studies define Employee satisfaction as the individual achievements in the organisation through personal abilities to depict high level of commitment (Wood et al., 2004). Majority of South

African organisations experience daily lower employee satisfaction due to inability of individuals to show enough commitment and lack of performance towards set goals of the organisation (Mayer and Botha, 2004). It is therefore imperative that in the field of human resources, management prioritise the concept of employee satisfaction leads to productivity in the organisation (Grobler et al, 2002). Without doubt, the concept of employee satisfaction triggers employees to display not only high level of performance but also personal pledges towards assigned tasks.

2.6 DEFINING THE PRECURSORS OF EMPLOYEE SATISFACTION

Past research indicates there are two primary factors that affect job satisfaction. According to Nel et al (2004), these factors are the personal determinants as well as organizational factors.

2.7 PERSONAL ELEMENTS

Numerous studies on employee satisfaction have shown that variables such as educational achievements, age, marital status and gender plays critical role in determining the level of employee satisfaction in organisation. Below are the personal elements.

2.8 GENDER

Other studies have shown that age and employees" gender have no significant effect on employee satisfaction. In terms of gender, several studies point to various findings. For instance, between female and male employees, it was widely discovered that female are satisfied than males (Agho et al, 1993). Similar study by Kong (2009) indicates that in a working environment where males and females with similar tasks, differences in employee satisfaction was clear. Female employees are much satisfied in contrast to males (CIPD, 2006). The study explained that female employees are more productive than male employees are as they see the working climate in positive light as well as their senior managers than their male partners. This finding is in line with a study by Kim (2005) who add that female workers are better satisfied that their male counterparts. Reasons for this level of satisfaction include women employees expect lesser than men workers from the employer as such they expect less. Further reasons were that women are unable to register their discontent as compared to men as such; they are seen to be satisfied in the work environment. Kim (2005) states that female desires are not similar to that of men even in the same working climate. The theory of value-

percept has been seen to provide more explanations to gender discrepancies at the workplace in creating enough job satisfaction for employees.

Other research findings over the years have shown that male and female employees are equally satisfied at work (Schumacher and Li, 1995). A sizable number of studies cited rank and tenure of employees as the leading variables that either satisfy or offer dissatisfaction (Hill, 2009). Besides, Malik (2011) in another study revealed that employee job among gender groups portrays males as the lesser satisfied group in contrast to female. Gender according to earlier study by Ward and Sloane (2000) is statistically significance on employee job satisfaction. Bender and Hegwoo (2006) affirmed that female employees are perceived to experience very low job satisfaction as compared to male counterpart. These findings were rejected by Alam (2005) and Mehboob, Sarware and Bhutto (2012) in another study which revealed that female's employees are highly satisfied than males. Castillo and Cono (2004) and Moguerou (2002) add that female employees are less satisfied within the work place in contrast to their male peers. In another survey Ntisa (2015), states that male employees in the organisation enjoy high level of satisfaction on the job in contrast to the female in the education sector. Paula and Pua (2011) argued that within the organisation, men and female employees are equally satisfied. Sabhar Wal and Corley (2009) revealed that the male employees enjoy high job satisfaction by female workers in the organisation.

Crossman and Harris (2006), argued in another study that claimed that male employees enjoyed improved satisfaction than females. Robinson et al (2004) argued that no differences exist between male and females in terms of engagement in a specific working climate. According Srivastava (2012), in private and public establishments, female employees are more satisfied with their respective jobs. Growley (2013) revealed that within the job environment males feel better dignified in comparison to their female counterparts.

According to the study, men are employed in most dignified positions, offered autonym, more productive than woman as well as be able to experience the feelings of purpose (Crowley, 2013). Empirical survey by Hamman Fisher (2008) state that there is statistical significant relationship male and female level of satisfaction. Findings revealed no statistical significant differences between male and female in terms of job satisfaction in MLM. Research results have shown that males are more satisfied than the females. A recent study in Turkey by Harputlu (2014) showed that more males enjoyed high level of satisfaction in their jobs due to specific factors.

2.9 EDUCATIONAL ACHIEVEMENTS

Several empirical studies revealed the extent of relationship between employee educational status and employee satisfaction lacks consistency (Kh Metle, 2003). According to Crossman and Abou-Zaki (2003), though there was lack of significant relationship between employee job satisfaction and employees' educational status, some degree of relationship exists in terms of employee job satisfaction (Crossman and Abou-Zaki, 2003). Specific factors such as insufficient skills and lack of better management treatment contribute to lesser job satisfaction of employees (Cross-man and Abou-Zaki, 2003). Another study by Kh Matle (2003) confirmed that high level of relationship existed in terms of educational qualifications and employee job satisfaction. According to the study, better level of qualifications allows employees to be highly satisfied. For instance, employees who attained educational status to the level of intermediate qualifications are more satisfied in the working environment (Kh Matle, 2003. Eyupoglu and Saner (2009a) revealed in a study that employees' job satisfaction increase as the level of education reaches higher levels. This research finding was consistent with a study by Roopai (2012) which found that better employee's qualifications bear positive relationships with growing job satisfaction. In support of this revelation, Gurbuz (2007) add that employees' job satisfaction bears positive impact due to educational qualifications.

As Kh Matle, (2003) put it; employees who are better qualified are more likely to receive high level of job satisfaction. Sun (2002) add that increases in educational achievement is likely to trigger dissatisfaction. According to Ncube and Samuel (2014), there is positive relationships in terms of job satisfaction and the level of education. Roopai (2012) add that individuals with postgraduate degree at master's level enjoy high level of job satisfaction than undergraduate employees. Similar study by Abou-Zaki (2003), confirm that individual employees become more satisfied at work as their qualification increases. Educational achievements of every employee at post-graduate levels is a crucial parameter in determining job satisfaction. Hence, educational achievement of individual employees can differ in terms of level of education obtained.

2.10 MARITAL STATUS

There is lack of agreement on research findings in terms of relationship between employee satisfaction and the marital status of employees (Robbins et al, 2003). The marital status of employees is likely to establish favourably on the level of job satisfaction by employees (Azim, Haque and Chowdhury, 2013). Similar study by Sabhar Wal and Corley (2009) states that both

genders enjoy high level of employee satisfaction. The study further add that married women tend to be happier at their jobs than men. Statistics based on Sabharwal and Corley (2009) it was eminent that there is high significant relationship between employee satisfaction and married individuals. Family characteristics in general bears some relationship with job satisfaction of employees. According to Dolan (1987), married women suffer from minor burnout issues in the working environment. As such, women enjoy much higher employee satisfaction. This, negative marital status means, inferior level of job satisfaction by women. However, Booysen (2008), add that there are positive linkages between employee satisfaction and marital status of employees in organisations. According to Koutstelios, (2001), revealed that in another study individual marital status bears no significant impact on employee job satisfaction. Employees who enjoy enough marriage life experiences there is high level of employee satisfaction (Rogers and May 2003). Extant scientific literature on demographic variables such as the marital status of employees have revealed high level of job satisfaction.

Recent study by Sabharwal and Corley (2009) indicated that the marital status of employee's impact on employee satisfaction. Other similar study indicate that the marital status of employees allows for mare satisfaction (Hagedon, 2000). These findings were consistent with another scientific work by Cetin (2006) which concurred that individual marital status has positive influenced on the level of employee satisfaction. Sabharwal and Corley (2009) in another empirical study argued that the marital status of employees bears no significant relationships to employee satisfaction. Past academic literature has stated that demographic variables affect employee satisfaction. A conceptual framework developed on the next page (figure 2.1) to illustrate the independent and the dependent variables in line with the study.

2.11   FACTORS THAT IMPACT ON EMPLOYEE SATISFACTION

Vroom (1962) states that there are many variables that impacts employee satisfaction. These variables according to the study include the working climate, promotion, job climate as well as the organisational setting in which employees perform their activities. Several studies of similar views have highlighted other variables such as high salary, role clarity, life satisfaction, participatory in decision making, freedom, relocation, individual performance, the feeling of success and work-related stress (Cinar and Karcioglu, 2012).

Employee satisfaction continues to develop through numerous approaches. Several studies were conducted regarding the factors that affect employees' satisfaction (Lock, 1976; Conar

and Karcioglu, 2012). Early study by Spector (1997) provided detailed information on two vital determinants of employee job satisfaction as felt by individuals in organisational setting. These determinants according to the study, are broadly divided into categories namely, the environmental and personal factors (Spector, 1997)

Environmental factors consist of the following: working conditions, personal development opportunities, reward systems, communication, co-workers and supervisors. Personal factors on the other hand were demographic factors such as gender, educational status, among others. Determinants such as work exhaustion, turnover, absenteeism, company image system of evaluation, corporate culture, education and training, job security and workload, severely affect employee job satisfaction (Van Saane, 2003).

Vroom (1962) confirms the notion that there are many variables that affects employee satisfaction. Variables such as the working climate promotion, job content and organisational settings highly affect employee satisfaction. Additional studies by other researchers add that high salary rate clarity, life satisfaction, participation in decision making, personal freedom, relocation, feeling of success, individual performance and work-related stress also contribute to employee satisfaction (Cenar and Karcioglu, 2012). Figure 2.1 below illustrates some of the environmental and personal determinants that affect employee satisfaction.

Figure 2.1: Determinants of environmental and personal factors on employee satisfaction.

VARIABLES/ FACTORS	DESCRIPTION	AUTHORS
• **PERSONAL FACTORS** • **GENDER**	• Studies revealed woman are more satisfied than men. Vice – Versa	• Besiktas, 2009 • Spector, 1997
• **EDUCATIONAL STATUS**	• Rise in educational level by individuals ES decreases • Higher Education means dissatisfied	• Green, 2000 • Sun, 2002
• **SECURITY**	• Contributes to the increase in employee satisfaction	• Green, 2000
• **JOB SATISFACTION**	• Means characteristics such as needs, values, and expectations.	• Harputla, 2014

	• Two employees in a similar work environment experience different levels of satisfaction scales of intrinsic and extrinsic • Pay, co-workers, promotion and nature of work	• Zaim et al, 2012 • Harputla, 2014
• **ENVIRONMENTAL** • **COMMUNICATION**	• Oral communication by management, provide early feedback on tasks and informal interaction	• Ozturk, Hancer et al, 2014
• **CO-WORKERS**	• More skilled workers • Friendly, supportive offer more cooperation • More happiness	• Young et al, 2011 • Basar, 2011 • Besiktees, 2009
• **SUPERVISION**	• Positive support • Recognition of employees • Supportive and helpful • Communication between supervisors and workers • Freedom to participate in decision making	• Young et al, 2011 • Emhan et al, 2014 • Basiktas, 2009 • Yeltan, 2007
• **REWARD SYSTEM**	• Centres on employees • Desire motivate individuals • Correlate with job satisfaction	• Kalleberg, 1977 • Gerald and Dorothee, 2004 • Javed et al, 2012
• **INTRINSIC AND EXTRINSIC REWARDS SYSTEM**	• Promotion/ benefit, money, sense of achievement • Appreciation by superiors	• Basar, 2011
• **SELF-IMPROVEMENT**	• Ability to learn new skills, knowledge, personal	• Jin and Lee, 2012

	• development, sense of confidence, positive felling	
• **WOKING CONDITIONS** **Physical/social working environment**	• Safe environment, clean new equipment, comfortable appropriate temperature, improved lightening system	• Mac Millan, 2012 • Green, 2002 • Sun, 2002 • Bridger and Brushes, 2011

Source: Researcher's own work from literature

2.12 RELATIONSHIP BETWEEN EMPLOYEE SATISFACTION AND JOB PERFORMANCE.

Recent study by Porter and Lowler (1969) indicated that human satisfaction would affect the worker's action in the working environment. The researcher further argued that growing individual performance is likely to elevate employee performance to a high level, which further triggers higher payment by employers. Another study by Korhanauser and Sharp (1976) identified that there is possible association between satisfaction and positive organisational performance. Others disputed the sentiment that employee satisfaction does not bear strong linkages with neither organisation turnover nor quality of production (Katzel, Barret and Porker, 1952)

The concept of employee satisfaction and motivation lacks the scientific research in isolation rather it is complementary (Nadia, 2011). According to Nadial (2011), researching these concepts together help to understand better to respond positively to the factors of productivity and working conditions. This means satisfaction be understood through researching into insights of individual's behaviour in the working environment of the organisation. The end results are that satisfaction triggers intrinsic needs of individuals. Simply put, for an organisation to attain any form of effectiveness, it is critical that its workforce undergo proper management (Moynihan and Pandey, 2007). This is because it is not easy to show proof of the satisfied employees and increased productivity. However, several studies have revealed the connections between the impact of job performance and satisfaction. For instance, a study by Chrizten Cryler and Soberman (2015) found a positive impact in job performance and job satisfaction. The finding from the study by Soberman reassured the notion that any rise in job performance has a knock-on effect as well as employee satisfaction by individuals within the

organisation. This positive outcome within the organisation has a ripple effect on reducing employees' rate of turnover and absenteeism, thus enabling lesser numbers spent in taking further policy measures.

2.13 RELATIONSHIP BETWEEN EMPLOYEE SATISFACTION AND DEMOGRAPHIC VARIABLES

Several studies about job satisfaction are knotted to demographic variables of employees within organisations (Bowen, Cattell and Distiller, 2008; Sledge, Miles, Coppage, 2008; Rad and Yarmohammadian, 2006; Pierterson, 2005). However, in the past there was a survey on employee satisfaction where only a small relationship emerged (Ghazzawi, 2009). Roelen, Koopmans and Groothoff (2008) in another study add that there are no significant differences between employee satisfaction for males and females. In a similar study involving public hospital employee, it emerged that there was a significant difference between employee satisfaction among males and females (Rad and Moraes, 2009). The study found that males are more satisfied in their jobs than female Furthermore, regarding marital status; the survey showed that marital status largely affects employee job satisfaction of employees (Rad and Moraes, 2009). A study of 436 employees from five public organisations in Kuwait showed the impact of gender groups on employee satisfaction.

Several studies indicated that there are no significant differences between males and females in terms of ES (Al-Ajmi, 2006). According to Rad and Moraes (2009), demographic variables namely communication, fringe benefits, salary and promotion have a very strong correlation with employee satisfaction of all genders. Regarding the age categories of employees, a similar study has shown that some have no effect on employee satisfaction (Ellckson, 2002). However, others were of the view that there is significant positive correlation among individual employees (Rad and Yarmohammadian, 2006). In contrast to other research, Buitendach and Rothmana (2009) and Abu-Budar (2005) revealed that race is more likely to impact on the level of employee job satisfaction. Other studies have shown different results. According to Abu-Bader (2005), there is no difference between job satisfaction and employees. Gender orientation, Chanetti (2007) add that in terms of individual job levels within the organisation managers are more satisfied in their respective positions than other employees.

2.14 THE CONCEPT OF INCENTIVES

Over the years, incentives are associated with the broad definitions in social science research in many fields of study. According to Greenberg and Baron (2003)), incentives are defined as *"An available means apply with intention to influence the willingness and physicians and nurses to exert and maintain an effort towards the attainment of organisational goals"*.

The two most significant determinants of employee satisfaction are salaries and incentives (Calisar et al, 2011). Incentives are used in organisations to attain employee satisfaction among workers. According to Mathins (1991) incentives are a reward system as well as a form of compensation used to stimulate for increased level of workers performance. Incentives and any form of rewards within the organisation be part of reciprocal relationship between individual worker and the employees (Leman et al, 2003). According to Greenberg and Baron (2003), incentives are used as the main regulatory tool in the main regulatory tool in the organisation to realise stated incentives. Hence, recent study by Salau Falola and Akinbode (2014),) affirm that within the organisation the relationship between employee satisfaction and incentives cannot be underestimated. The study further add that the two concepts depend on each other to increase organisational performance.

2.14.1 Incentives and employee satisfaction

Several researchers and authors define employee satisfaction across many fields of study. Locke (1976) describe employee satisfaction as a concept that entails several elements of diverse nature. Other scientific authors including Greenberg and Baron (2003) state that employee satisfaction consist of elements including individual's affection towards assigned tasks. Agho, Muller and James (1993) add that job satisfaction can be perceived as employee's willingness to perform a specific task.

Drawing from the above definitions, it care be stated that the level of employees pay satisfaction as well as incentive related satisfaction are key determinants of the overall employee job satisfaction. For organisation to realise set objectives, it is vital to understand the various forms of incentives at its disposal as part of the organisations compensation system. Besides researchers and scholars, continue to debate three important variables of employee motivation, satisfaction and increase performance levels (Lathan, 2007). According to the researchers, for incentives to be effective, employee's behaviour needs to focus on the extent to which such incentives are seen to fulfil or satisfy individual's expectations in the workplace.

For instance, in situation where individual employees like job autonomy and view financial rewards or other forms of benefits to satisfy their specific needs. In such cases, financial rewards are likely to create adequate satisfaction including increase job performance levels.

According to Salau Falola and Akinbode (2014), workers are highly motivated and enjoy adequate level of job satisfaction where employers allow in the workplace the freedom and opportunity to apply individual skills and ability without much interference. The organisational climate is an element that create high level of performance, productivity as well as personal commitment (Robbins, 2005). There is lack of effectiveness and displeasure among employees the organisation once workers lack adequate incentives (Salau Falola and Akinbode, 2014). Incentives as concept comes in various forms; thus, for workers to become motivated differs. The two-factor theory of Herzberg further explain how employees needs can be satisfied in the organisation. Drawing from Herzberg's theory, incentives schemes within the organisation, should be structured in equitable manner; meaning the rewards should equal contributions to the workers, skills, ability, and level of training.

Several studies determined the relationships between incentives and employee's satisfaction in various organisations. Scheepers (2009) assessed the extent to which incentives systems influence employee's motivation in the organisation. There is significant influence pay and multitude of monetary-related factors on the rate of turnover, worker-engagement and job satisfaction within the financial sector (Greenberg and Baron, 2003). According to Nelson and Quick (2006), payment and job satisfaction bears significant relationship. A survey by Kinicki and Kreitner (2003) revealed that the main variables that influence employee satisfaction in organisations are fringe benefits namely sick leaves, housing loans and pay holidays. These factors according to the study are the vital determinants of non-financial incentives with bear several influence the employees' morales (Kinicki and Kreitner (2003). Greenberg and Baron, (2003) further highlight that much importance is govern to non-financial incentives in organisation rather than financial incentives. The study further provide that such variables pave the way for employee's promotion as well as work appreciation and improvement within the workplace. Given these findings, the researchers, Greenberg and Baron, (2003) stated that promotion workplace opportunities and appreciation influence job satisfaction.

2.15 TYPES OF INCENTIVES

2.15.1 Monetary incentive

Monetary reward as a form of incentive is perceived across various organisation as invincible factors that stimulate employee's performance. A survey by Osibanjo, Adenij, Falola and Heirsmc (2014) states that in each organisational climate pay, bonus, compensation, profit sharing and housing benefits among others does not only motivate employee performance but also pave the way for personal commitment. The implications are that in the absence of better payment of salaries employees either leave the organisation or high level of absenteeism or increase labour turnover. Adequate use of monetary incentives within the organisation, encourage high level of competency among employees and commitment to serve the organisation over years (Robbins, 2005). Kinicki and Kreitner (2003) add that for organisations to become more competitive, it is critical to make room for pay rise, increase wages, more equitable bonus system for employees. Greenberg and Baron (2003) revealed that in situations where employees are unpaid well enough despite putting more effort to increase performance, they make decision to leave the organisation.

For organisations to remain competitive and increase the rate of survival, and productive more employees must be attracted with reasonable rewards (Bartlett, 2001). According to Nelson and Quick (2005), in organisations where employees receive reasonable pay. There is unwillingness to alter existing jobs for another. This implies that monetary rewards in organisations need to be structured in order to attract and entice employees in the organisation.

2.15.2 Non-Monetary incentives

Several scientific evidence suggests that relationship exist between non-cash awards incentives and increase level of job performance (Kinicki and Kreitner, 2003) Non-Monetary incentives are rewards that is directly related to the job of organisation (Folala et al, 2014). Empirical surveys over the years indicate that non-monetary incentives are some of significant elements that are key influential to employee's retention and high level of satisfaction. Greenberg and Baron (2003) and Friedman (2005) add that by making available enough non-monetary incentives, the organisation can retain its competitive position and responsive and pay attention to the needs of employees. According to Friedman (2005), establishments with enough provision of non-monetary incentives with a knock-on-effect of keeping competent, experienced and trained employees.

Employees are highly motivated to perform at their utmost provided they are frequent promotion and a secured job climate (Kinicki and Kreitner, 2003). In a study by Greenberg and Baron (2003) revealed that assessing monetary and non-monetary incentives more than employees valued monetary incentives more than non-monetary incentives. This implies that employees like to be paid salaries in contrast to non-monetary incentives. However, Green and Heywood (2008) found that there is positive correlation between monetary incentives and employees job satisfaction.

2.16   PERFORMANCE IN THE ORGANISATION

This study takes place in a typical public organisation in KZN. Recent studies by Schneider et al (2003) and Zohir (2007) emphasised association between employee satisfaction and organisational performance. A follow-up study indicates that the level of productivity and efficiency can be realised unless the employees are able to satisfy their social and emotional needs (Schneider et al, 2003). According to Judge, Thoresen Bono and Palton (2001), different factors assist in binding organisations and employees. These factors are motivation, job involvement, and organisational citizenship. According to Judge et al (2011), the study highlighted that these factors provide a greater impetus for the rising organisational performance.

Cole and Cole (2005) confirmed that a positive relationship between individual attitudes and their approach to performance in the organisation exists. In contrast, dissatisfaction by employees echoed the sentiments that decrease in the production of organisation levels in most instances are due to a poor working environment (Chandrasekar, 2011). As such, it is up to organisational management to facilitate the rising of individual satisfaction. In line with the above, the researchers Surujlal and Singh (2003) and Yee et al (2008) add that employee satisfaction tends to increase work quality. In another study it is argued that the performance of the organisation decreases due to production losses due to employee satisfaction where employees opt for more leave days within the organisation (Shields, 2006; Timothy, Judge, Piccolo, Podsakoff, John, Shaw and Rich, 2010). Conversely, Goslin (2005) suggests that most employees continue to work in organisations, which satisfied their employee needs.

2.17   OVERVIEW OF EMPLOYEE MOTIVATION THEORIES

According to Margan (2015), employees can be motivated by means of applying workforce theories as measurements to employee satisfaction. The hygiene elements such as the pay

system and work conditions by Herzburg (1968) theory assist in offering assistance in minimising work dissatisfaction in order to foster enough satisfaction (Margan, 2015). He further adds that where the hygiene factors are unsatisfactory then there is possibility of a negative impact on the individual levels of performance. Employees or staff members are motivated to perform assigned tasks efficiently. These *"satisfiers"* according to the theory, factors such as recognition and responsibility bears linkages to the work environment (Margan, 2015).

In general, the Herzberg (1983) Theory provides guidance to managers to discover ways to motivate employees to make available their needs, desires and individual objectives (Loiseau, 2011). Figure 2.2 below is the description of the Herzberg Theory with two elements namely "the satisfied" and the "dissatisfied"

Figure 2.2: Herzberg Theory showing "the satisfier's" and dissatisfies.
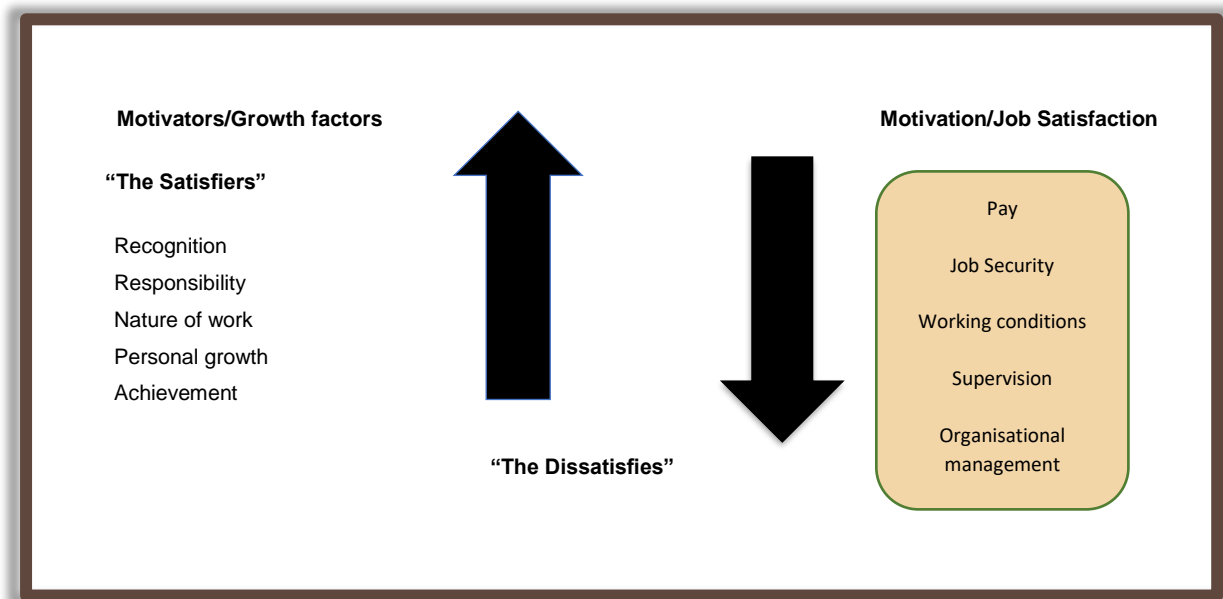
Source: Adapted from Herzberg (1983)

Besides, using Herzberg (1983) theory to important two issues of motivation namely; "the satisfied" and the "the dissatisfied'' the theory is also applied to demonstrate the factors of employee job satisfaction as well as factors that are referred to as "the Dissatisfies". Figure: 2.3 on the next page illustrate some of the negative and positive factors of individual needs within the organisation.

Figure 2.3: Herzberg's Theory of influencing factors
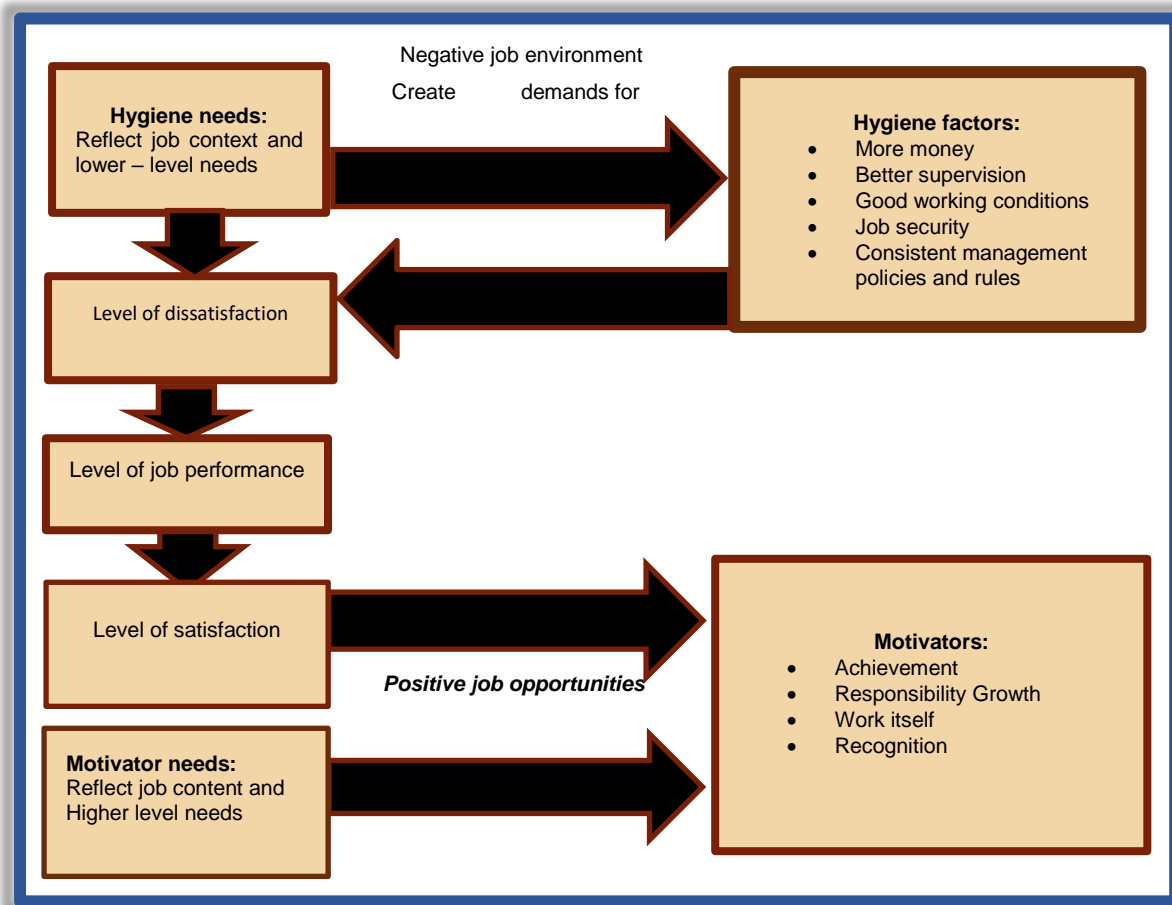
Source*:* Adapted from Grobler et al (2002)

The figure above displays various negative and positive motivators. Employees are able to achieve job opportunities for organisational growth as well as personal development in the organisation. Besides, the figure further highlights other negative factors in the job climate. From the figure above figure, other hygiene factors influence the level of employee dissatisfaction. For instance, poor hygiene in the work environment creates other forms of dissatisfaction.

2.18   THE THEORY OF MOTIVATION

Motivation enables employees to *"pull the right strings"* in order to achieve the set the goals and objectives of the organisation (Ian Beardwel, 2004). Different forces enable individuals to perform specific tasks. To do that, there are certain elements of motivation that are critical. Herzberg's (1959) theory referred to motivation as the best stimulant of individual behaviour. In a specific manner motivation as a concept can further be broken into smaller, but sustained elements namely, the preferred outcomes of assigned tasks including the number of tasks,

individual effort to complete given tasks as well as the effort to persist in attempt to reach set objectives instead of related barriers (Walker, 2011; Hart-man, 2006; Ashad and Dainty, 2005). Unskilled workers and professional employees are highly motivated by factors of motivation namely intrinsic reward rather than the extrinsic rewards (Ankli and Oalliam, 2012; Bowen and Cattell, 2008).

Extrinsic rewards on the other hand include promotion and salary as well as other factors that are not in favour of using intrinsic rewards to become satisfied in order to accomplish finished tasks. Employee satisfaction broadly depends on different motivations that are associated with intrinsic variables in the workplace. Similarly, other hygiene variables that are associated with extrinsic motivation elements are referred to as relationships with work-mates which differs from the working environment of the organisation (Guha, 2010; Waller, 2011; Tietjen and Myers, 1998)

Issues around individual employees within the working environment are far-fetched. In finding solutions to determine the needs of satisfaction and what satisfied individual employees. As such, it is significant to explain the concept of "Satisfaction". According to the concise Oxford Dictionary (1995), satisfaction is about settlement and payment of an owed. It is therefore critical to understand individual needs for solution issues of human motivation. Figure 2.4 on the next page illustrates the motivation process in organisation.

Figure 2.4: Process of motivation in organisation
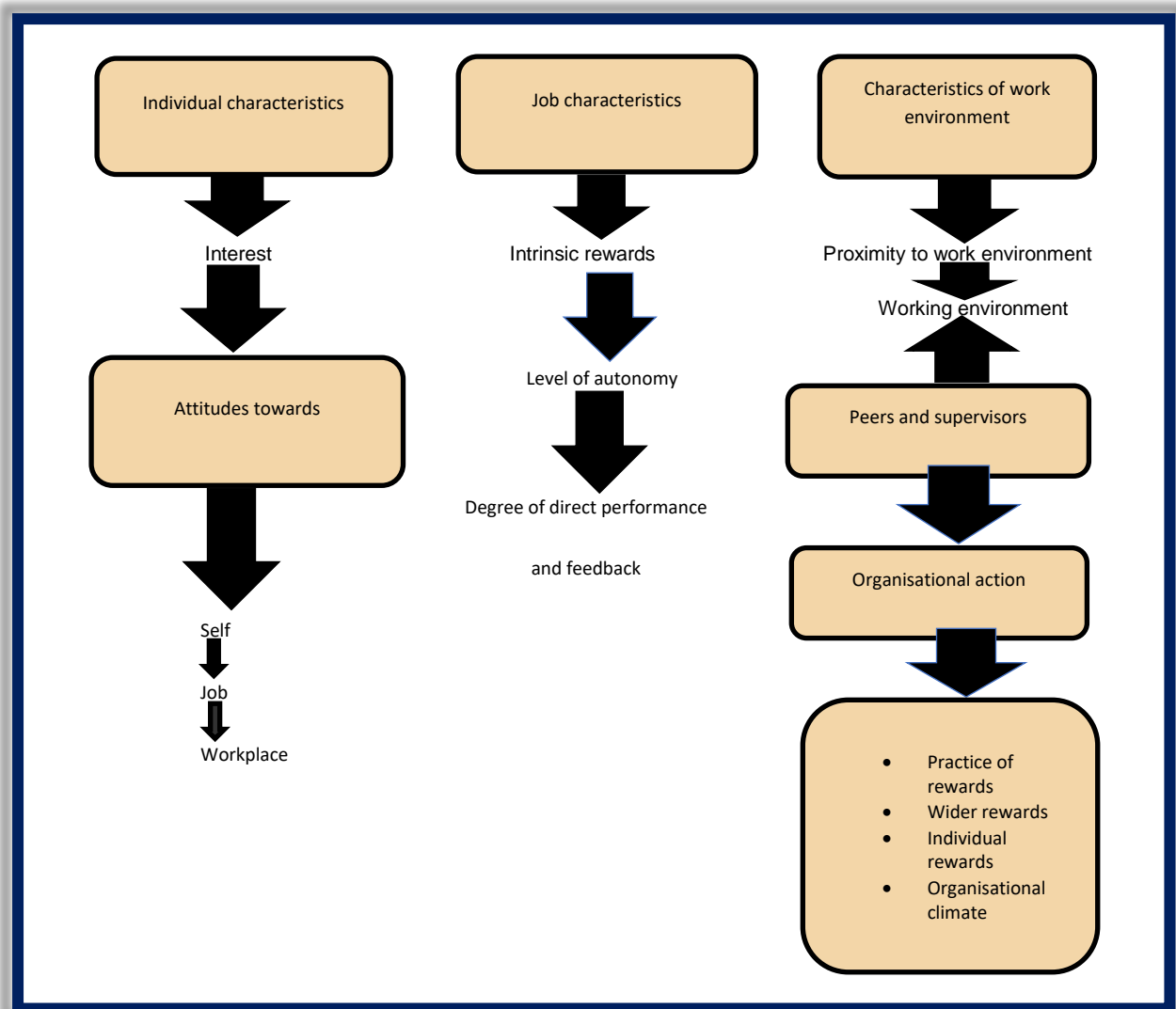
Source: Researcher's own compilation.

2.19 TYPES OF MOTIVATION

The existing literature extends further two different types of motivation namely the drive and reinforcement, instinct and cognitive theories.

2.19.1 Drive and reinforcement theory

This theory is a vital function of the past individual characteristic (Woodwarth in Steers and Porter, 1975). According to Steers and Porter (1975), past learning experiences by individuals' impact, inspect on their level of current behaviour. Hull (1952) share similar sentiments that human effort in performing activities within the organisation is due to factors such as the person's drive, habit and incentives.

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2.19.2   Instinct theories

The Theory states that human motivation is possible due to individual instincts. Although the level of acquired instinct, individuals act in a specific manner. Higard and Atkinson (1967) argued that the instinct theories lack explanations regarding the exact motives of individuals. The study highlights unconscious motives to be instinctive or a learned individual behaviour (Hilgard and Atkinson, 1967; Margan and King, 1966).

2.19.3   Equity theory

Past studies about employee satisfaction aimed to identify individuals' employee's satisfaction in the workplace. As Adam (1963) points out, earlier equity theories make specific references to employees' conditions in relation to the payment of fair and reasonable benefits. The main tenet of equity theory is about "input" and "outputs" "comparison" "person" and "in equity".

According to the equity theory, "input" refers to the value employees contribute and add to a given job, whilst "output" is about how employees view specific jobs. The equity theory is, therefore, relevant because it addresses most concerns of individuals' fairness in the organisation. Fairness in the organisation refers to the treatment by supervisors, management and co-workers; other aspects of fairness include the rate of working conditions, pay, recognition and compensation payable to individuals in the organisation. In organisations where individuals are fairly treated; there is a definite performance enhancement. The main justification of the equity theory in this study is because of its fairness towards employee satisfaction in the organisation. This theory explains the treatment of employees only in terms of compensation, but also addresses various employees concerns such as working hours and treatment of employees by management. Positive treatment of individuals according to the theory creates the culture of satisfaction; where there is negative attitude in the environment towards employees there is a high level of dissatisfaction among individual employees.

2.19.4   Motivation theory

Motivation theory is one of the several acknowledgement theories that explains individuals' level of performance. For individuals to perform their assigned duties satisfactorily, depends on motivation. According to Herzberg's theory (1959) motivators provide key motivation to individuals to reach the apex of individual satisfaction for improvement in their levels of performance. As simply stated, employee satisfaction is largely correlated to the way

individuals perform given tasks and the motivation beyond it (Ellickson, 2002; Timmer, 2004). Oosthuizen (2001) on the other hand argued that motivation and job performance vary in contrast to motivation is one of the key factors that impact the way individuals perform jobs.

One of the most broadly accepted theories used to describe motivation is the Vrooms expectancy theory (Robbins, 1998). The theory motivates individual workers' performance levels that purely dependents on individuals' ability to motivate by the organisation (Chick, 2001). The Vroom theory add that individual workers are motivated through three different conditions given that the outcomes are of significant values and to increase the level of performance (Issac, Zerbe and Pitt, 2001).

Maslow's (1943) Need-Hierarchy Theory also identified various primary needs that act as motivators in organisational settings. These include the primary needs such as safety, love, belongingness, physiological as well as esteem and self-actualisation. The theory simple states that as one need is motivated and satisfied, another prevails. The five needs as stated in the theory are arranged order of hierarchy. such as self-actualisation or ranked the highest, the motivator in the order is physiological needs, the theory further states that any form of satisfied needs are however not motivators as the lower needs are satisfied, these needs are not in any way the driving force, thus they are ranked highest services as motivator (Unsechukwu, 2009)

Several criticisms are against the Theory of Maslow. According to Alderfer (1972) an individual is only motivated through multiple needs namely, Existence, Relatedness and Growth (ERG Theory). Streaming from the ERG theory existence needs are primary needs of individuals, this needs bare similarities to physiological and safety needs as stated by Maslow's Theory. In the same light, the need for relatedness states the significance that placed on the concept of relationship that bears association to Maslow's belongingness and the need of esteem. The need for growth as in Alderfers theory (1972) explains personal development of individuals as stated by the need of self-actualisation in Maslow's Theory.

The two theories indicate how individuals can be motivated. Effectively these theories are similar. However, the theory of Elderfer (1972) centres on jobs as it explains related issues on jobs namely fringe benefits, growth needs, related and satisfactory needs (Arnolds and Boshoff, 2000). Besides, the Theory by Alderfer is not in hierarchical order as in the case of Maslow Theory. According to the Theory of Alderfer the primary needs be used as a parallel (Sledge et al, 2008).

Management applies motivation as critical tool that positions with a view to enhance managerial performance in the organisation. A study by McClelland (1961) indicates a close relationship between motivation, related managerial behaviour level of performance as well as their effectiveness. The study further showed that in order to motivate individual employees, three critical needs are paramount, these include the need for achievement, need for affiliation and need for power (Anderson, 2009). These needs represent the three needs factors that stimulate employee job satisfaction including the need for achievement and affiliation.

The Herzberg's two factors theory of motivation are vital tools that motivates individual employees (Herzburg, Mausner and Snyderman, 1959). There are two key theories that emerged from Herzberg's two factors theory of motivation, namely "the motivators" (factors of satisfaction and Job improvement) and "hygiene factors" (factors of dissatisfaction). According to the theory (Herzberg theory), the "Motivators" are more likely to add to employee job satisfaction. In contrast, the "hygiene factors" are to establish dissatisfaction among employees. Besides, there are numerous differences between the two motivators; these include the motivators of intrinsic and extrinsic.

Employees in the organisation are not the same; their levels of performance within the organisation are not equal. Depending on their level of motivation, individual employees in the organisation can perform to their utmost. McGregor's Theory X and Theory Y describe the factors that motivate individuals. Theory Y (assumes that individuals like work) whilst Theory X (assumes that individuals hate to work), rather individuals are motivated only where money is paid (White, 2009). These two theories differ from Vrooms Theory which states that money acts as the leading motivator thus, it shows a high increase in employee job satisfaction; hence, individuals in the organisation should not hate to work, but rather like to work.

2.20   THE LINK BETWEEN EMPLOYEE MOTIVATION AND EMPLOYEE SATISFACTION.

Several studies have demonstrated the extent to which individuals are motivated by difficult and challenging activities (Du Plessiz, 2003, Rothman and Maslows, 1968). There are variables such as the internal intentions, objectives and individual goals serve as the motivator to individuals (Spector, 2003). A study by Coster (1992) revealed a positive correlation between individual goal and the attitude to perform given tasks to employee satisfaction. Beach (1980) adds that the concept of reinforcement and the individual's sense of positive contribution to the organisation serves to motivate people. The need for achievement and the power to exercise

authority motivates employees in the working environment in order to influence others in the organisation.

Recent study by Morgan and Richard (1982) posit that there is more employee satisfaction where the responsibility of individuals become stronger, can exercise maximum control over peers and every influential person. Equality, the working environment of organisations also triggers employee satisfaction. According to Vermeulen (2003) aviation workers, especially pilots who can highly socialise and interact with peers and clients, enjoy a high level of job satisfaction in contrast to others who do not. Strydom and Mayer (2002) add that socialising with peers found to increase employee satisfaction among a small group of managers.

Other motivators include the satisfaction of individuals' ego. According to Maslow (1968), by meeting the primary needs, employees are satisfied in the job climate due to satisfied egoistical needs. Aside personal satisfaction of ego, security needs is another primary need of most individuals'. Theorists such as Alderfer (1969) stated that satisfaction of security needs in the working climate creates job satisfaction. Furthermore, individuals are satisfied provided there are potentials for promotion in the organisation (Davy, Kinicki and Scheck, 1997).

2.21   ORGANISATIONAL ELEMENTS AND EMPLOYEE SATISFACTION

2.21.1   Promotional programs/opportunities

Promotional programs within the organisation is likely to influence employees' job satisfaction. The programs of employee promotion have a positive impact on employee satisfaction to advance carrier opportunities (Noor, Khan and Naseems, 2015). Various studies revealed that the opportunities to advance and promote individuals create positive employee satisfaction. Opportunities for promotion forms part of job satisfaction (Greenberg and Baron, 2003). According to Kreitner and Kinick (2001), academics are satisfied in the working climate due to promotional opportunities. Researchers indicate that in the organisation promotional opportunities strongly linked to job satisfaction (Noor, Khan and Naseems, 2015). Supporting this finding in another study, Elleckson and Longsdon (2002) found that municipal workers that the employees are more satisfied with the level of promotional programmes. Kreitner and Kinick (2001) further revealed that there is positive relationship between job satisfaction and promotional programmes. Expectancy theory is compatible with levels of compensation that is rated as performance-based in organisations. According to Dirks (2008), allocation of employee's reward based on lack of performance such as job title, senior positions and the

general increase of rewards due to high costs of living stimulates employees to put up satisfactory performances. Within the organisation, it is generally believed that lack of promotional opportunities creates adverse effect of employee satisfaction. Yaseen (2013) posits lack of promotion in any organisational settings, results to unpleasant felling among employees and high labour turnover. A study by Parvin and Kabir (2011) state that within the organisation promotional opportunities and programs are vital ingredients of employee job satisfaction; hence, the study concluded that there is significant relationship between opportunities to develop individuals in order to establish high levels of employee satisfaction in the organisation.

2.21.2 Supervision

A study by Bassett (1994) indicates that within the job environment, supervisors put together the various humanistic of the job that add to growing levels of satisfaction among employees. Another scientific work by Packard and Kauppi (1991) revealed that supervisors who display adequate democratic style of management create the environment where employees enjoy high levels of employee satisfaction in contrast to organisation where supervisors exercise autocratic or laissez-faire leadership. According to Brewer and Hensher (1998), supervisors with leadership styles which focus on employees concerns and consider their needs enables employees to be mare satisfied than the supervisors who practice in the organisation task structuring as well as production concerns only. Supervisors make it possible for employees to experience job satisfaction. For example, a study by Packard and Kauppi (1991) states that attitude by supervisors contribute to either high or low workplace morale among employees. Supervisors who exercises high degree of employee's relationship behaviour have significant impact on job satisfaction (Bassett, 1994). Employees are able to develop trust due to high display of supervisory skills within the organisation (Wech, 2002).

Other recent survey indicates that individuals who perform similar activities with peers and supervisors are likely to reach better levels of satisfaction in their jobs. According to Toulouse (2008), existing demographics at levels of supervisors as well as peers in respect to assign tasks considering, individual respect for each other affect job satisfaction in positive light within the organisation. Wech, (2002) was of the view that structures of the organisation impact on various nature of interface within the organisation; thus, affect relationships between peers and the level of job satisfaction. One of the outstanding features of an organisation is its system of supervision. Certo (2010) states that the levels of supervision within the organisation establish

the depth of technical support, state of emotion in the organisation reflects that nature of support employees receive due to related activities. Supporting this notion, Aydogdu and Asikgil (2014) add that individuals within the organisation view their supervisors to be friendly and willing to offer assistance, thus they are able to reach high level of job satisfaction. Mbundu (2011) states that within the academic environment, most employees were satisfied in their respective positions due to good employee-supervisor relationships.

2.21.3 Remuneration

Swanepoel et al (2014) describe remuneration as employees' fridge benefits namely medical and retirement benefits as well as the basic salary of housing allowance (s) and various forms of travel due to individual employees. According to Swanepoel et al (2014), employees are highly satisfied within the organisation based on remuneration. There are four symbolic traits, which stimulates humans. These include power, freedom and control, achievement and recognition, status and respect.

The system of remuneration impact on employee satisfaction. Sweeney and McFarlin (2005) states that comparing remuneration with others influence on pay satisfaction in the organisation, lack of recognition and low pay system are contributors to the challenges of employee retention in the organisation (Boggie, 2005). Several studies highlighted that adequate financial influence rewards as well as employee recognition influence the value of employees' knowledge (Arnolds and Boshiff, 2004). Employees perceived their remuneration package as key indicator of how the organisation value their work. According to Nel et al (2004), employees are in the habit of comparing personal inputs for outputs that bears relationship with others.

In a similar study Young, Warchel and Wpehr (1998), employees were unable to find relationship in job satisfaction and remuneration package. Boggie, (2005) add that pay and other forms of benefits in the organisation are linked to job satisfaction of employee. However, Oshagbemi (2000) in another study among academic employees indicates significant relationship in pay package and employees ranks and employee satisfaction.

High paid employment does not make the employees to be satisfied. Bassett (1994) formed that highly paid works in the organisation are likely to be dissatisfied where workers dislike the nature of the assigned task. According to researchers Kreitner and Kinicki (2009), in order to reward workers, organisations must reconsider three key issues namely the outcomes to

consider by organisations and what to pursue in the form of high sales and growing market shares, issues regarding the measurement of outcomes as well as linking rewards to outcomes.

2.21.4 General nature of work and employee satisfaction

Extant literature indicates that employees who work in the environment of information system within the organisation revealed statistical positive relationship in terms of employee satisfaction and the nature of task performed (Vitell and Davis, 1990). Similar studies further revealed negative and positive outcomes (Ruthankoon and Ogunlana, 2003). Within the work climate, research indicates that employees differ in terms of the nature of work that assigns to them. A study by Johns (1996) revealed that some class of employees are satisfied provided the assigned tasks are not challenging and lesser demanding. Other employees according to Robbins et al (2003) become bored and frustrated due to unchallenging tasks, according to Lacey (1994), some employees are better satisfied in a work situation that demand high mental and physical pressures. Employees according to a study, favours assigned tasks that presents opportunities to exercise individual levels of competencies (Robbins et al. 1993).

2.21.5 Co-workers and employee satisfaction

According to Ting (1997), there is a significant relationship between co-workers and the level of employee satisfaction. Similar study by researchers, Viswesvaran, Deshpande and Joseph (1998) add that positive correlation exists in terms of employee satisfaction and peers at work. A research by Berta (2005) indicates that there is positive association between co-workers and job enhancement. However, similar study among 21000 women in most arduous job conditions have shown that employees who were unsupportive by peers are most likely to enjoy utmost dissatisfaction (Luthans, 1989). In sum, other scientific studies revealed that friendly and supportive co-workers in the work climate enhance job satisfaction (Kreitner & Kinicki, 2001; Johns, 1996).

2.21.6 Job level and employee satisfaction

Individual higher job levels impact severely on job satisfaction within the organisation. According to Cherrington (1994), employees at higher levels of position in specific organisations enjoys higher degree of employee satisfaction due to better reward, remuneration as well as favourable conditions at work. Other empirical surveys agreed that there are positive relationships between employee satisfaction and individual job levels (Robie, Ryan, Schmieder, Parra and Smith, 1998). Thus, various studies have agreed that rise in individuals'

job levels triggers the nature of employee satisfaction. Job satisfaction by employees in the organisation tied to individuals' position in the organisation. In contrast, others are of the view that employee satisfaction becomes lesser as the level of job in the organisation rises (Robie et al, 1998).

2.22 CONSEQUENCES OF EMPLOYEE SATISFACTION

A study by McNeese-Smith (1997) indicates that organisational survey depicts individual employees who experience high level of job satisfaction are productive; thus, keep their respective jobs. The general consequences of employee satisfaction are widely researched (Johns, 1996; Luthans, 1989; Robbins et al., 2003; Nel et al., 2004). For instance, recent survey indicates that turnover influence negatively on job satisfaction (Robbins et al., 2003). Employee turnover and employee satisfaction feature mostly in various scientific studies. Recent study by French (2003) states that very high employee turnover is explained throughout the climate of organisation where there is large number of employee dissatisfaction. Steel and Ovalle (1984) add that relationship exists between job satisfaction and high employee turnover.

According to the study, employees who are less satisfied are likely to change jobs. Other studies were of the view there equally relationships between job satisfaction and productivity (Johns, 1996; Luthans, 1989). Net et al (2004) states that *"absenteeism is regarded as withdrawal behaviour when it is used as a way to escape an undesirable working environment"*. Another study has shown that there are two sides to employees' satisfaction in organisations. For instance, a study by Johns (1996) states that high employee satisfaction tends to low employee's absenteeism. On the other hand, low employee satisfaction means high level of employee absenteeism (Johns, 1996).

2.23 CHAPTER SUMMARY

This research is designed to determine the factors that influence job satisfaction. The chapter introduced several concepts that underline job satisfaction as well as the theories of motivation regarding job satisfaction. In addition, the general overview of elements relating to job satisfaction featured throughout the literature search. The chapter also gave references to the antecedents of job satisfaction and of job satisfaction as well. Literature review thus far revealed that job satisfaction is widely researched across the globe. From employees to the

middle and senior management levels, the literature depicts employees' job satisfaction of the entire organisation under study.

CHAPTER THREE

RESEARCH METHODOLOGY AND DESIGN

3.1   INTRODUCTION

This chapter focuses on step one to step seven of the empirical study. Initially the chapter provides an outline of the target population, the research sample, justification of data collection. The section also featured among others the statistical analysis that were employed: this include the various statistical tools used in analysing the research data.

3.2   THE STUDY OBJECTIVES

- To determine the factors that influence employee satisfaction in the MLM of KZN
- To determine the relationships between the selected biographical variables and employee satisfaction
- To determine the relationships between employee satisfaction and promotional programs, supervision and remuneration.
- To make recommendations to management on improvement of employee's satisfaction in the organisation.

3.3   RESEARCH DESIGN

Though research designs are in several ways bases on different lenses of individual views research design are divided into three analysis the qualitative, quantitative and mixed-method.

3.4   QUANTITATIVE RESEARCH DESIGN

According to Cooper and Schindler (2009), quantitative design entails various interpretive means that describes, translate and decode concepts into meaning. Merriam (2009) states that qualitative research format represents a process that enables researcher ask individuals direct questions regarding a research phenomenon. As Saunders et al (2009), put it, a quantitative survey is not only concern with data precision; also, it provides the generation of larger statistics by means of various research tools namely the questionnaire. This research design is a process that is used by the researcher to collect data which is numerical for analysis (Kumar, 2011),

Questionnaires are used during the quantitative design process with question about the research phenomenon to large population. These questions are structured, and each participant are given options to respond to the questions. Quantitative research enables statistician's flexibility during data analysis process (Struwing and Stead, 2004). Through qualitative research, the final research outcomes can be generalised to include larger research population.

Given the various designs formats it can be argued that exploring the factors that influence employee satisfaction can be assessed. The present research is quantitative to provide the researcher with employee's experience and views in order to gather numerical data.

3.5   MIXED METHOD DESIGN

According to Creswell and Clark (2010), mixed methods research designs provide for one qualitative and quantitative method. This form of research designs enables the researcher to use series of qualitative and quantitative methods to seek answers in order to understand a phenomenon (Saunders et al, 2009)

3.6   SAMPLING METHOD

This chapter is designed as quantitative approach; thus, a deductive method is applied to attain its objectives. Saunders et al (2009), indicate that deductive research method entails testing the proposition of theories related to the research strategy. This implies envisaged. However, this research designed to test existing literature.

3.6.1   Sampling method used in this research

According to Sanders et al (2009), sample means "sub-group or part a large population". Botha (2010), indicates that sampling is a research process that is used to select a sub-group. Maree (2010) add that most surveys used sampling during empirical studies. Based on this notion, it is vital that the researcher select relevant sampling technique that provides solutions to research objectives. Non-probability sample is applied in this research. This is because the research sample require the depth of knowledge from participants and for the purpose of the (Babbie, 2008) and cave due to limitation of resources; the purposive sampling methods are used based on set criteria.

3.7 PURPOSIVE SAMPLING

The primary characteristics that is needed for this research were that all the employees had to be permanent employees of the MLM, part time employees or employed on contract basis. Leedy and Ormrod (2010) defined purposive technique as selecting units of research analysis that is earmarked for specific reason or context, as such selected participants are required to invent specific characteristics (traits), the only characteristics expected throughout this research was that employees must be employees of the MLM.

This research is limited as the research was unable to reach all the municipalities in KZN province of SA. Thus, the MLM was selected as the unit of the research analysis based on convenience (Leedy and Omrod, 2010)

3.8 THE SAMPLING PROCESS

According to Kumar (2011), sampling process is defined as a critical process that is used in selecting from a larger population few samples (sub-group) of individuals. Lewis (2012) defines sampling as "a subgroup of the whole population. The subgroup need not necessarily be a subset of people or employees: it can for example be a subset of organisations, places of some of the tracks listed for a music CD". Based on the above definition, sampling is a critical part of the social research (Robson, 2011).

3.8.1 Probability sampling

According to Cooper and Schindler (2008), probability-sampling technique allows the researcher to easily exercised control. However, the technique is flawed due to human errors. In applying this sampling technique, the researcher randomly, select the employees on equal basis (Sirakuya-tuk, Uysal, Hammitt and Vaske, 2011). One of the major differences is that it is probable that more representatives whilst non-probability enable the calculation of sampling mistakes (Gray, 2008). Probability sampling consist of sample random, stratified cluster, cluster random, multi-stage and systematic sampling (Blaxter, Hughes and Tight, 2010).

3.8.2 Non-Probability sampling

The non-probability sampling tools entails the general judgement in selecting the research sample (Andres, 2012). Non-probability sampling consists of different elements that have the unknown chances for selection. Unlike the probability sampling technique, non-probability sampling results to non-representativeness of the research sample. According to Andres,

(2012), non-probability technique applies during exploratory research. Participants are selected to participate during exploratory research in a non-representativeness. There are various types of non-probability sampling tools. These include the snowball, convenience, quota and purposive sampling techniques (Somekh and Lewin, 2005).

The researcher contacted all the departments of the organisation after contacting the human resource department with the request. The researcher identifies five different departments from which to draw the research sample to the study

3.9   SIMPLE RANDOM SAMPLING

From the outset of the sampling process, the simple random sampling method is applied in selecting 120 employees across various departments of the organisation. The researcher used the simple random sampling as the population is homogeneous and each participant has equal and independent chance to be part of the sample (Bryman & Bell, 2007). Earlier during the sampling process, the researcher developed the exact sampling frame from which the selection of specific number of employees become possible (Newman, 2006).

3.10   TARGET POPULATION

Target population is defined as the whole population of persons or events the researcher wants to observe during the course of the research (Kumar, 2011). The target population of this research consisted of all the employees in the MLM. Drawing from the target population of 160 employees, the researcher selected 120 employees from the target population. Figure 3.1 on the next page illustrates the various departments of MLM from which the selection was selected.

Figure 3.1: Target population of employees at MLM
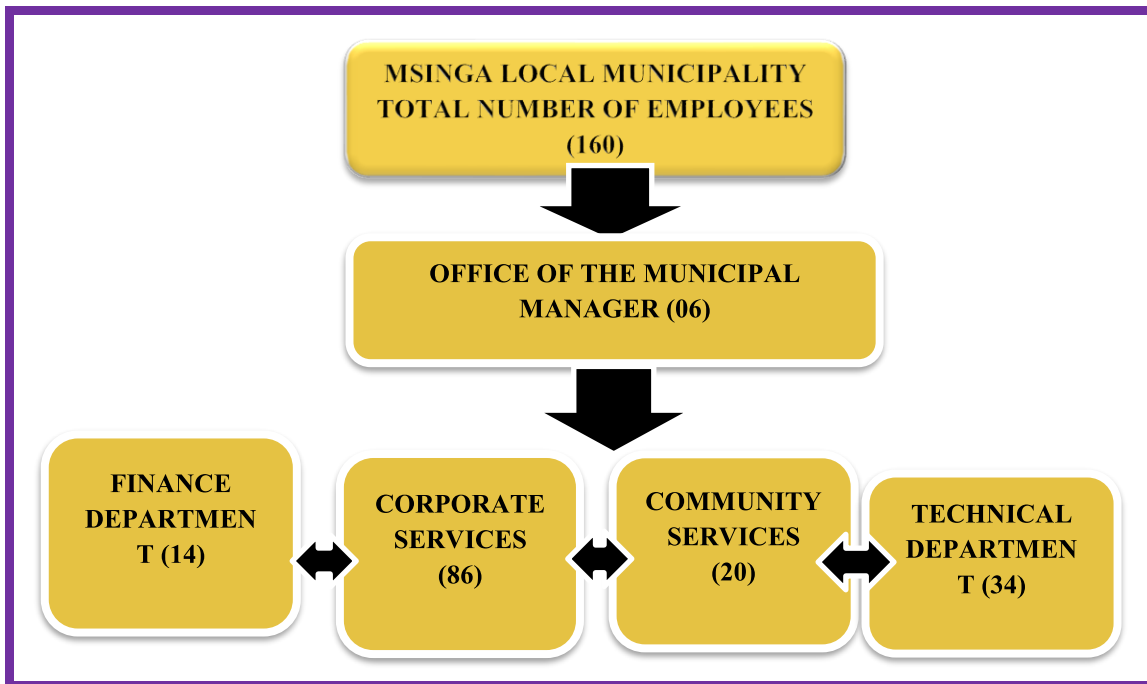
Source: Human Resource Department of Msinga Local Municipality

3.11 DATA COLLECTION AND INSTRUMENTATION PROCEDURE

3.11.1 Data research instrument

This study applied two processes in gathering research data; the primary and secondary data sources. Earlier in the research process, the secondary data was used to help in planning the research in order to gather primary data. Secondary data does not only save the researcher's time in the enhancement of primary data sources, but it also provides enough volume of database that cannot be gathered alone. One of the main disadvantages of secondary data source is that the researcher cannot examine the reliability of research data. Primary data is the individuals' direct responses to research questions that are posed to participants during the empirical study. Its merit includes high level of uncontaminated data, which is direct from the research participants. The main disadvantage of primary data source is that only the field worker during the research process sees the exact action.

This study gathered primary data through a seven-point Likert scale administered by the researcher. The questionnaire development was based on literature taking into account the research objectives. The seven-point Likert scale questionnaire consists of six sections. All the sections were anchored on a seven-point scale ranging from "1" strongly disagree to "7"

strongly agree. Section A entails bio-data which enable the researcher to obtain personal information from employees. The remaining sections focus on various questions to assist in determining different factors that influence employee satisfaction. Further, the section assists in probing credible questions to assess the formulated hypotheses in order to determine the significant relationships between variables.

3.11.2 Validity and reliability of research instrument

According to Patton (2002), the research reliability and validity represents two vital factors during the research process. These concepts are of most concern to the researcher at the early stages of the design process, analysing the research outcomes, judging and determining the research quality (Patton, 2002).

Validity on the other hand, determines the truth nature of the research. According to Healy and Perry (2000), validity is whether the research instrument provides accurate measurement for what it intends to examine and its level of truthfulness. Content validity of this research is assessed through extensive pilot processes (Saunders et al, 2009). Experts' advice is sought on every aspect of the research questions. Thereafter, all identified errors were amended in line with experts' opinions for representativeness. Prior to administering the research questionnaires, pilot study was completed for clarity and to modify various forms of the questions for adequacy of the research data.

Reliability of the research instrument entails the general extent to which the research outcomes are in line over time and represents the exact overall research population (Healy and Perry, 2000). To ensure the adequate measurement of reliability, and the internal level of consistency of the research instrument, the Cronbach's alpha is used in this research. The Cronbach alpha represents a reliable coefficient that demonstrates how accurate questionnaire items are in terms of high level of correction to each other. According to the researchers, Richard, Zinbarg, William, Richard, Zinbarg, William, Yovela, McDonald, (2006), the Cronbach alpha is applied as a measurement tool of inter correlations of the research items, represent items of higher level of internal consistency and reliability. Thu statistical values ranging from 0.7 to 0.9 are deemed acceptable. Table 3.1 below depicts different items of alpha coefficient that are greater than 0.7; thus, an indication of higher level of consistency between 94.5% and 95% respectively (Bryman, 2012).

Table 3.1: Cronbach's alpha scores for questionnaire items

ITEMS	No. of items	Cronbach's alpha
Causes of employees' satisfaction	7of 7	0.945
Factors that influence employees' satisfaction	8 of 8	0.947
Management factors that enhance employees' satisfaction	7 of 7	0.948
Management strategies that enhance employee satisfaction	8 of 8	0.950

3.12 LIMITATIONS OF THE RESEARCH

This study was conducted in MLM and the study sample reflects only employees of the organisation. Though the data saturation was reached, and the finding reflects perceptions of employees of MLM, the findings cannot be generalised to include all the municipalities in KZN Province. The researcher is an employee of the MLM. This could have influenced employees' responses to questions during the research process. The response rate was limited due to lack of resources to include more municipalities in the study. More sample size could have allowed the better insights on the research issues. During the research process, the researcher was constraint due to lack of financial resources to travel across few additional local municipalities in KZN Province to access fairer distribution of employees as participants.

3.13 ETHICAL CONSIDERATION

Cliffs (2011) states that ethics is about behavioural norms, standards and moral choices researchers make. As this study involved human behaviour the researcher had to safeguard that, it provides ethical and more satisfactory way. During the course of this research, the researcher took into account all aspects of ethical implications that guides social science. As such, the research did not reveal the identities of participants. Initially, employees signed informed consent prior to collecting data from them.

3.14 CHAPTER SUMMARY

The chapter outlines detailed descriptions of the various processes of scientific research inquiry. Initially the chapter assessed different processes and methods of quantitative research method. The choice of quantitative structure relates to the type of questions posed to employees from the MLM. The following chapter outlines the research findings that emerged from

quantitative data through the analyses process and provide discussions according to the data procedures of analyses.

CHAPTER FOUR

ANALYSIS AND DISCUSSION OF THE EMPIRICAL RESEARCH

4.1 INTRODUCTION

This study was design in a quantitative format. Empirical data were analysed by using the analytical techniques in the previous chapter. The current chapter provides the empirical outcomes for the research. Microsoft Excel and 2016 SAS were applied to analyse the empirical data after the primary survey was completed. Initially, the analysis presents data on descriptive statistical format aided by frequencies and percentages. The final part of the analysis include testing formulated hypotheses through the inferential statistics of the chi-square.

4.2 STATISTICAL ANALYSIS

Statistical analysis entails the reduction of accumulated research data in order to be manageable during the analysis processes. A study by Cooper and Schindler (2011) state that statistical analysis enables the provision of data summaries, pattern search as well as the application of different research techniques. Statistical analysis helps the researcher to add more meaning to empirical data for solutions to the research questions and stated objectives (Sekaran and Bougie, 2010). This research used the quantitative approach to collect data; thus; a Seven Point-Likert Scale questionnaire is applied during data collection process that involved employees from MLM. The statistical analysis was possible through the Statistical Package for Social Sciences (SPSS). Two statistical techniques namely the descriptive and inferential approaches were involved during the analysis processes.

4.3 LEVEL OF EMPLOYEE SATISFACTION INDEX (LESI)

The index of employee satisfaction ranged from seven to 49. The variable level of employee satisfaction was constructed by classifying the index of employee satisfaction into two following two categories; namely 7- 24 (Low) and 25 -49 (High).

These questions are re-arranged in such a manner that the higher the Likert scale value the higher the score of employee satisfaction. The final responses to the factor analysis in order to determine the questions that loaded more for the factor employee satisfaction. Considerations made for items with factor loadings greater than or equal to 0.5 forms part of the analysis. Adjustments made to other demographic variables including marital status and higher

educational achievements. The category marital status reduced from five to two as follows; single, divorced and widowed; also married or living together. In addition, the category of educational achievements reduced from eight to three as follows: matric of certificate; diploma bachelor's degree and post-graduate qualification (post-graduate diploma, honours, masters or Phd.

4.4 RESEARCH OUTCOMES OF EMPLOYEE SATISFACTION

This research is done on the employees of MLM in order to determine to what extent employees in public establishments such as MLM are satisfied in with various predetermined variables in the environment of the organisation. Data for the research was collected by means of a seven-point Likert scale. Thereafter the final analysis was done by using the Social Sciences (SPSS 21.0) Software Program. Primary data is applied to determine the significant relationships between selected demographic variables and employee satisfaction.

4.4.1 Selected demographic research outcomes

This part of the research evaluated the demographic properties of MLM employees. All the selected demographic properties of the research are grouped and evaluated. Selected demographic variables such as gender, marital status and educational achievements are used for the purposes of the valuations in the MLM employees; since;

- Gender is perceived a very significant independent variable and the male and females could play a very influential role in different establishments regarding employee satisfaction.

- Marital status on the other hand, of employees is another vital variable during the stages of individual employees' marriage lives. Marriage live is key in providing individual with employee satisfaction. Family commitment play another crucial role in the life of every employees.

- Educational achievements of each employees at post-graduate levels is another key parameter in determining employee satisfaction. Thus, educational achievements of individual employees can differ in terms of individual level of educational achievements.

This research grouped employees into three categories in terms of individual level of education over the years. The groupings were masters/certificates; diploma, bachelor's degrees and post-

graduate diploma, honours and masters/PhDs. Regarding employees' age categories, this study grouped the sampled employees of MLM in the ages of 19 years and less; 20-29 years; 30-39 years; 40-49 years; 50-59 years and above 60 years. In terms of employees' appointment history, categories of appointment were as follows: permanent; contractual and part-time. Descriptive statistics of these and other variables are presented below in tables and graphs.

4.5   DESCRIPTIVE STATISTICS

Descriptive statistics take into account, the overall summary of quantitative data presentation. According to Treiman (2009), statistical research outcomes means the assessment and analyses of research data through descriptive statistical tools. By means of descriptive statistic, the researcher was able to present the empirical data in accurate, summarised and structural format (Huysamen, 1990). Throughout this research, data was statistically analysed by means of various descriptive statistics including frequency tables, which display individuals and percentages to various factors relating to variables posed in the research questions (Bryman and Bell, 2007). The section below presents the descriptive statistics of demographic variables.

4.6   DATA PROFILE OF EMPLOYEES

Through a seven-point Likert scale, primary data collected from employees were analysed. The empirical and analysis were drawn from employee's responses during the primary data collection. Only the seven-point Likert scale questionnaires were distributed to collect empirical data from the employees of MLM.

Through the research instrument the biographical data set including the age, marital status, highest academic qualification, experience in the municipality, daily working hours, gender, population group, ethnic group, employment status and the present position are likely to influence on the study outcomes. Section A of the questionnaire features part of the research instrument that was completed by employees of MLM.

4.6.1   Age group distribution of MLM employees

- **Purpose of the question**

The main purpose of A1, Section A (Annexure E) of the instrument was to determine the age group distribution of the participants, out of all the six predefined age groups and other demographic variables of employees of MLM are discussed below.

Figure 4.1: Age distribution for participants
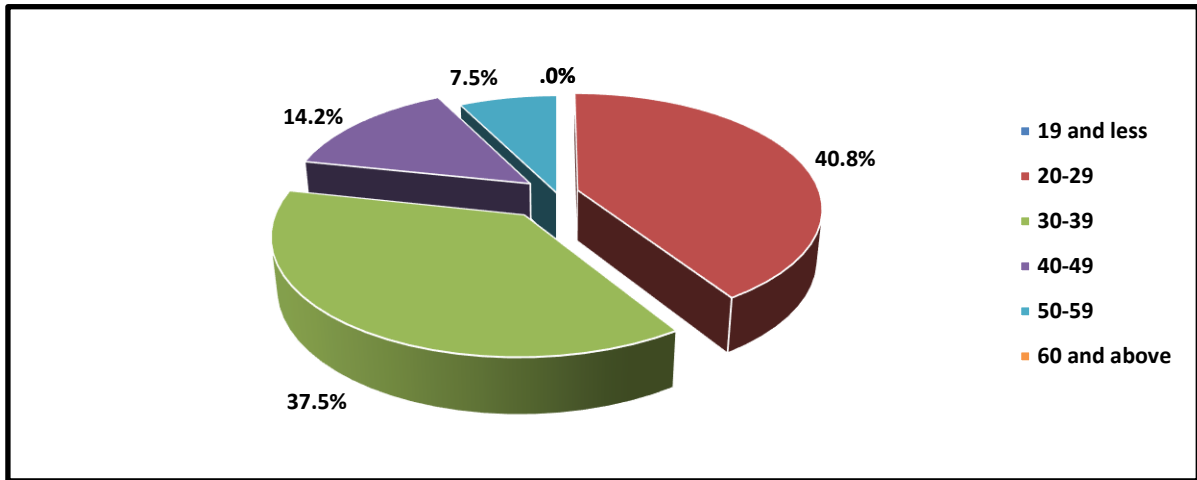
- **Analysis of results**

The majority of the participants are in the age group 20-29 (40.8%). The second largest proportion of the employees is aged 30-39 (37.5%). The third proportion of employees are aged from 40-49. The last proportion of the employees are aged from 50-59. Therefore, this implies that the majority of the employees are relatively young. Figure 4.2 on the next page shows the working experience of the employees.

4.6.2 **Working experience of participants**

- **Purpose of the question**

The main purpose of A4, Section A (Annexure E) of the research instrument was to determine the individual employee experiences at MLM as participants in the research. In total, five categories of working experiences were categorised and labelled in various years of experience ranging from under 1year to over 10 years. The results below show different working experience of MLM employees.

Figure 4.2: Working experience in the municipality for respondent
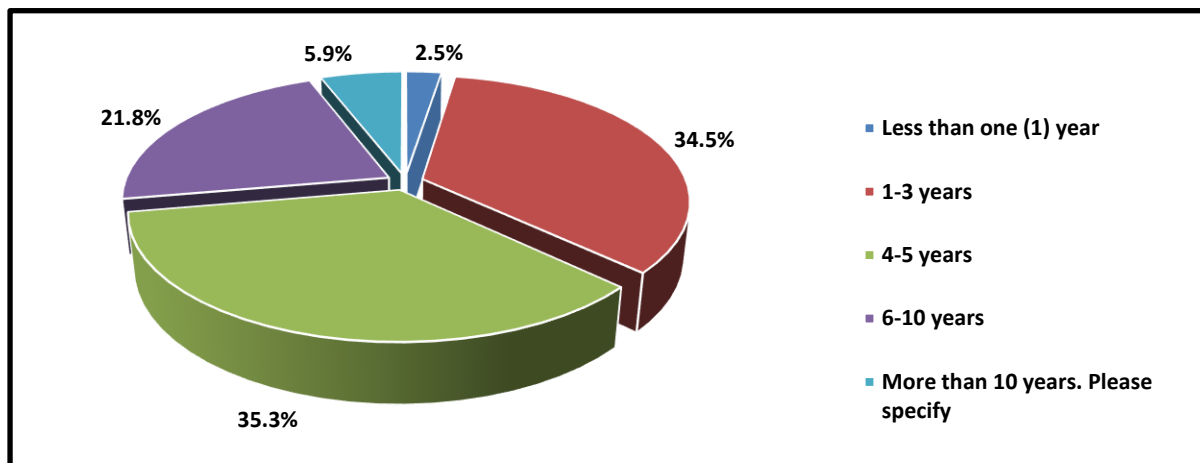
- **Analysis of results**

In terms of experience or number of years working for the municipality, the majority of participants ranged between below 1 – 5 years (34.5% and 35.3) followed by the employees worked for 6-10 years which is (21.8%) employees worked for more than 10 years they were (5.9%) lastly the employees worked for less than one year in the municipality were (2.5%). This implies that the municipality is experiencing too much of ET since the majoring of employees is ranging from 1-5 length of service to the municipality and there are very few employees who had worked for the municipality for more than 10 years. Figure 4.3 on the next page illustrates the daily working hours.

4.6.3 Daily working hours of participants

- **Purpose of the question**

The main purpose of A5, Section A (Annexure E) of the research instrument was to determine the daily working hours of MLM employees as participants in the study. In total, seven categories of daily working hours were categorised, ranging from 4 hours to 16 hours. The results below show different daily working hours of MLM employees

Figure 4.3: Daily working hours for participants
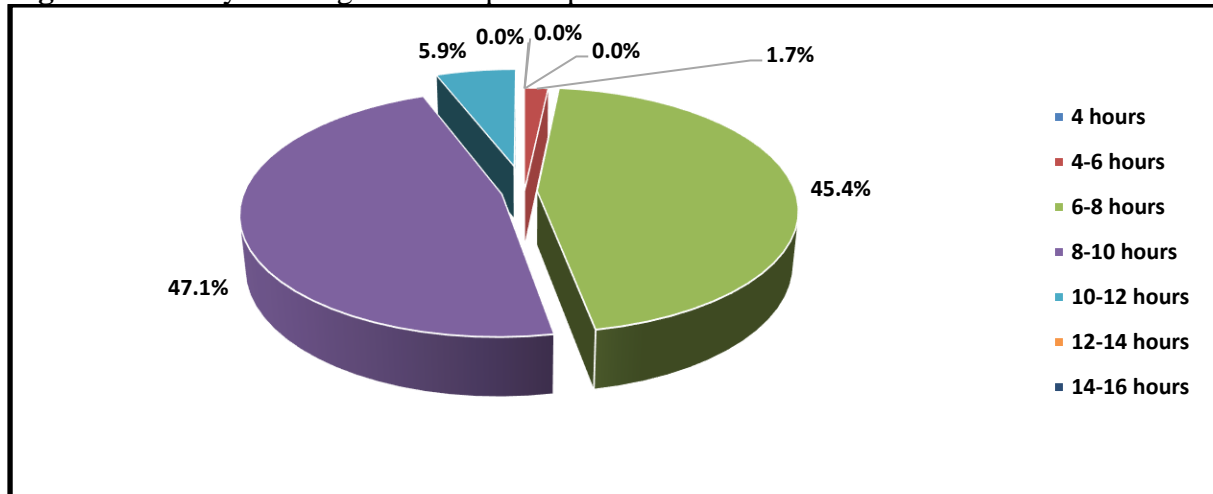
- **Analysis of results**

In terms of daily working hours this table illustrates that, the majority of participants are working 6-10 hours 92.5% (45.4 + 47.1) followed by the group of employees that works 10-12 hours (5.9%). Only 1.7% group of employees are working for 4-6 hours (1.7%). Figure 4.4 on the following page illustrates employees' gender.

4.6.4   Participants' population group

- **Purpose of the question**

The main purpose of A7, Section A (Annexure E) of the instrument was to determine the population group distribution of the participants. Out of the five pre-defined population group, the MLM employees indicate their population group.

Figure 4.4: Population group for participants
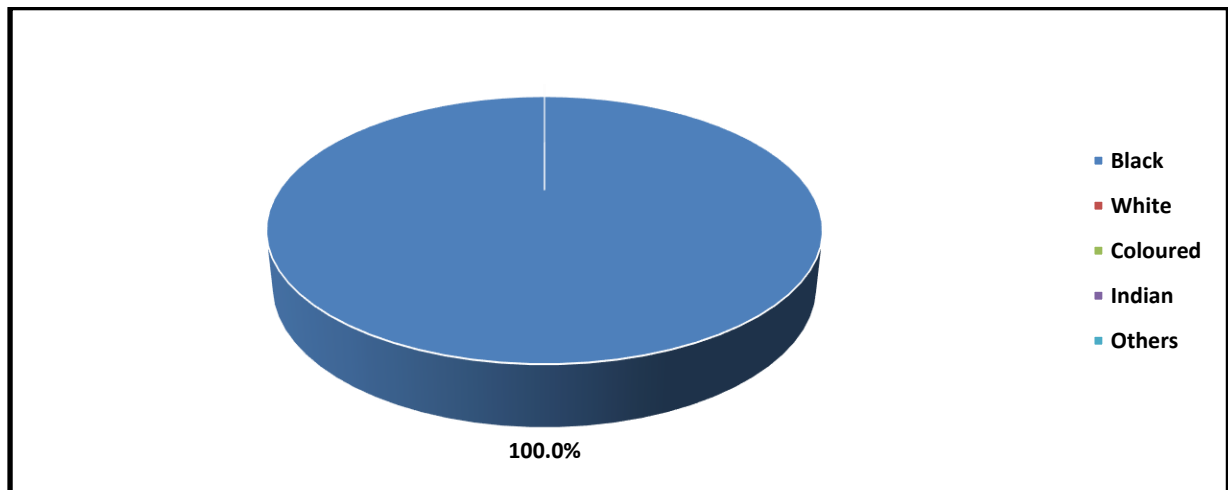
- **Analysis of results**

In terms of population group, the directly above table shows that the 100% of employees that participated in the research are Black. Figure 4.5 on the next page illustrates the ethnic groups of employees.

4.6.5   Ethnic group of participants

- **Purpose of the question**

The main purpose of A8, Section A (Annexure E) of the instrument was to determine the ethnic of the participants. The employees of MLM were required to state their ethnic group

Figure 4.5: Ethnic group for participants

100%
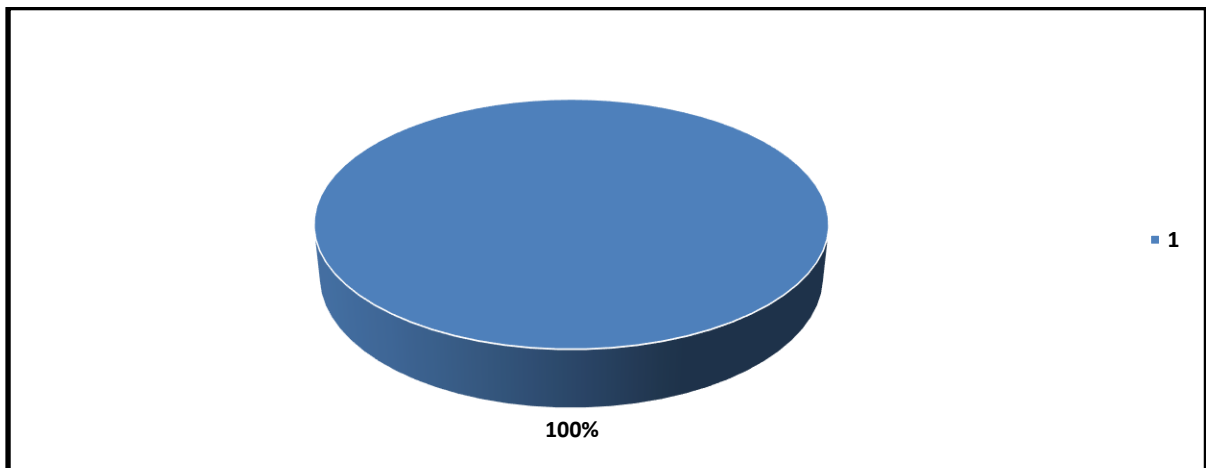
- **Analysis of results**

In terms of ethnic group, the directly above table shows that the 100% of employees that have participated in the research are Zulus. Figure 4.6 below depicts the employment status of employees.

4.6.6   Employment status of participants

- **Purpose of the question**

The main purpose of A9, Section A (Annexure E) of the instrument was to determine the employment status of the participants. Figure 4.6 depicts the three-predefined employment status.

Figure 4.6: Employment status of participants
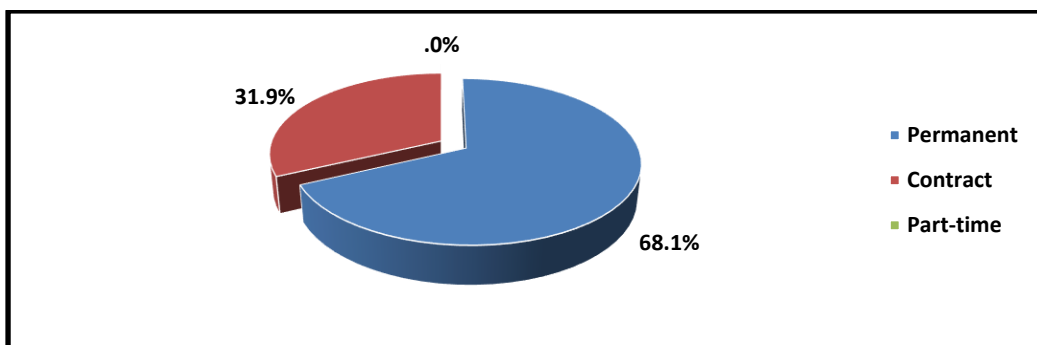
- **Analysis of results**

Table 4.6 directly above demonstrates the employment status of the participants. 68.1% of participants that participated in this research were permanent whilst 31.9% of participants were on contract. Figure 4.7 below shows the present positions of the employees.

4.6.7   Present position of participants

- **Purpose of the question**

The main purpose of A10, Section A (Annexure E) of the instrument was to determine the current position of the participants within the organisation. The figure below indicates only four-predefined employment status from which the employees of MLM were asked to indicate their current position.

Figure 4.7: Present position for participants
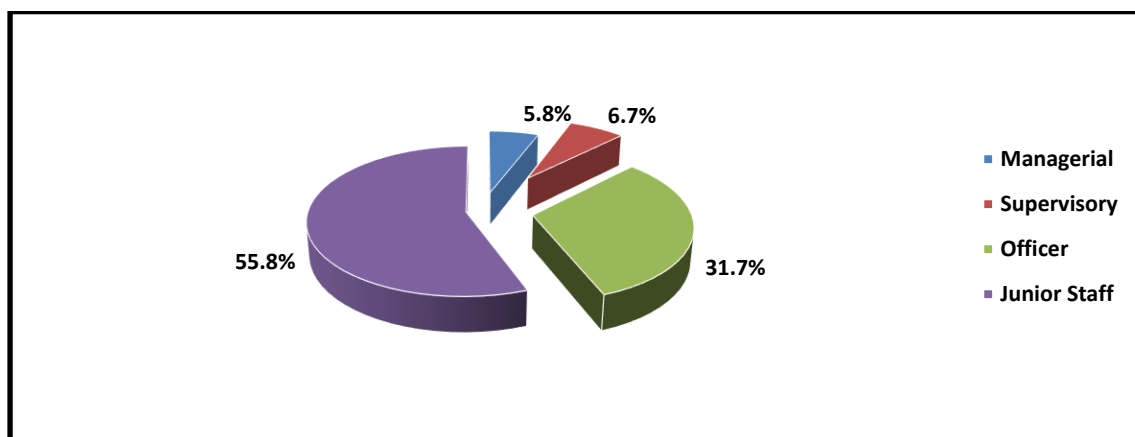
- **Analysis of results**

Concerning employee rankings in terms of job positions, the majority of the participants were junior employees (55.8 %%) followed by officers (31.7%), supervisory level of (6.7%) and lastly (5.8%) for managerial level. This simply shows that the majoring of participants were junior employees. The next section presents the frequency tables on various factors of employee satisfaction in the organisation. The following section highlights all the factors that influence employees' satisfaction while the next section presents various factors that creates dissatisfaction among employees and that factors that are consider an enhancement by managers.

4.7 THE MAIN CAUSES OF EMPLOYEE DISSATISFACTION

Please indicate your viewpoints regarding the main causes of employee's dissatisfaction in your organisation.

Table 4.1: Main causes of employees' dissatisfaction

SDA		D		SD		N		SA		A		SAD.		Total	
Count	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
I'm not satisfied with my salary in my organisation.															
9	7.5	7	5.8	6	5.0	11	9.2	11	9.2	10	8.3	66	55.0	120	100
My organisation lack necessary opportunity for career advancement.															
6	5.0	12	10.1	5	4.2	24	20.2	8	6.7	21	17.6	43	36.1	119	100
I'm not satisfied with working conditions.															
7	5.8	19	15.8	7	5.8	20	16.7	15	12.5	12	10.0	40	33.3	120	100
No staff member takes part in decision making.															
6	5.0	14	11.7	11	9.2	20	16.7	12	10.0	15	12.5	42	35.0	120	100
There is a lack of employee assistance programmes.															
8	6.7	14	11.8	6	5.0	27	22.7	11	9.2	15	12.6	38	31.9	119	100
No praises, recognition for good job done.															
8	6.7	8	6.7	6	5.0	29	24.2	12	10.0	12	10.0	45	37.5	120	100
Promotional policy and carrier advancement are not fair.															
8	6.7	10	8.3	1	.8	25	20.8	8	6.7	10	8.3	58	48.3	120	100
52	6.2	84	10.0	42	5.0	156	18.6	77	9.2	95	11.3	332	39.6	838	100

Note: Strongly disagree=SDA; Disagree=D; slightly disagree=SD; Neutral view=N; slightly agree=SA; Agree=A; strongly agree=SAD.

Table 4.1 depicts that the majority of participants (55%) strongly agreed that they are not satisfied with their salaries. Additional (36.1%) of participants equally agreed that they are not satisfied with the existing career advancement with the organisation, while (33.3%) and (35%) have strongly agreed that there is lack of decision-making and that working conditions are unsatisfactory. Regarding lack of assistance programmes, the majority of participants (31.9%) have agreed. These findings showed most employees have agreed that all is not well in the organisation. Besides, the findings imply that for employees to be satisfied more and rapid attention is required. As high as 48.3% of participants strongly agreed that promotional policy and career advancement are not fair enough. In sum, 39.6% are of the view that they are not satisfied due to many factors such as salary, unfair promotional policy and employee advancement, lack of opportunities for career advancement, working conditions; thus, lack of

employee advancement. These findings therefore concurred with a recent study by researchers Bowen and Cattel (2008) and Walker (2011) states similar factors as drivers of employee satisfaction. According to the study, employee satisfaction is the total package including Co-workers, career growth possibilities, salary payments, good working conditions as well as building good relationship with supervisors (Walker, 2011). In a similar study, Spector (1997) adds that two vital determinants of employees' satisfaction in the organisational settings. In line with these findings, the study stressed the need for favourable environment and other personal factors as drivers of employee satisfaction. Van Saane et al (2003) argued that personal factors among others such as gender, educational status, reward systems and absenteeism, education and training are most likely to impact on employee satisfaction.

SECTION C:

4.8   FACTORS THAT INFLUENCE EMPLOYEES' SATISFACTION

Table 4.2: Factors that influence employees' satisfaction

SAD		D		SD		N		SA		A		SAD		Total	
N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Information and knowledge must be available within this organisation.															
3	2.5	2	1.7	2	1.7	5	4.2	7	5.8	40	33.3	61	50.8	120	100
Communication must be encouraged in the organisation															
2	1.7	5	4.2	0	0.0	4	3.3	7	5.8	41	34.2	61	50.8	120	100
Improving in employee relationship.															
3	2.5	3	2.5	0	0.0	7	5.9	6	5.1	36	30.5	63	53.4	118	100
Employee must be paid well (Reasonable salary).															
4	3.4	1	0.8	2	1.7	2	1.7	2	1.7	20	16.8	88	73.9	119	100
Employees must be recognised when they achieve goals.															
4	3.4	1	0.8	1	0.8	1	.8	6	5.0	27	22.7	79	66.4	119	100
Employees enjoy more training programmes to do their work.															
3	2.5	4	3.3	1	0.8	6	5.0	8	6.7	29	24.2	69	57.5	120	100
Salaries and other term of incentives are needed by employees.															
4	3.3	1	0.8	3	2.5	6	5.0	3	2.5	26	21.7	77	64.2	120	100
Non-Cash Incentives must be encouraged															
6	5.0	7	5.8	5	4.2	18	15.0	7	5.8	23	19.2	54	45.0	120	100
26	3.1	22	2.6	12	1.4	44	5.3	39	4.7	202	24.1	491	58.6	836	100

Note: Strongly disagree=SDA; Disagree=D; Slightly disagree=SD; Neutral view=N; Slightly agree=SA; Agree=A; Strongly agree=SAD.

The majority (73.9%) of participants have strongly agreed that payment of reasonable salary influence employees' satisfaction. Equally, 66.4% of participants mentioned employees' recognition, while (64.2%) and (57.5%) strongly agreed that factors such as salaries and incentives, training programmes as additional factors that influence employees' satisfaction. Other factors including improvement of employee relations (53.4%), availability of information and knowledge (50.8%), encouragement of communication (50.8%) and non-cash incentives (45.0%) equally enhance employee satisfaction. In brief, most participants (58.6%) strongly agreed that the above factors as indicated in hierarchical order enhance employees' satisfaction. These factors appear to imply that the viewpoints expressed by participants be taken seriously. These outcomes are in line with recent study by Cenar and Karcioglu (2012) who indicated that factors such as high salary, life satisfaction, involvement in decision-making, relocation, contribute largely to employee satisfaction. Grobler, *et al* (2002), states

that compensating employees with reasonable or fair salaries can serve as a tool to retain and attract high quality and productive workforce, which will uplift the organisation to the greater level than of the competitors. Grobler, et al (2002), further states that in order to retain and attract high level of quality and productive workforce the reward system within the organisation must be satisfactory.

SECTION D

4.9 FACTORS THAT MANAGERS CONSIDER ENHANCING EMPLOYEES' SATISFACTION.

Table 4.3: Factors considered by managers to enhance employees' satisfaction.

SDA		D		SD		N		SA		A		SAD		Total	
N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Adequate opportunities for professional growth in the organisation															
21	17.8	25	21.2	12	10.2	27	22.9	7	5.9	15	12.7	11	9.3	118	100
There is a strong feeling of teamwork and cooperation in the organisation															
24	20.2	29	24.4	12	10.1	22	18.5	9	7.6	16	13.4	7	5.9	119	100
Fair and appropriate employee performance evaluation performance.															
23	19.3	26	21.8	10	8.4	28	23.5	7	5.9	15	12.6	10	8.4	119	100
Employees opinions and ideas are considered by management															
29	24.4	24	20.2	7	5.9	28	23.5	7	5.9	18	15.1	6	5.0	119	100
I can recommend this Municipality as a good place to work															
37	31.1	19	16.0	11	9.2	18	15.1	8	6.7	13	10.9	13	10.9	119	100
Team work is encouraged and practised in this organisation															
31	26.1	19	16.0	9	7.6	26	21.8	11	9.2	12	10.1	11	9.2	119	100
Employees have an opportunity to participate in goal setting process															
30	25.2	21	17.6	7	5.9	31	26.1	7	5.9	12	10.1	11	9.2	119	100
195	23.3	163	19.5	68	8.1	180	21.5	56	6.7	101	12.1	69	8.2	832	100

Note: Strongly disagree=SDA; Disagree=D; Slightly disagree=SD; Neutral view=N; Slightly agree=SA; Agree=A; strongly. Agree=SAD

A large number of participants 39% (17.8%+21.2%) in contrast to 22% (12.7%+9.3%) agreed that there are sufficient opportunities for professional growth in the 41.1% (19.3%+21.8%) organisation. In total, 44.6% (20.2%+24.4%) of participants as opposed to 19.3% (13.4%+5.9%) agreed that there is strong feeling of teamwork and cooperation within the organisation. On a positive side, of participants agreed that fair and appropriate performance evaluation as opposed to 21.0% (12.6%+8.4%) exist in the organisation. Most participants 44.6% (20.2%+24.4%) agreed that management consider employees' opinions and ideas; while only 20.1% (15.1%+5%) shared the same opinions. In terms of teamwork, 42.1% (26.1%+16%) as compared to 19.3% (10.1%+9.2%) agreed that employee be satisfied. Overall, 47.1% (31.1%+16%) in contrast to 21.8% (15.1%+10.9%) of participants have agreed to recommend the organisation as a good working environment. However, majority of 42.8% (23.3%+19.5%) participants disagreed with factors considered to enhance employees' satisfaction. The overall implications of these findings is that according to Magar and Sibia

(2010) for managers to enhance employee satisfaction and operate a successful organisation, it is necessary that employees are motivated and are properly placed at the correct positions and in accordance with the hierarchy in the organisation

The same findings concurred with other studies by Koonmee, et al (2010) who revealed that factors such as recognition, communication, working conditions, nature of work, job security policy and procedures are additional enhancement to employee satisfaction.

The next section of the research analyses selected demographic variables to determine their LES on each variable using the cross tabulation and Pearson Chi Square techniques is used to test the hypotheses.

4.10   INFERENTIAL STATISTICS

Besides descriptive statistics, this research used inferential statistics to make inferences regarding the population. *"Inferential statistics allow researchers to infer from the data through analysis of relationship between two variables; differences in a variable among different subgroups; and how several independent variables might explain the variance in a dependent variable"* (Sekaran, 2000). Welman and Mitchell (2006) affirm that inferential statistics features variety of inferences regarding the research population indices. Inferential statistics include other statistic tests such as the correlation coefficient, the T-Tests and the Chi-square test. Other inferential statistics include a non-parametric technique that aided by the analysis of variance (ANOVA). According to McHugh (2011), the ANOVA is used to test formulated hypotheses to determine the level of significant between two variables.

This research applied the Pearson's Chi-Square Test to assess frequencies regarding nominal scale variables within cross-tabulation settings in order to determine the statistical significant relationships (Burns and Bush, 2014). This research formulated null and alternate hypotheses. A non-parametric chi-square technique was employed to test the relationships between variables as indicated in the four hypotheses. Confirmation of the nature of relationships between variables was possible through the Pearson's Chi-Square Tests. The following section presents statistics on cross-tabulation for relationships between variables and the Pearson Chi-Square Test of the null and alternate hypotheses to explain the significant relationships between variables.

4.11   TESTING THE HYPOTHESES

The section is designed to statistically test the significant relationship between variables. All the formulated hypotheses entail the dependent and independent variables (Gerring, 2007). The dependent variable to be tested in this study was the LES and independent variables are selected demographic variables such as gender, marital status and educational achievements. The Pearson Chi-Square technique is used to test the stated hypotheses while the cross tabulation is applied to test the relationships between variables.

The study also sought to find whether employee's gender affect the perception of respondents' LES. The results are summarized in Table 4.4 which shows the cross tabulation of employee's gender and LES.

Table 4.4: Cross tabulation of LES and gender

		Gender					
		Male		Female		%	
		N	%	N	%	N	%
Level of employee satisfaction	Low	39	54.9	32	45.1	71	100.0
	High	29	65.9	15	34.1	44	100.0

From table 4.4, more male respondents (54.9%) have a low level of job satisfaction than female jobs (45.1%). Additionally, more male respondents (65.9%) have a high level of employee satisfaction than female respondents (34.1%).

H1$_n$: There is no association between genders and LES.

H1$_a$: There is association between genders and LES.

Table 4.5: Pearson Chi-Square Tests for gender and LES

		Gender
Level of employee satisfaction (LES)	Chi-square	1.355
	Df	1
	p-value	0.244

A non-parametric Chi-Squared Test was conducted to test for the significant relationship between LES and gender at 5% level of significance. From the table above there is no significant relationship between LES and gender at p-value greater than 0.05.

[Chi-square (1) =1.355, p-value=0.244. Therefore, $H1_n$ is not rejected at 5% level. Thus, in this sample gender does not differ significantly in the likelihood on opinion of the LES.

The study also sought to find if employee is marital status would affect the perception of respondents LES. The results are summarized in Table 4.6 which shows the cross tabulation of employee's marital status and LES.

Table 4.6: Cross tabulation of marital status and LES

		Marital Status					
		Single/Divorced/ Widowed		Married/Living together		Total	
		N	%	N	%	N	%
LES	Low	50	69.4	22	30.6	72	100
	High	26	59.1	18	40.9	44	100

From the table 4.6 above more respondents who are single/divorced/widowed (69.4%) have a low LES than respondents who are married/living together (30.6%). Additionally, more respondents who are single/divorced/widowed (59.1%) have a high LES than respondents who are married/living together (40.9%).

$H2_n$: There is no association between marital status and LES.
$H2_a$: There is association between marital status and LES.

Table 4.7: Pearson Chi-Square tests for marital status and LES.

		Marital Status
Level of employee satisfaction (LES)	Chi-square	1.296
	Df	1
	p-value	0.255

A non-parametric chi-squared test was conducted to test for the significant relationship between LES and marital status at 5% level of significance. From the table above there is no significant relationship between LES and marital status at p-value greater than 0.05.

[Chi-square (1) =1.296, p-value=0.255. Therefore, H2$_n$ was not rejected at 5% level. Thus, in this sample marital status does not differ significantly in the likelihood on opinion of the LES.

The study also sought to find if employees' educational achievement would affect the perception of respondents LES. The results are summarized in Table 4.8 which shows the cross tabulation of employee's educational achievement and LES.

Table 4.8: Cross tabulation of educational achievement and LES.

		Educational achievement.							
		Matric/Certificate		Diploma/bachelor's degrees		Post graduate qualification (Post graduate diploma, Honours, Masters or Phd)		Total	
		N	%	N	%	N	%	N	%
LES	Low	9	12.2	45	60.8	20	27.0	74	100.
	High	19	43.2	17	38.6	8	18.2	44	100.

From the table 4.8 above, the majority of the respondents with low LES obtained diploma/bachelor's degree qualifications (60.8%) while the least proportion of respondents with low LES received matric/certificate qualifications (12.2%). However, the majority of respondents with high LES attained matric/certificate qualifications (43.2%), while the least proportion of respondents with high LES obtained postgraduate qualifications (18.2%).

H3$_n$: There is no association between educational achievement and LES.

H3$_a$: There is association between educational achievement and LES.

Table 4.9: Pearson Chi-Square tests for educational achievement and LES.

		Educational achievement.
Level of employee satisfaction (LES)	Chi-square	14.681
	Df	2
	p-value	0.001[*]

A non-parametric chi-squared test was conducted to test the significant relationship between LES and educational achievement at 5% level of significance. From the table 4.9 above there

is a significant relationship between LES and educational achievement at p-value less than 0.05.

[Chi-square (1) =14.681 p-value=0.001. Therefore, $H3_n$ was rejected at 5% level. Thus, in this sample educational achievement differ significantly in the likelihood on opinion of the LES.

The study also sought to find if employee's remuneration incentive would affect the perception of respondents LES. The results are summarized in Table 4.6 which shows the cross tabulation of employee's remuneration incentive and LES.

Table 4.10: Cross tabulation of preference to remuneration incentive and LES

		Preference to remuneration incentive					
		Low		High		Total	
		N	%	N	%	N	%
Level of employee satisfaction(LES)	Low	2	33.3	72	64.9	74	63.2
	High	4	66.7	39	35.1	43	36.8

From the table 4.10 above, majority of the respondents with low LES have a high preference to remuneration incentive (64.9%). However, majority of the respondents with a high LES have a low preference to remuneration incentive (66.7%).

$H4_n$: There is no association between remuneration incentive and LES.

$H4_a$: There is association between remuneration incentive and LES.

Table 4.11: Pearson Chi-Square tests for preference to remuneration incentive and LES.

		Preference to financial incentive
Level of employee satisfaction	Chi-square	2.435
	Df	1
	p-value	0.119

A non-parametric chi-squared test was conducted to test for the significant relationship between LES and preference to remuneration incentive at 5% level of significance. From the table above there is a significant relationship between LES and remuneration incentive at p-value greater than 0.05.

[Chi-square (1) =2.435 p-value=0.119. Therefore, $H4_n$ is not rejected at 5% level. Thus, in this sample preference to remuneration incentive does not differ significantly in the likelihood on opinion of the LES.

The study also sought to find if employees' promotional programs would affect the perception of respondents LES. The results are summarized in Table 4.12 below which shows the cross tabulation of employee's promotional programs and LES.

Table 4.12: Cross tabulation of preference to promotional programs and LES.

		Preference to promotional programs					
		Low		High		Total	
		N	%	N	%	N	%
Level of employee satisfaction	Low	3	4,1	70	95,9	73	100
	High	3	6,8	41	93,2	44	100

From the table above, majority of the respondents with a low LES have a high preference to promotional programs (95.9%). Furthermore, the majority of respondents with a high LES have a high preference to promotional programs (93.2%).

H5_n: There is no association between promotional programs and LES
H5_a: There is association between promotional programs and LES

Table 4.13: Pearson Chi-Square tests for preference to promotional programs and LES.

		Preference to promotional programs
Level of employee satisfaction	Chi-square	0,414
	Df	1
	p-value	0.520

A non-parametric chi-squared test was conducted to test for the significant relationship between LES and preference to promotional programs at 5% level of significance. From the table above there is a significant relationship between LES and preference to promotional programs p-value greater than 0.05.

[Chi-square (1) =0.414 p-value=0.520 Therefore $H5_n$ is not rejected at 5% level. Thus, in this sample preference to promotional programs does not differ significantly in the likelihood on opinion of the LES.

The study also sought to find if employee perceived supervision would affect the perception of respondents LES. The results are summarized in Table 4.14 on the next page which shows the cross tabulation of employee' perceived supervision on LES.

Table 4.14: Cross tabulation of perceived supervision and LES.

		Level of perceived supervision					
		Low		High		Total	
		N	%	N	%	N	%
Level of employee satisfaction	Low	53	71.6	21	28.4	74	100.0
	High	5	11.9	37	88.1	42	100.0

From the table 4.14 above, majority of the respondents with a low LES have a low perception of the level of supervision (71.6%) at work place. However, majority of the respondents with a high LES have a high perception of supervision (88.1%) at the work place.

H6$_n$: There is no association between supervision and LES.
H6$_a$: There is association between supervision and LES.

Table 4.15: Pearson Chi-Square tests for preference to perceived supervision and LES.

		Level of perceived supervision
Level of employee satisfaction	Chi-square	38.219
	Df	1
	p-value	0.000

A non-parametric chi-squared test was conducted to test for the significant relationship between LES and level of perceived supervision at 5% level of significance. From the table above there is a significant relationship between LES and level of perceived supervision at p-value less than 0.05.

[Chi-square (1) =38.219 p-value=0.000. Therefore, H6$_n$ was rejected at 5% level. Thus, in this sample level of perceived supervision differ significantly in the likelihood on opinion of the LES.

4.12 CHAPTER SUMMARY

The last chapter gave detail account of the research methods. This present chapter presented the empirical outcomes of the research conclusions, on cross tabulations, Chi Square Tests used to assess stated hypotheses. From the discussions thus far, some factors emerged to be

influential on employee satisfaction. Results suggest that factors such as payment of reasonable salary, employee recognition, salary and incentives, training programs among others influence employee satisfaction. These findings supported the existing notion that job satisfaction have knock-on organisational objectives beyond multiple objectives including growing levels of performances as detailed in chapter two earlier.

On selected demographic variables, research findings revealed mixed outcomes. Based on empirical outcomes from Pearson's Chi-Square Tests, this research was able to accept majority (**$H1_n$, $H2_n$, $H4_n$ and $H5_n$**) of formulated hypotheses. Two other hypotheses were rejected. These include **$H3_n$** and **$H6_n$**. Given these findings, this research revealed mixed outcomes; only two hypotheses (**$H3_n$** and **$H6_n$** were rejected) for educational achievement and supervision variables. The findings varied significantly. For instance, the findings about hypothesis 1(H_n1) and 2 (H_n2) revealed mixed findings. Similarly, other demographic variables such as marital status and academic achievements achieved similar outcomes.

CHAPTER 5

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

The previous chapter analysed the empirical data collected through a seven-point Likert scale questionnaire. This chapter presents and outlines detailed explanations of empirical findings. The chapter then discuss the descriptive samples. This was preceded by discussions and explanations of the empirical results from the cross tabulations and Pearson's Chi Square Test used to test the stated hypotheses. Thereafter, discussions focus on comparisons between empirical outcomes and literature study as discussed earlier.

5.2 SUMMARY

This research aim to explore the factors that influence job satisfaction in MLM. Other specific objectives were to determine the relationships between selected biographical variables and employee satisfaction; to determine the relationships between employee satisfaction and promotional programs, supervision and remuneration; to determine the relationships between job satisfaction based on selected biographical variables of gender, educational achievement and marital status.

This research is quantitative and descriptive in design. Two main variables namely the dependent variables of job satisfaction while the independent variables of gender, educational achievement and marital status were used to determine the significant relationships. These independent variables were tested using hypotheses. The total research sample of 120 permanent employees from MLM participated in gathering primary data. The probability sampling of simple random technique formed part of the main research tool. For gathering the primary research data, a seven Likert-Scale questionnaire was applied to solicit data. Prior to distributing the questionnaires to the research sample of 120 employees, a pilot study was conducted with corrections as identified by experts. The Microsoft Package for Social Science (SPSS) was the only tools used to determine the final statistical purposes. Frequency tables and graphs were applied to demonstrate the results through the statistical means. The researcher performed cross tabulations based on quantitative research data backed by Pearson Chi-Square Test to test the relationships between variables.

This research finding were that the bulk of employees from MLM stated that factors such as reasonable salary (73.9%), recognition (66.4%), salaries and incentives, training programs (64.2%) and (57.5%) respectively. Other factors that were mentioned include employee retentions (53.4%), availability of information and knowledge (50.8%) encouragement of communication (50.8%) and non-cash incentives (45.0%). From the outcomes, it became clear that almost all the employees have agreed on key factors that influence the job satisfaction.

Regarding the testing of significant relationships between the biographical variables of gender, more male (65.9%) experienced higher LES; however, more female (45.1%) experienced low LES. The stated hypothesis ($H1_n$) was not rejected, as gender does not differ significantly in relations to LES.

In terms of marital status, more (69.4%) respondents' single/divorce/widowed experienced low LES than middle/living together (30.6%). High LES is experienced by singly/divorce/widowed (59.1%) than married/living together (40.9%). In determining the significant relationships between marital status and LES, the stated hypothesis H2n was not rejected. This result means that marital status bears significant relationships to LES.

Regarding educational achievements, results revealed that most (60.8%) of employees who obtained diploma/bachelor degrees enjoyed low LES as compared to matric/certificate holders (12.2%). However, employees with matric or certificate enjoyed (43.2%) high LES than employees who obtained diploma or bachelor degrees. In terms of testing the hypothesis, H3n was rejected; thus, educational achievements bears no significant relationships to LES.

5.3   DISCUSSION OF FINDINGS IN LINE WITH RESEARCH OBJECTIVES

5.3.1   Demographic information about the research sample.

The sample of this research consisted of 120 employees from different departments of the MLM in KZN. The employees who participated in this research were selected from five departments ranging from junior, officers, supervisory and senior management roles. All the employees are Zulu speaking. The majority of participants in the research are male 59.0% in contrast to female 41.0 %. Most of employees acquired grade 12 Matric certificate. Majority are in the age group ranging from 19 years and less and 60 years above. Most of the employees are married. The bulk of the research sample were employed in permanent positions across different departments of the organisation.

5.3.2   Descriptive statistics on dimensions of LES

Drawing from the table 4.1 it was clear that 55% employees of MLM in KZN are not satisfied in terms of salary. Employees mentioned several factors that caused dissatisfaction among them. 36.1% were not satisfied due to lack of career advancement, 33.3% and 35% indicates the lack inclusive decision-making process of 48.3% of employees were not satisfied because of unfair promotional policy and career advancement. In general, 39.6% of the employees mentioned factors such as salary, unfair promotional policy, lack of employee advancement, lack of opportunity for growth and working conditions create dissatisfaction among employees.

Research results as stated in table 4.2 indicated that majority employees of MLM agreed that payment of reasonable salary create high LES. Other influential factors with increase LES were (66.4%) recognition (64.2%) and (57.5%) salary incentives, training programmes. Other factors include improvement in employee relationships (53.4%) and non-cash incentives of (45.0%) among others.

5.4   DISCUSSION OF INFERENTIAL RESEARCH FINDINGS

5.4.1   Cross tabulation and Pearson Chi-Square Test of demographic data and LES

This research demonstrates significant relationships between variables such as gender, marital status and educational achievements of employees. Table 4.4 from the table, the cross tabulation depicts relationship between LES and gender. The table revealed that more males (54.9%) employees enjoyed LES than females (45.1%). Besides, the male population (65.9%) experienced high LES in contrast to the female population (34.1%).

Furthermore, results based on Pearson's Chi-Square Test indicate significant relationship between LES and gender at 5% level of significant. The table revealed no test of significant relationship at p-value greater than 0.05. $X^2 = 1.355$; p-value = 0.244. The table revealed significant relationship between the independent variable (gender) with LES. Hence, the hypothesis (H_n) is rejected at 5% level.

5.4.2   Cross tabulation and Pearson Chi-Square Test of marital status and LES

As depicted in table 4.6 the research outcomes indicate no significant relationship between LES and marital status at 5% level of significance. Cross tabulation was used to depict relationship between LES and marital status. The table indicate that single, divorced or

widowed (69.4%) have low LES as compare to married and living together at 30.6%) level. More respondent single divorced or widowed (59.1%) enjoyed high LES than respondents who are married or living together at 40.9%.

Further results from Persons Chi-Square Test revealed no significant relationship between LES and marital status of employees at 5% level of significance. The table revealed no test of significant relationship at p-value greater than $X^2 = 1.296$, P-value = 0.255. The table 4.7 showed no significant relationship between LES and marital status. As a result, the hypothesis ($H2_n$) was not rejected at 5% level.

5.4.3 Cross tabulation and Pearson Chi-Square Test of educational achievement and LES

As can be seen from table 4.8 the research outcomes have revealed a significant relationship between educational achievement and LES at p-value less than 0.05 A cross tabulation was applied to demonstrate the relationships between LES and educational achievements. Result from table 4.8 indicate that respondent who obtained diploma, bachelor degree (60.8%) enjoyed low LES. Respondents who obtained matric/ certificate qualifications (12.2%) enjoyed low LES. The table further indicate that respondents with matric/ certificate (43.2%) experienced high LES.

The Pearson's Chi-Square Test revealed significant relationship between educational achievement and LES at p-value less than 0.05 level of significance. The table 4.9 indicate significant relationship at p-value less than 0.05; $X^2 = 14.681$; p-value = 0.001. Thus, the table have shown significant relationship between educational achievement and LES. Thus, $H3_n$ was rejected at 5% level.

5.5 DISCUSSION OF DESCRIPTIVE STATISTICS ON FACTORS THAT INFLUENCE EMPLOYEE SATISFACTION

This section presents the discussions of descriptive statistics on research findings using frequencies and percentages on various factors that influence employee satisfaction.

From table 4.2 the research findings indicate majority (73.9%) of participants strongly agreed that reasonable salaries influence employee satisfaction. Almost similar percentage (66.4%), 64.2% and 57.5% agreed that factors such as salaries, incentives training programmes influence employee satisfaction. Other factors that emerge from the table include improvement of

employee relationship (53.4%), availability of information and knowledge (50.8), encouragement of communication (50.8) and non-cash incentives (45.0) respectively.

5.5.1   To explore the factors that influence employee satisfaction

Several studies indicate the factors that influence employee satisfaction (Parvin and Kabir, 2011; Robbins et al, 2001; Arnold and Feldman, 1986). The results that emerged from this research stated that salary and remuneration influence job satisfaction. This finding concurs with recent study by Arnold and Feldman (1986) in which it was discussed that the needs of individuals are satisfied through remuneration. Recent study by Net et al (2004) cited in Ikonne and Onuoho (2013) add that employees mostly compare salary payments with their colleagues from other organisations and where there are discrepancies, employees are forced to leave for better-paid organisations.

The research outcomes further highlight other factors such as employee recognition, training programs, availability of information and knowledge, communication are cited as factors that influence employee satisfaction. These findings are in line with a study by Cenar and Karaioglu (2012) which indicate various influencing factors including high salaries, life satisfaction, and relocation, participate in decision-making as some of the factors that influence job satisfaction. Similar survey by Grobler et al (2002) indicates that payment of compensation or fair salaries serves as critical tool in establishing employee satisfaction. At personal levels, Parvin and Kabir (2011) established that several factors influence the job satisfaction of individuals within the organisation. Qasim et al (2012) were of the views that employees are able to raise the level of job satisfaction as soon as given tasks is more interesting and rewarding.

5.5.2   To determine the relationship between the selected biographical variables and employee satisfaction.

The selected biographical variables used in this research are gender, educational achievement and marital status. Majority of respondents with low LES are holders of Diploma/ bachelor's degree qualifications (60.8%) while only (12.2%) of respondents, experienced low LES attained matric/certificate. However, the majority of respondents with high LES attained matric/certificate qualifications (43.2%), while the least proportion of respondents with high LES obtained postgraduate qualifications (18.2%).

Cross tabulation between educational achievements and LES revealed that majority (60.8%) of respondents who obtained diploma/ bachelor's degrees attained LES at 5% level of

significance. However, from the results of the cross tabulations it became clear that majority (43.2%) of respondents who obtained matric/certificate enjoyed high LES as well as respondents (18.2%) who obtained postgraduate qualifications. The effect of educational achievements and job satisfaction by employees are tested through the Pearson Chi-Square Test. Test result indicates that there is significant relationship between LES and educational achievements. Simply stated, educational achievement differs significantly in terms of the LES.

Regarding gender, the research findings revealed that there are more male employees in the organisation than female. Cross tabulation in terms of gender and LES, further revealed that, more (54.9%) male have LES than female. However, the result adds that 65.9% of the male employees enjoy high LES that their female counterparts. From the statistics, it can be concluded that within the organisation, male enjoy high LES than the female. Further, test regarding the significant relationship between gender and LES at 5% level of significance.

From the Pearson Chi Square Test, it was clear that no significant relationship exists between the LES and gender. The findings of this research are similar to another by Tang and Talpade (1999) which state that significant relationship exists between male and female employees. In a split finding, the study revealed that men are more satisfied in term of remuneration; female are more satisfied with their co-workers. In a similar study, Kim (2005) states that females are more satisfied than males.

The study further put forward three explanations as the reasons why women are more satisfied. Initially, women expect lower than men do and because they expect lower their level of satisfaction is equally lesser in the working climate. Females do not prefer to voice their discontent thus they seem satisfied. Lastly, the study indicated that female and male have different desires towards each characteristic in the same working climate. Based on these research findings, its outcomes could be linked to the fact that male and female workers expect similar level of satisfaction from MLM. In a more details research findings, Kim (2005) indicates that value-percept theory provides excellent explanations to existing gender dissimilarities in employees' job satisfaction.

Another study by Robbins et al (2003) showed that gender does not affect job satisfaction; according to the authors, differences in gender is likely to affect relationships including job satisfaction but lack of have huge influence on job satisfaction.

In terms of marital status and LES, cross tabulation result indicates that either single/divorced/widowed employees enjoyed (69.4%) low LES than married/living together. The Pearson Chi Square Test was performed to determine the significant relationship at 5% level of significance. The test revealed no significant relationship between LES and marital status.

5.5.3 To determine the relationships between job satisfaction and promotional programs

This research finding established that as high as 95.9% employees enjoy high LES. The research also found that there is high significant of relationship between LES and promotional programs. Peterson et al (2003) indicated that in the workplace there is strong relationship between promotional opportunities and job satisfaction. However, other researchers including Yaseen (2013) argued that promotion is various organisations create unpleasant felling. This finding concurs with similar survey by Parvin and Kabir (2013) state relationship between promotional activities is vital to employee satisfaction; there is high level of significant relationship between LES and programs. Promotional opportunities are some of the vital part of the general promotional programs that bears connection to job satisfaction. Hence, promotional programs are according to employees makes them feel satisfied. Dirks (2008) in another study found that promotional programs such as employee rewards are associated with job satisfaction. Based on this finding, it can be stated that promotional programs such as reward system and others are designed as effective tool of satisfying employees in the organisation. These are the reasons why some establishments used the trial-and-error systems prior to using particular approaches that bears relationships to employees' satisfaction.

5.5.4 To determine the relationship between job satisfaction and supervision.

The research outcomes of this survey discovered that 71.6% low and as high as 88.1% of employees enjoy low and high LES in terms of supervision. This level of job satisfaction makes employees to be satisfied in the organisation. From research perspectives, there is significant relationship between supervision and LES. The high LES as revealed by the employees is in line with a study by Toulouse (2008) which revealed that allocation of tasks at various supervisory levels as well as respect for individuals establish positive climate in the organisation. Certo (2010) further observed that the levels of supervision within the organisation provides high level of support and satisfaction. In line with the research outcomes, it can be stated that supervision within the municipality bears relationship to LES. In otherwise,

this finding is in line with a study by Aydogdu and Asikgil (2014) supervisors are seen in organisation to be friendly and readily available to provide the necessary support. High display of employee-supervisors relationships impacts significant influence on employee satisfaction (Graham and Messuer, 1998).

Further research found that 71.6% of employees experienced low in terms of, LES. A study by Packard and Kaupp (1999) add that in specific working climate where democratic management exist, the employees are able to display high LES in contrast to autocratic or laissez-faire. In other to encourage level of job satisfaction, it is vital to create good atmosphere among supervisor-employees.

5.5.5 To determine the relationship between job satisfaction and remuneration

The research outcomes of this survey discovered that 33.3% low and as high as 64.9%% of employees enjoy low and high LES in terms of remuneration. This level of employee satisfaction makes employees to be satisfied in the organisation. From the research perspectives, there is significant relationship between remuneration and LES. The high LES as revealed by the employees is in line with a study by Oshagbemi (2000) which indicate the extent to which remuneration influences employees' satisfaction. Similar study suggests that the system of payment is linked to employees' satisfaction (Brainard, 2005). Further evidence suggests that effective payment systems in organisations take into account some key issues of rising profits and sales margins, large market shares; the ability or the establishment to measure the outcomes and to relate rewards to the end-results (Kreitner and Kinicki, 2009). In otherwise, through payment of appropriate rewards, employees in various organisations are likely to impact positively towards increasing performance levels of the organisation. A scientific study by Ferrin and Dirks (2008) suggested that money is the reasons why humans perform assigned tasks; humans endeavour due to four symbolic traits including human status and respect; control and freedom; recognition and achievement.

5.6 CONCLUSION

The primary objective of this research was to explore the factors influencing employee satisfaction. Other secondary objectives also form part of the research. Besides the primary objective, this section also discussed the secondary objectives below. Based on the empirical findings and discussions, the following conclusions were reached.

5.6.1 The factors that influence employee satisfaction.

The research findings and discussions established various factors that influence employee satisfaction of employees. These factors include payment of salaries, recognition, promotional opportunities incentives and training programs are some of the contributors to employee satisfaction. It was found that no matter the existing nature of activities within the organisation, services of factors appear to be the primary cause of job satisfaction. That is for employees to be satisfied in the organisation, certain type of factors is required to serve as stimulants. Similarly, for employees to be dissatisfied, employees are denied accessing some factors in the organisation.

In this research, factors such as payment of reasonable salary, employee recognition, incentives, and training programs are key influential to employee satisfaction. Other factors including employee relations, availability of information, knowledge, communication and non-cash incentives also play a critical role in influencing employee satisfaction. These research findings revealed a cumulative 73.9% of employees who strongly agree that payment of reasonable salary influence employees' job satisfaction. In addition, 66.4% and 58.6 % of employees strongly agreed of the various factors that influence employee satisfaction in the organisation. However, from the statistical analysis, it was discovered that although all the factors influence employee employee satisfaction, payment of reasonable salary, employee recognition, incentives and training programs were cited as strongest influence on employee job satisfaction.

The research findings revealed that employee satisfaction by employees of MLM is influenced by various factors, in order of hierarchy. Table 5.1 below depicts the findings according to the test carried out through the Pearson's Chi-Square Test by means of the stated hypotheses.

Table 5.1: Summarise outcomes of hypotheses

SUMMARY NO	NULL AND ALTERNATIVE	DECISION
1	$H1_n$ null hypotheses (gender)	Not rejected
2	$H2_n$ null hypotheses (marital status)	Not rejected
3	$H3_n$ null hypotheses (educational achievement)	Not rejected
4	$H4_n$ null hypotheses (remuneration incentives)	Was not rejected
5	$H5_n$ null hypotheses (promotional programs)	Was not rejected
6	$H6_n$ null hypotheses (perceived supervision)	Was rejected

The table above provides summaries of the findings on the null and alternative hypotheses to determine the significant relationship between variables.

5.6.2 To determine the relationship between employee satisfaction and promotional programs

Significant relationship emerged between LES and promotional programs in the organisation at p-value greater than 0.05. Table 4.12 depicts cross tabulation, which revealed most participants with low LES attained high (95.9%) preference to promotional programs. From the Pearson's Chi-Square Test as shown table 4.13, it emerged that high significant relationship between LES and preference to promotional programs. The table above indicate significant relationship at p-value greater than 0.05; $X^2 = 0.414$; p-value $= 0.520$. Hence, the $H5_n$ is not rejected at 5% level.

5.6.3 To determine the relationship between employee satisfaction and supervision

The research findings have shown significant relationship between the two variables; LES and perceived supervision. Cross tabulation table result depicts that most participant with low LES attained low (71.6%) level of supervision in contrast to respondents with high (88.1%) who enjoyed high LES of supervision.

Pearson's Chi-Square Test have shown significant relationship between LES and supervision at 50% level of significance. Result indicates significant difference between perceived supervision and LES. Thus, the hypothesis $H6_n$ is rejected at 5% level of significance

5.6.4 To determine the relationship between employee satisfaction and remuneration

Table 4.10 indicate that majority of participants enjoyed low LES in terms of high preference 64.9% for remuneration incentives. In contrast, majority of respondents enjoyed high LES have a preference to 66.7% remuneration incentives.

The Pearson's Chi-Square Test revealed significant relationship between LES and remuneration incentive at p-value greater than 0.05 level of significance. Table 4.11 above revealed $X^2 = 2.435$; p-value $= 0.119$. The sample preference to remuneration incentive does not differ with LES. Thus, the hypothesis $H4_n$ is not rejected.

5.7 RECOMMENDATIONS FOR THE MUNICIPALITY.

This research explores the factors that influence employee satisfaction at MLM. Primary data collected from the employees were analysed to generate sufficient recommendations that could close existing gaps in the present empirical literature. Below are some of recommendations based on the research findings.

- The Management of MLM need to consider payment of reasonable salaries to employees, provide better forms of incentives, institute training and developmental programs, provide knowledge and information, improve employee relationships across departments and enhance communication strategy.
- Management of MLM should ascertain that employees are provided with adequate Career advancement opportunities, involve employees in decision-making and offer career-related assistance to employees.
- The Management should realign existing promotion policy of the organisation to suit each employee's path of development. A strategy to adopt a transparent policy on promotion with inputs from employees is needed.
- The Management of MLM should reconsider introducing changes in the organisation. These changes may be geared towards reducing issues of unfair management practices such as:
  - ➢ Equitable distribution of information relating to promotion
  - ➢ Policy of promotion base on skills and performance of individual employees
  - ➢ Equitable assignment of tasks/activities (work load) across ranks
  - ➢ Uniformity in administering policies, procedures and regulatory frameworks

- ➢ Establish favourable working conditions
- ➢ Provision of mentorship and coaching plans for juniors by seniors through consultative meetings for career developments to encourage better working ethics.

To ascertain productive employees, the human resource department of MLM should play active role in providing ongoing training programs and clearer career development paths.

5.8   RECOMMENDATION FOR FURTHER RESEARCH

Based on the research outcomes and limitations, this research points to further empirical research. The present study adopted a small sample frame that involved only employees from MLM. The researcher recommends that a larger sample frame to include municipalities that are rural across KZN Province.

5.9   CHAPTER SUMMARY

This chapter explored the factors that influence employees' job satisfaction in MLM. In spite of shortcomings, the various research objectives were attained. Through this research, some salient surfaced relating to gaps in the literature regarding employees' job satisfaction in a typical rural municipality of KZN Province. The researcher recommended for further empirical research be conducted to include larger sample size.

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Mthembu Tribal Area

KwaNgubo , Near Mandleni

Primary School

Tugela Ferry

3010

20 July 2016

The Municipal Manager

Msinga Local Municipality

P.O Box 530

Tugela Ferry

3010

Dear: Mr F.B Sithole

Re: Request for consent to administer a survey within Msinga Local Municipality.

I, Nhlakanipho Goodman Mvelase, request your permission for my study carried out for the requirements of Master's Degree in Business Administration at the Department of Management in the Faculty of Management Science at Durban University of Technology. The title of the research: To explore the factors that affect employee satisfaction at Msinga local municipality. The participation in this study is voluntarily and no one will be forced to participate. The research will ensure privacy of information that will be provided by participants. Please be ensured that the information provided will be treated with high confidentiality and it will not be used for any other purpose except for this degree only. The findings of the study will make a valuable contribution to the Msinga Local Municipality on improving employee's satisfaction. Study objectives are:

- To describe the main factors that cause employees' satisfaction in an organisation.
- To identify the factors that enhance employees' satisfaction in an organisation.
- To explore the factors that are consider by managers to enhance employee satisfaction.
- To suggest management strategies to enhance employees' satisfaction in Msinga local municipality.

I will be grateful if you could offer me the opportunity to conduct this research within our organisation. Thanking you in advance.

Kind Regards

………………………

Mr. NG Mvelase

Mthembu Tribal Area
KwaNgubo, Near Mandleni
Primary School
Tugela Ferry
3010
20 July 2016

Dear Participant

**Re: EXPLORING THE FACTORS INFLUENCING EMPLOYEE SATISFACTION IN
MSINGA LOCAL MUNICIPALITY**

Thank you for showing interest in this project. Please read this information sheet carefully before deciding whether or not to participate. If you decide to participate I thank you. If you decide not to take part, there will be no disadvantage to you and I thank you for considering my request.

I have registered for Master's Degree at the Durban University of Technology. I request your assistance in collecting data for the above mentioned research topic.

I hereby require your personal assistance in this regard. Please rest assured that your responses will be treated with supreme confidentiality and will not be divulged to any other purpose except for research investigation only. Anonymity will be ensured in this research. Data from the respondents cannot be linked to a specific individual. The researcher will never injure or harm the people being studied, regardless of whether they volunteered to be part of the study or not, privacy will be ensured in this study. Kindly provide me with the details of the place or venue where I can give the questionnaires. Please inform the researcher of any other information that you may require, also provide him with other information that is encumbering the employee satisfaction in the municipal environment.

- **What will be required of the participant?**

Should you agree to take part in this project, you will be asked to answer a questionnaire which will take 15-20 minutes to answer and will be conducted according to the study areas and your place of choice. You can return the questionnaire within 5 working days.

Please be aware that you may decide not to take part in the project without any disadvantage to yourself of any kind.

- **Risks or Discomforts to the Participant:**

During the course of this quantitative study, Likert scale questionnaires will also be applicable. No risks or discomforts are envisaged during the filling of questionnaire process.

- **Benefits:**

This study will be of tremendous assistance in identifying factors that impact on employee satisfaction in public sector establishment: specific reference to Msinga local municipality, all the challenges that hampers employee satisfaction within the municipality will be identified and known. Thereafter, the researcher will draw plan of action so as to address the findings based on the research in the quest to remedy the situation.

- **Reason why the participants may be drawn from the study.**

The study is voluntary; there will be no adverse outcomes on participants at any given time and individuals may or can easily withdraw their services.

- **Remuneration**

Participation in this study is voluntary, as such, no financial obligation is attached to any form of services rendered or information provided.

- **Cost of the study**

No cost will be abided by participants during the study periods.

- **Confidentiality**

In order to offer protection to participants, no name will be used or stated on any form and will be made public. All the data gathered for this study will be protected and kept in a lockable safe with no access except the researcher.

Personal computer of the researcher will be accessed only with personalised password and participants' identification will be treated with utmost secrecy.

- **Person to contact in the event of any problems or queries.**
The following individuals or institution can be consulted for any form of queries:

Supervisor: Dr AT Agbenyegah

072 313 9423 / 033 845 8876

Researcher: (Mr.) Nhlakanipho Goodman Mvelase
076 557 6534 / 073 778 7876

Research Administrator: 031 373 2900

Complaints can be sent to the:

 DVC, TIP, Prof. F. Otieno on 031 373 2382 or dvctip@dut.ac.za

TO EXPLORE THE FACTORS THAT AFFECT EMPLOYEE SATISFCATION AT MSINGA LOCAL MUNICIPALITY.

CONSENT FORM FOR

PARTICIPANTS

I have read the Information Sheet concerning this project and understood the content. I am satisfied with the answers provided to my questions. I understand that I am free to request further information at any stage.

I know that:

1. My participation in the project is entirely voluntary;

2. I am free to withdraw from the project at any time without any disadvantage;

3. The data will be destroyed as soon as the project is completed; but any raw data on which the results of the project depend will be retained in secure storage for five years, after which it will be destroyed.

4. The results of the project may be published but my anonymity will be preserved.

5. I have received a copy of the participant information letter.

I agree to take part in this project.

....

    (Please mark by X)   (Date)

Pietermaritzburg campus

Scottsville

3209

Student Number: 21142915

ANNEXURE E

QUESTIONNAIRE:

EXPLORING THE FACTORS INFLUENCING EMPLOYEE SATISFACTION IN MSINGA LOCAL MUNICIPALITY

CONTACT DETAILS:

Nhlakanipho Goodman Mvelase

Cell: 076 557 6534 or 073 778 7876

E- mail: nhlakah92@gmail.com

QUESTIONNAIRE ON EXPLORING THE FACTORS INFLUENCING EMPLOYEE SATISFACTION IN MSINGA LOCAL MUNICIPALITY

All information in this questionnaire will be treated with utmost confidential thus will be used only for academic purposes.

Instructions for completion:

1. Please answer the questions as objectively and honestly as possible.
2. Place a cross (x) in the space provided **using a pen,** at each question which reflects your answer the most accurately.

    Use the following key: **1** = Strongly disagree; **2** = Disagree; **3**= Slightly disagree; **4** = Neutral view; **5** = Slightly Agree; **6** = Agree **7** = Strongly agree.

		Strongly disagree	Disagree	Slightly disagree	Neutral view	Slightly agree	Agree	Strongly agree
E1		1	2	3	4	5	6	7

3. Please answer all the questions, as this will provide more information to the researcher so that an accurate analysis and interpretation of data can be made.

Thank you for your participation. Hopefully you will find the questionnaire interesting.

SECTION A

Demographic information

The personal information is required for statistical analysis of data of respondents. All your responses will be treated confidentially. We appreciate your help in providing this important information.

Mark the applicable block with a cross (X). Complete the applicable information.

A1	What is your age group?	≤19	20-29	30-39	40-49	50-59	60+
		(01)	(02)	(03)	(04)	(05)	(06)

A2	Indicate your marital status.	Single	Married	Divorced	Widowed	Living together
		(01)	(02)	(03)	(04)	(05)

A3	Indicate your highest academic achievement.	
	Below Matric	(01)
	Matric	(02)
	Certificate	(03)
	Diploma	(04)
	Bachelor's Degree	(05)
	Post Graduate Diploma	(06)
	Master's Degree	(07)
	Doctoral Degree	(08)

A5	Indicate working experience in this municipality	
	Less than one (1) year	(01)
	1-3 years	(02)
	4-5 years	(03)
	6-10 years	(04)
	More than 10 years. **Please specify**	(05)

A6	Indicate daily working hours at your establishment	
	4 hours	(01)
	4-6 hours	(02)

6-8 hours		(03)
8-10 hours		(04)
10-12 hours		(05)
12-14 hours		(06)
14-16 hours		(07)

A7	**Indicate your gender**	
	Male	(01)
	Female	(02)

A8	**Which of the following represent your population group**	Black	White	Coloured	Indian	Others
		(01)	(02)	(03)	(04)	(05)

A9	**Please kindly specify your ethnic group:**

A10	**Indicate your employment status**	
	Permanent	(01)
	Contract	(02)
	Part-time	(03)

A11	**What is your present position**	
	Managerial	(01)
	Supervisory	(02)
	Junior Staff	(03)

SECTION B

Describe the main causes of employee dissatisfaction.

Please indicate your viewpoints regarding the main causes of employee's dissatisfaction in your organisation.

Please indicate to what extent do you agree or disagree with the statements. Mark the applicable block with a cross (x)

		Strongly disagree	Disagree	Slightly disagree	Neutral view	Slightly Agree	Agree	Strongly agree.
B1	I'm not satisfied with my salary in my organisation.	1	2	3	4	5	6	7
B2	My organisation lack necessary opportunity for career advancement.	1	2	3	4	5	6	7
B3	I'm not satisfied with working conditions.	1	2	3	4	5	6	7
B4	No staff member take part decision making.	1	2	3	4	5	6	7
B5	There is a lack of employee assistance programmes.	1	2	3	4	5	6	7
B6	No praises, recognition for good job done.	1	2	3	4	5	6	7
B7	Promotional policy and carrier advancement are not fair.	1	2	3	4	5	6	7

SECTION C

Identify the factors that enhance employee satisfaction.

Please indicate your viewpoints regarding the identification of factors that enhance employee's satisfaction in your organisation.

Please indicate to what extents do you agree or disagree with the statements. Mark the applicable block with a cross (x)

		Strongly disagree	Disagree	Slightly disagree	Neutral view	Slightly agree	Agree	Strongly agree
C1	Information and knowledge must be available within this organisation.	1	2	3	4	5	6	7
C2	Communication must be encouraged in the organisation	1	2	3	4	5	6	7
C3	Improving in employee relationship.	1	2	3	4	5	6	7
C4	Employee must be paid well (reasonable salary).	1	2	3	4	5	6	7
C5	Employees must be recognised when they achieve goals.	1	2	3	4	5	6	7
C6	Employees enjoy more training programmes to do their work.	1	2	3	4	5	6	7
C7	Salaries and other terms of incentives are needed by employees.	1	2	3	4	5	6	7
C8	Non-Cash Incentives must be encouraged	1	2	3	4	5	6	7

SECTION D

Factors that are considered by managers to enhance employee satisfaction.

Please indicate your viewpoints regarding the factors that are considered by managers to enhance employee's satisfaction in your organisation.

Please indicate to what extent do you agree or disagree with the statements. Mark the applicable block with a cross (x)

		Strongly disagree	Disagree	Slightly disagree	Neutral view	Slightly agree	Agree	Strongly agree.
D1	Adequate opportunities for professional growth in the organisation	1	2	3	4	5	6	7
D2	There is a strong feeling of teamwork and cooperation in the organisation	1	2	3	4	5	6	7
D3	Fair and appropriate employee performance evaluation performance.	1	2	3	4	5	6	7
D4	My opinions and ideas are considered by management	1	2	3	4	5	6	7
D5	I can recommend this Municipality as a good place to work	1	2	3	4	5	6	7
D6	Team work is encouraged and practised in this organisation	1	2	3	4	5	6	7
D7	I have the opportunity as participant goal setting processes	1	2	3	4	5	6	7

SECTION E

Management strategies that can enhance employee's satisfaction.

Please indicate the level of your viewpoint on management strategies that can enhance employee's satisfaction in your organisation.

Please indicate to what extent do you agree or disagree with the statements. Mark the applicable block with a cross (x)

		Strongly disagree	Disagree	Slightly disagree	Neutral view	Slightly Agree	Agree	Strongly agree.
E1	Senior management prioritise employee job satisfaction.	1	2	3	4	5	6	7
E2	Senior management communicates well with members of the organisation.	1	2	3	4	5	6	7
E3	I can disagree with my supervisor without fear of getting in trouble	1	2	3	4	5	6	7
E4	Equal and fair treatment by the managers / supervisors.	1	2	3	4	5	6	7
E5	Our senior managers demonstrate strong leadership skills.	1	2	3	4	5	6	7
E6	Senior management in the organisation lead by examples.	1	2	3	4	5	6	7
E7	My manager understands the benefits of maintaining a balance between work and personal life.	1	2	3	4	5	6	7
E8	My manager is actively interested in my professional development and advancement.	1	2	3	4	5	6	7

Thank you very much for your co - operation