AN EVALUATION OF AND COMPARISON BETWEEN JOB SATISFACTION LEVELS OF FIRST-LINE SUPERVISORS AND MIDDLE-LEVEL MANAGERS IN THE NELSON MANDELA METROPOLITAN AREA

By

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SUMMARY

South African organizations operate in a changing environment. The ultimate criterion of organisational effectiveness is whether the organisation survives in its environment. Political, social, technological and economic changes constantly challenge businesses to adopt new approaches in this strive for survival. These challenges affect the roles, and possibly the job satisfaction levels of first-line supervisors and middle-level managers. In this paper, the writer aimed to study and compare job satisfaction levels of first-line supervisors and middle-level managers in the Nelson Mandela Metropolitan area. The effects of job satisfaction, or the lack thereof must be clearly identifiable to the top managers. These can either be positive or negative. In the case of positive effects, managers must strive to maintain the conditions that contribute to the positive effects of job satisfaction.

In the study it was observed that middle-level managers scored higher and therefore they had higher overall job satisfaction levels than first-line supervisors. The job satisfaction levels of the first-line supervisors are found to be lower in all the areas that were stated as factors affecting job satisfaction. These areas were the personality job fit, the job content, the job context, the organisational environment and the macro environment. The companies therefore have a task of improving the job satisfaction levels in these areas.

The writer recommends that organisations in the Nelson Mandela Metropolitan area take a closer look at the job satisfaction levels of their first-line supervisors. These managers' job satisfaction levels need to be improved from being just satisfactory to being excellent. It is mentioned in the theoretical study that first-line supervisors are very important in organisations, as they are the link between upper management and the employees. Their roles are multi-faceted as they have important functions to fulfil in the operation and ultimately success of the organisation.
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CHAPTER 1

1.1 INTRODUCTION AND STATEMENT OF THE PROBLEM

South African organizations operate in a drastically changed environment, where political, social, economic challenges and technological forces demand a totally new business approach. Resistance to change will likely lead to unnecessary conflict, reduced managerial and non-managerial performance and lost opportunities. According to Ivancevich and Matteson (1999:7), failing to cope and deal with these forces can result in job dissatisfaction, poor morale, reduced commitment, lower work quality, burnout, and poor judgment.

Managers are responsible for the effectiveness of individuals, groups of individuals and organisations. The ultimate criterion of organisational effectiveness is whether the organisation survives in its environment. To survive it must adapt to environmental changes (Ivancevich and Matteson, 1999:26).

A number of short-run indicators of long-run survival have been indicated. These include measurement of efficiency, productivity, accidents, turnover, absenteeism, quality, rate of return, morale and employee satisfaction (Ivancevich and Matteson, 1999:26). In this paper, the writer aims to study and compare job satisfaction levels of first-line supervisors and middle-level managers.

Job satisfaction is an individual’s general attitude about his or her job (Robbins, 1998:142). This attitude results from a subjective evaluation of how his or her job meets his or her needs (Ivancevich and Matteson, 1999:123). Attitudes are important because they affect individuals’ behaviour. As top managers rely on first-line supervisors and middle-level managers to implement their strategies, it is important to understand the attitudes of these subordinates. To operate effectively and successfully under the challenges presented by their environment, first-line supervisors and middle-level managers require the necessary competency and correct attitude. In fact, when companies are confronted by these challenges, the first-line supervisors and middle-level managers are expected to act as change agents (Human, 1999:11).
According to Plunkett (1996:4), when organisations adapt to the changing environment under which they operate, some of the traditional roles of first-line supervisors and middle-level managers change. It can be learnt in Robbins (1998:120) that absenteeism, turnover and job satisfaction are reactions to an individual’s perception. It is therefore important to know how these changes are perceived by first-line supervisors and middle-level managers.

Organisations engage in various strategies as a means of adapting to their changing environment. A brief overview of how first-line supervisors’ and middle-level managers’ job satisfaction levels are affected when companies are adapting to environmental changes will be given in this chapter. The challenges are divided into the following:

1.1.1 Economical challenges

When faced with economical challenges organisations make efforts to become more cost effective, to get closer to their customers and to tap into the creativity of their employees. Employees are trained and required to fulfill functions that were previously fulfilled by supervisors. First-line supervisors also get trained to do the jobs of middle-level managers. These structural changes often result in a loss of employment by middle-level managers as companies downsize (Hellriegel, Jackson and Slocum, 1999:30). Middle-level managers in companies therefore live in fear of being retrenched and this has a negative impact on their job satisfaction levels. First-line supervisors may also perceive unfairness and feel role ambiguity when their workload is increased and this might lead to them being dissatisfied in their jobs. In a study done on the impact of downsizing on South African middle-level managers who survived downsizing it has it has been found that their job satisfaction was affected negatively (Wiesner, Vermeulen and Littler, 1999:391). It has been found that these managers suffer from a condition called the “survivor syndrome”. This is defined as the set of emotions and behaviours exhibited by employees who remain in the organisation after the process of downsizing (Wiesner et al, 1999:391). The emotions include guilt, anger, relief, and job insecurity and have the potential of affecting the survivor’s work behavior and attitude, including the level of performance, motivation, job satisfaction and commitment.
Often any relief of surviving the downsizing process felt by these employees is overwhelmed by the less pleasant emotions of the downsizing syndrome. Some remaining managers might have positive attitudes about the prospects of an increased workload as it means a more interesting and challenging job for them. However, it has been indicated that the negative effects of downsizing on the job satisfaction levels of the survivors far outweigh positive reactions (Wiesner et al 1999:392).

1.1.2 Political challenges
The political system and policies of a government have an impact on how businesses are conducted, both locally and internationally (Van der Merwe, 1976:3). Since South Africa became democratic in 1994 policies that affect the way business is conducted in South Africa have been introduced. Examples of these policies are the Labour Relations Act, 1995 (LRA), the Employment Equity Act and Affirmative action.

Through changes in legislation, the managers’ political environment is changed and this affects their planning and decision making, as well as their relationship with subordinates. Through these laws, first-line supervisors and middle-level managers are required to involve the employees more in decision making. Therefore, their prerogative to weigh up all the qualifactory criteria and to make the final selection themselves is taken away from them (Israelstam 1999). This results in them resisting the system, because they perceive it to be unfair to lose their prerogative, especially while operating under the other challenging environmental conditions and the fact that they are the ones accountable to shareholders.

According to Wiesner et al (1999:399), due to affirmative action, many South African white managers perceive a future with restricted promotional opportunities for themselves. On the other hand, they perceive a bright future for black managers. To them these black managers still have a lot to learn, and their inefficiency and lack of experience causes delays. These perceptions increase the levels of frustration and dissatisfaction in their jobs. Many of them react by emigrating. Others may remain in the company and covertly resist the implementation of these laws. Others may take a package and return as
consultants to repair the damage caused by the possible flight of skills and charge high fees (Israelstam 1999).

1.1.3 Social challenges
The social challenges facing the organisations have to do with how the organisation relates to the public, employees, creditors, and shareholders. An organisation’s responsibility in protecting the environment against deterioration is also becoming more important. According to Van der Merwe (1976:5), these kinds of considerations are new to business, and they present challenges to first-line supervisors and middle-level managers who are resisting to consider them as factors that affect their planning and decision making. In the Nelson Mandela Metropolitan area the Coega project which is presently under construction and on which a lot of people rely for job opportunities, has its progress constantly being threatened by calls of environmental awareness by other groups. These people are concerned that the existence of the Coega project will affect the surrounding environment negatively because of the business nature of this project (Israelstam 1999).

1.1.4 Technology
The introduction of new technology in organisations has changed the roles and scope of first-line supervisors and middle-level managers. According to Hellriegel et al (1999:683) to operate effectively under the challenging environmental conditions, these managers rely on information technology for fast communication across the enterprise and easy collaboration amongst work groups. The new generation of managers and employees are much more knowledgeable about the benefits of technology than their counterparts of 10 years ago (Hellriegel et al, 1999:683).

When organisations rethink and redesign business processes to achieve dramatic improvements in critical contemporary measures of performance such as cost, quality service, and speed, they are engaging in a reengineering process (Pellissier, June 2000). Information technology forms a very important part of this new way of thinking and managers who do not keep abreast with it
will not be effective in their jobs. If they are threatened by the rapid pace at which information technology is changing, their job satisfaction levels will be negatively affected.

1.1.5 New focus on quality and customer satisfaction

Employee participation becomes a necessity in an environment where the focus is on quality products and customer satisfaction. Quality management and control are viewed as the key components of competitive strategy (Hellriegel et al., 1999:725). One of the points to be recognized about quality improvement is that it requires total employee commitment (Kotler, 1997:57). Getting employees to support quality improvement and maintenance efforts is a major challenge to first-line supervisors and middle-level managers. Total Quality Management is a philosophy of management that is driven by constant attainment of customer satisfaction, through the continuous improvement of all organisational processes (Robbins, 1998:15). It requires helpful leadership, teamwork and a participative culture, an approach, which is in conflict with the traditional role and behaviour of management.

When employees get empowered the roles of first-line supervisors and middle-level managers change and this could affect the job satisfaction levels of these managers. It is natural for first-line supervisors and middle-level managers to fear and resist these changes as they pose a threat to their security and authority (Hellriegel et al, 1999:957).

According to Robbins (1998:15), when change is rapid and dramatic, it is sometimes necessary to approach quality and productivity improvement from the perspective of reengineering. Reengineering reconsiders how work would be done and the organisation structured if they were being created from scratch. In a study done in the United States of America, it was found that the job satisfaction levels of middle-level managers did change after re-engineering (Luthans, 1992:120). Carrel et al (1995: 597) mention that every re-engineering project involves improved technology to allow people to work more faster and smarter. The general employee sees this as a cover for staff lay-off, while the middle-level managers sense a threat to their jobs and status (Carrel et.al, 1995: 221). Many South Africa companies are reengineering to adapt to international
and national forces of change. Telkom is one of the companies which have been involved in re-engineering in South Africa. Most of the white male managers had to be removed to accommodate diversity in the workplace (Clarke 1995). Clarke also mentioned that Telkom’s reengineering programme would focus on core business processes to find better ways of operating to meet world class performance standards.

The challenges presented by the changed environment of the business organisations have an effect on the roles and possibly on the job satisfaction levels of the first-line supervisors and middle-level managers. This offers the basis for the exploration of the main problem of this study:

*To what extent are first-level supervisors and middle-level managers satisfied with their jobs?*

### 1.2 SUB-PROBLEMS

An analysis of the main problem allows identification of the following sub-problems that contribute to the job satisfaction of first-line and middle-level managers:

a) How do first-level supervisors and middle-level managers evaluate their jobs and job context?

b) How do the job satisfaction levels of first-level supervisors compare with those of middle-level managers?

### 1.3 DELIMITATION OF THE RESEARCH

The delimitation of the research topic is defined with the purpose of creating a manageable research structure.

#### 1.3.1 Geographic Delimitation

The research will be conducted in the Nelson Mandela metropolitan area of the Eastern Cape, South Africa. The limitation to South Africa is in consideration of the political social and economic changes which have occurred in the country since its democratic government was elected in 1994. The Nelson Mandela Metropolitan area is sufficiently representative of both the private and public sectors of South Africa.
1.3.2 Subject of Evaluation
The study will be limited to the evaluation and comparison of job satisfaction levels of first-line supervisors and middle-level management in the Nelson Mandela Metropolitan area.

1.3.3 Level of Management
The environmental changes necessitate change in organisations and this is likely to affect the functions, roles and job satisfaction levels of first-line supervisors and middle-level managers. The proposed study is therefore aimed at determining the job satisfaction levels of first-line and middle-line managers.

1.3.4 Size of Organisation
Only organizations with fifty or more employees will be considered, as these are likely to have more than two levels of management.

1.4 DEFINITION OF KEY CONCEPTS
The key concepts to be dealt with in the research paper can be defined in the following manner:

1.4.1 Management
The terms management refers to the process of getting things done effectively and efficiently, through and with other people (Robbins and De Cenzo, 1998:8). According to Plunkett (1996:68), management is an activity that uses the functions of planning, organising, directing and controlling human, informational and material resources for the purposes of setting and achieving stated goals. It can be learnt from De Beer, Rossouw, Moolman, Le Roux and Labuschagne (1998:11), that the management of an organisation functions at three different levels, namely:

- First-level management, which consists of the supervisors
- Middle level management and
- Top level management
1.4.1.1 First-Line Supervisors
A supervisor is an employee who is responsible for the welfare, behaviour and performances of non-management employees. He or she is thus positioned in the middle, between the workers and higher level managers (Plunkett, 1996:4). First-line supervisors also form part of an organization’s management team and they are unique in the fact that they are the only managers who do not manage other managers (Robbins and De Cenzo, 1998:7). Supervisors, also called first-line managers, may engage in operative tasks with their employees even though they are part of management (Robbins and De Cenzo, 1998:8). The supervisors are mainly concerned with daily tasks in a particular department. They are involved in short term planning and in implementing the plans and objectives of middle management (De Beer et al, 1998:94).

1.4.1.2 Middle-level managers
In the hierarchy of authority and accountability, middle-level managers are positioned between first-line supervisors and top-level management (Plunkett, 1996:81). Middle-level managers report to top-level managers. First-line managers report to middle-level managers.

The role of middle-level managers is focused on tactical control to ensure that the strategic plans of top management are implemented. Middle-level managers are therefore concerned with short-term and medium-term planning, and with organising, leading and controlling human and other resources within a certain section of an organisation.

1.4.1.3 Top-Level Management
According to De Beer et al (1998:12), top management represent a small group of people that are responsible for the general and strategic management of an organisation.

1.4.2 Job Satisfaction
Job satisfaction can be defined as an attitude people have about their jobs, which results from a subjective evaluation of how their jobs meet their needs (Ivancevich and Matteson, 1999:123).
1.5 THE SIGNIFICANCE OF THE RESEARCH

Top management, who formulate the organisational strategy, rely on middle managers to implement their strategies. Therefore, job dissatisfaction in first-line supervisors and middle-level managers poses dire consequences for organisational effectiveness. It is therefore important for top managers to know that their middle-level managers and first-line supervisors are fully committed to the organisation and its objectives.

The effects of job satisfaction, or the lack thereof must be clearly identifiable to the top managers. These can either be positive or negative. In the case of positive effects, managers must strive to maintain the conditions that contribute to the positive effects of job satisfaction.

In the case of negative effects, top-managers should be concerned about losing employees because these employees take away with them information and skills that are significant to the profitability of an organization. According to Adams, Arquette, Deutscher, Felki, Jones, McCarthy, Perry and Zaia (1997:289), it takes a long time to get a particular employee trained to perform at a high level of productivity. Adams et al (1997:289) pointed out that the training of the employees is not a simple process but a complex one and a large sum of money is invested in this process. Through this training, the good employee develops relationships with customers and coworkers that may have a profound impact upon the productivity of the group. Therefore, according to Adams et al (1997:290), when a company loses such an employee, a part of the company, that cannot even be identified, is lost.

The significance of the research is that it can lead to the realization by top-management of the extent to which the different levels of their subordinate managers are affected by the changes that are taking place in South Africa. The top-managers can then investigate in their own companies the extent of these effects, and take the necessary remedial steps.

The results are also important to middle-level managers and first-line supervisors. These managers must understand their feelings about their
organisation, and their influence on their attitude and behaviour. Self-awareness is an important step in the personal change process. Since job satisfaction is an attitude that people have about their jobs, managers who are experiencing job dissatisfaction can benefit if they can adopt a more positive attitude towards the environmental changes in their businesses and workplaces. It is important that managers stay positive at all times because they have the responsibility of motivating their teams (Hofmeyer, 1998). According to Hofmeyer (1998), first-line supervisors and middle-level managers have the responsibility for their success in their companies. They should be looking into their role of improving the climate and effectiveness of their company.

1.6 ASSUMPTIONS
It is assumed that the past and the present changes in South Africa have an impact on the roles and job satisfaction levels of first-line supervisors and middle-level managers. It is also assumed that the job satisfaction levels of these managers are affected to different extents.

1.7 RESEARCH METHODOLOGY
The following broad procedure was followed to achieve the main goal of the study:

Firstly, a literature study was done to identify the changing roles of first-line supervisors and middle-level managers in South African organisations. A further study to define job satisfaction was done, identifying factors contributing to job satisfaction and the consequences of job satisfaction or lack thereof.

Based on the literature studies, a questionnaire was then constructed to determine the job satisfaction levels of first-line supervisors and middle-level managers in the Nelson Mandela Metropolitan area.

The next step was to obtain empirical data by means of a survey on first-line supervisors and middle-level managers in the Nelson Mandela Metropolitan area. The results of the survey were then analyzed and interpreted using the literature findings. Lastly a conclusion regarding job satisfaction levels of first-
line supervisors and middle-level managers in the Nelson Mandela Metropolitan area was drawn and presented.

1.8 THE STRUCTURE OF THE RESEARCH PAPER

The objective of the study was to highlight the consequences of job satisfaction to the effectiveness of an organisation in meeting its objectives, and provide an assessment of job satisfaction levels of first-line supervisors and middle-level managers. The research paper is divided into the following chapters:

**Chapter 1** – In this chapter, the writer gives the introduction and overview of the study.

**Chapter 2** – This chapter is dedicated to a literature study involving the changing roles of first-line supervisors and middle-level managers and the effect thereof on their job satisfaction levels and organisational effectiveness.

**Chapter 3** – Discussed in this chapter is a study of factors that contribute to job satisfaction levels and consequences of job satisfaction.

**Chapter 4** – Based on the studies in chapters two and three, a development of a job satisfaction model for first-line supervisors and middle level managers in South African organisations is done.

**Chapter 5** – Involves the investigation done in the form of the questionnaire and the presentation of the results

**Chapter 6** – Involves the interpretation of the results

**Chapter 7** - Recommendations and conclusions are made.

1.9 CONCLUSION

The aim of this chapter is to present the main problem addressed in this research and to show the procedure followed in addressing the main problem and the sub-problems. It has been shown that the results of the research are of benefit to all levels of management. Important core concepts and terms were defined to ensure clarity and consistency throughout the research paper.

The next chapter deals with the changing roles of first-line supervisors and middle-level managers in South Africa.
CHAPTER 2

THE CHANGING ROLES OF FIRST-LINE SUPERVISORS AND MIDDLE-LEVEL MANAGERS IN ORGANISATIONS

According to Mintzberg (1980:57), managers at all levels perform ten interrelated roles. These roles fall into three groupings, namely:

- Interpersonal roles – which derive from the manager's status and authority.
- Informational roles – which derive from the interpersonal roles and the access they provide to information; and
- Decisional roles – which derive from the manager's authority and information.

In Mintzberg (1980:182) it can be learnt that although managers are required to perform all of the basic managerial roles, most managers must give attention to certain roles at certain situations.

A variety of factors determines what roles managers must emphasise at a particular time (Mintzberg, 1980:182). These factors are the following:

- The type of industry an organisation is in
- The size of an organisation
- The level of the particular manager in the organisation
- The function supervised
- The situation at the moment
- The job itself and
- The environment of the organisation.

In this chapter the writer is going to show that certain changes in an organisation's environment result in the changing roles of first-line supervisors and middle–level managers. By “changing roles” the writer means that at a particular instance the managers emphasise certain roles over the others. Also important to the meaning of the “changing roles” is the fact that the managers may also change the manner of performing the particular roles. This is because as the environment of the organisation changes so does the management thought of some managers (Hellriegel et al, 1999:29).
To show the changing roles of first-line supervisors and middle-level managers a short overview of the management viewpoints and approaches that have shaped management thinking will be given in section 2.1. Section 2.2 will be about the roles of first-line supervisors and middle-level managers. Section 2.3 involves looking at the current trends affecting first line supervisors and middle-level managers. The implications of these current trends for managerial roles and thinking will also be discussed in this section.

2.1 MANAGEMENT VIEWPOINTS AND THINKING

According to Hellriegel et al (1999: 45), management viewpoints can be divided into the following:

2.1.1 The Traditional Viewpoint

This is the oldest viewpoint, and it stresses the manager’s role in a strict hierarchy and focuses on the consistent and efficient job performance (Hellriegel et al, 1999: 440). From Hellriegel et al (1999:54), it can be learnt that the Traditional Viewpoint can be divided into three branches, namely, the Bureaucratic, the Scientific and the Administrative management. Plunkett (1996: 4) described managers who believed in the traditional view as having the following characteristics:

- They give commands and orders to their subordinates, who in turn must obey
- They plan their subordinates’ work, without consulting them and
- They continuously inspect the work of their subordinates.

According to Hellriegel et al (1999: 54), the work of early Traditional Theorists was done in the United States of America when it was becoming an industrial nation. Then organisations were operating in a relatively stable environment, with few competitors (Hellriegel et al, 1999: 55). Using the Traditional view of management during the complex environmental changes facing organisations makes it difficult for supervision to be carried out (Webber and Gilder, 1982: 4).
2.1.2 The Behavioural Viewpoint
The people who believe in this viewpoint also believe that if managers communicate with employees and satisfy their work-place needs, the organisation will be more effective (Hellriegel et al, 1999: 70). The proponents of the Behavioural Viewpoint look at how managers need to change their assumptions about people. However, the economical aspects of work seem to be ignored although these are important to workers. This fact was shown by Hellriegel et al (1999: 60), when he mentioned that low salaries tend to lead to absenteeism and turn-over. The application of the Behavioural Viewpoint approach alone can therefore not be enough for management to achieve their goals through other people.

2.1.3 The Systems Viewpoint
This is an approach used by managers to solve problems by diagnosing them within a framework of inputs, transformation processing, outputs and feedback. Hellriegel et al (1999: 60) argued that for organisations to survive in changing environments, they would have to install and utilise increasingly sophisticated systems, in order to help managers to make decisions.

2.1.4 The Contingency Viewpoint
Hellriegel et al (1999: 70) noted that as organisations became global, none of the earlier management concepts seemed to apply totally to various situations. The proponents of the Contingency Viewpoint then drew from each of the other viewpoints involving a different set of competencies (Hellriegel et al, 1999:71). In this viewpoint, it is stressed that the aforementioned viewpoints can be applied under certain conditions, but not under others.

2.1.4 The Quality Viewpoint
Today’s managers concentrate on meeting the expectations of customers in terms of the value of the goods and services they provide. Hellriegel et al (1999: 71) referred to this approach as the Quality Viewpoint, and further stated that it could be achieved through teamwork. In quality-conscious organisations teamwork means the following:

- Sharing responsibility and decision-making amongst workers
Managers delegating decision-making authority to employees and permitting them to manage themselves after the necessary training (Hellriegel, 1999:71). This is a form of empowerment, and has implications of changing the roles of first-line supervisors and middle-level managers.

2.2 THE ROLES OF FIRST-LINE SUPERVISORS AND MIDDLE-LEVEL MANAGERS

According to Sarbi and Allen (1968) in Mintzberg (1980:54) a role is defined as an organised set of behaviours belonging to an identifiable position or office. Mintzberg (1980:54) further explained that individual personalities affect how a role is performed. Therefore, roles are predetermined although individuals may interpret them differently. The three groups of roles that are performed by managers at all levels are the following:

2.2.1 The Interpersonal Roles

These roles result from the formal authority and status of a manager (Mintzberg, 1980:56), and consists of the following:

2.2.1.1 The Figurehead Role

This role is symbolic in nature. It is characterised by the manager as seen to be performing a number of routine duties of legal or social nature (Plunkett, 1996:13). Examples are, taking visitors to dinner or attending ribbon-cutting ceremonies (Griffin, 1987:18).

2.2.1.2 The Leadership Role

The responsibilities of the managers in this case are those of motivation of subordinates, staffing and training (Plunkett, 1996:13).

2.2.1.3 The Liaison Role

This involves dealing with people outside the organisation on an ongoing basis (Griffin, 1987:18). Plunkett (1996:13) acknowledged that this network of outside contacts and informers could provide favours and information for the managers.
2.2.2 The Informational Roles
The process of carrying out the interpersonal roles places the managers at a strategic point to gather and disseminate information (Griffin, 1987:18). This leads to the informational roles of the managers, namely,

2.2.2.1 The Monitor Role
According to Plunkett (1996:13), this is the role performed when the managers seek and receive information in order to develop thorough understanding of the organisation and its environment. In Mintzberg (1980:67), it is mentioned that the managers seek information in order to detect changes, to identify the problems and opportunities, to build up knowledge about their milieu to be informed when information must be disseminated and decisions made.

2.2.2.2 The Disseminator Role
This role is played by the managers when they transmit the information they received outside or from subordinates to members of the organisation (Plunkett, 1996:13). Viewed together, the disseminator and the monitor role enable the managers to act as vital links in their organisations (Griffin, 1998:19).

2.2.2.3 The Spokesperson Role
In performing this role the managers transmit information to outsiders on the organisation’s plans, policies, actions and results (Plunkett, 1996:13). For example the manager may be called upon to speak on behalf of his organisation, to lobby for his organisation or may be asked as an expert in the trade in which his organisation is involved (Mintzberg, 1980:75).

2.2.3 The Decisional Roles
According to Griffin (1987:20), the managers’ informational roles lead to decisional roles. Decisional roles involve handling requests for authorisation, scheduling time, holding meetings to make strategies and handling problems, and negotiating with other organisations (Mintzberg, 1980:77). In Griffin (1987:20), the decisional roles have been divided into four types, namely,
2.2.3.1 The Entrepreneur Role
The manager acts as a voluntary initiator of change. According to Mintzberg (1980:81), the manager acts as both the initiator and designer of important controlled changes in the organisation. This takes place in the form of improvement projects, many of which are supervised by him. The types of disturbances that may concern the managers are strikes, copyright infringements, energy shortages and conflict among workers. Mintzberg (1980: 85) realised that the significance of this role is the impact the resulting decisions can have on the company’s strategy.

2.2.3.2 The Resource Allocator
The manager decides who will get various parts of the unit’s resources and who will get the manager’s time (Mintzberg, 1980:86).

2.2.3.3 The Negotiator
Managers can be participants in the negotiations in which the company is involved. Mintzberg (1980: 91) believed that the manager’s involvement in negotiations is vital because of the following reasons:
- His figurehead role adds credibility to the proceedings
- As a spokesman for the organisation he represents the organisation’s information and value system to the outsiders, and
- As a resource allocator, he has the authority to commit the organisation’s resources.

2.3 THE CURRENT TRENDS AFFECTING FIRST–LINE SUPERVISORS AND MIDDLE – LEVEL MANAGERS
The dynamic environment facing organisations and its implications to first-line supervisors and middle- level managers will be discussed in this section. The current trends affecting the above mentioned managers have an effect on the roles performed by them. This effect will be shown in this section. These trends can be divided into the following:
2.3.1 The changing values of today’s workforce
According to Weber and Gilder (1982: 4), it has been found that, workers have changed the way they view the role of work in their lives. The workforce is better educated and has higher expectations, demanding more meaningful work. Therefore, management can no longer assume that workers are satisfied with money only. The shift in values changes most of the customary ideas about how to motivate the workers and first line-supervisors need to adjust to this change (Weber and Gilder, 1982:5). This means the earlier management views like the traditional and the behavioural view cannot be used successfully to motivate today’s workforce.

2.3.2 Increased Independence And Mobility Of The Workforce
According to Weber and Gilder (1982:5), companies are not a powerful influence on workers as they used to be. This has been shown by the fact that employees are willing to relocate to other cities to take alternate employment. The simple reward systems that were the hallmarks of earlier concepts of motivation were based on the fact that employees could not switch jobs easily (Weber and Gilder, 1982:5). For first -line supervisors and middle-level managers who believed in these earlier concepts, the implication is that they should change these views. As has been mentioned earlier this change will result in a change in their roles.

2.3.3 Desire For Meaningful Work
Workers expect their supervisors to recognise and utilise whatever skills, talents and knowledge they can offer (Weber and Gilder, 1982:6). As a result, when faced with tedious, over-specialised and routine jobs, employees leave and search for job satisfaction elsewhere (Weber and Gilder, 1982:6).

2.3.4 A Changing Workforce
According to Carrel et al (1995:30), the workforce is becoming more diverse because the following groups of people are in the increase in the workplace:
- Single parents
- Working couples
• Women
• Minorities.
• A group of more sophisticated and educated people is also entering the workforce. These people are more demanding and want to have a voice in planning and executing their work (Plunkett, 1996:21). On the other hand there is also a group of un-educated people entering the workforce. This implies that the workforce will be a combination of highly illiterate and educated adults. The manner in which informational and decisional roles are executed becomes important in this instance. Carrel et al (1995:30) advised that in order to deal with a diverse workforce more effectively, the first-line supervisors and middle-level managers must be more flexible. South Africa, the implementation of certain labour laws are contributing to the diversity of the workforce. For example, the Employment Equity Act (EEA) can be expected to result in a larger number of blacks and other minority groups entering the workforce at all levels. Workforce diversity has resulted in both new challenges and opportunities to face first-line supervisors and middle-level managers. The challenges include the following:
• Acquiring skills of dealing with a diverse workforce
• Keeping the existing workforce motivated in the face of the implementation of the EEA. EEA is seen as reverse discrimination by other groups and this can easily de-motivate them because they think that they will not be considered for promotions.

2.3.5 The Changing Technology
According to Plunkett (1996:19), new technologies are changing jobs in all types of industries. Innovative technologies are freeing workers from dangerous and routine work and allow them to focus on their talents and challenging tasks that require judgement and skills (Plunkett, 1996:18). Examples of new technologies are the following:
laptop computers, cellular phones, laser printers, fax machines, cable television, e-mail, computer aided manufacturing and computer aided designs. Through technological linkages the first-line supervisors and middle level managers are
able to access information more quickly and this enhances their efficiency and effectiveness (Robbins and De Cenzo, 1998:46). Supervision can also happen with subordinates in remote centers from their supervisors. The implication of this is that first-line supervisors and middle-level managers must improve their communication competencies and this affects the manner in which they carry out their informational roles.

2.3.6 Quality and Productivity Improvement

To be competitive organisations must get and stay lean by constantly improving their efficiency and effectiveness (Plunkett, 1996:19). This means that they must improve the quality of their services and products as well as their productivity. According to Plunkett (1996:255), to emphasise quality, companies must adopt the Total Quality Management (TQM) approach. This means that all individuals in an organisation must bring something positive to the way they perform their jobs. They must not only be concerned about avoiding mistakes (Pycraft et al., 1997: 741). A shift in attitude to view employees as the most valuable intellectual and creative resource in organisations is therefore necessary. According to Pycraft et al (1997:741), this is still a challenge for most organisations. The principle of empowerment supports TQM. Empowerment involves moving the decision making process down to the people who are doing the job about which the decision is made (Pycraft et al., 1997:335). Firms attempting to implement TQM are therefore faced with the challenge to share the organisational culture and the way in which individuals approach their roles in the organisation (Carrel et al., 1995 :220). Carrel et al (1995 :21) explained that this involves the following:

- Formation of work teams
- Breakdown of departmental barriers
- Changing from an autocratic style of leadership to a softer style of team leader and coach
- Power-sharing with employees as against the power being concentrated at the top
- Moving away to result focus to continuous improvement focus and
- Changing to analytical based decision-making.
2.3.7 The Restructuring Of Organisations

Companies may respond to environmental changes by adopting a strategy of merging with or acquiring other companies. In an effort to cut costs, to de-centralise in order to speed decision making and to improve customer relations, these companies effect downsizing (Hellriegel et al, 1999:29). According to Hellriegel et al (1999:29), middle-level managers often fall into the group of employees that is laid off. This leaves a larger responsibility for the first-line supervisors. Firms usually counteract this by forming self-managed teams that make joint decisions with the supervisors (Hellriegel et al, 1999:29). This affects the roles of the supervisors, especially the informational and decisional roles.

Outsourcing of some organisational functions also lead to a change in roles of first-line supervisors and middle-level managers. These supervisors and managers face the challenge of trying to carry out their functions in the company when some of the operational functions are carried out else where and are also supervised by somebody else (Hellriegel et al, 1999:31). The decisional and informational roles of these managers are therefore affected. Their communication competency has to improve. Both downsizing and outsourcing result in flatter organisations (Hellriegel et al 1999:31). As a result of this, strategic alliances between different entities must be formed. This then has an effect on the manner in which all the managerial roles are played.

2.3.8 Globalisation

From Hellriegel et al (1999:34) it can be learnt that technological advances in transportation and communication have contributed to the growth of globalisation. The implications of this is that more top level employees are being sent to overseas assignments and more employees are being hired other in countries. According to Hellriegel et al (1999:34), the middle managers and the employees they supervise are mostly affected by this. The middle managers therefore are faced with the challenge of working with a global work force. For the first-line supervisors this means being faced with the challenges and opportunities of working under a manager from a foreign country. Communication is important under these circumstances. The informational and
interpersonal roles of both the first-line supervisors and middle-level managers also become affected. Depending on whether the decision process is centralised or not the decisional roles will also be affected.

2.4 FIRST–LINE SUPERVISORS AND MIDDLE-LEVEL MANAGERS IN THE MANAGEMENT OF STRATEGY.
According to Johnson and Scholes (1999:33), for businesses to thrive under the uncertain environmental changes they operate, managers must be innovative. Entrepreneurship must be encouraged. This means that individuals must be encouraged to question, challenge, and take personal responsibility for influencing strategy development (Johnson and Scholes, 1999:84). Johnson and Scholes (1999:535) believed that, the formal systems of management, including those that deal with management of strategy need to be questioned. The development of strategy has been known to be the responsibility of management. In Johnson and Scholes (1999:535), it can be learnt that middle managers provide a real benefit in both development and the implementation of strategy. This is because they are likely to be associated with the processes which represent the competencies of the organisations, and they are also likely to be in day-to-day contact with aspects on the business environment. According to Johnson and Scholes (1999:535), the new role of middle managers, in as far as strategy is concerned, provides them with a greater understanding of strategy and a greater commitment to it.

2.5 CONCLUSION
In this chapter, it has been shown that the manner of performing the roles of the first-line supervisors and middle-level managers has been affected by the uncertainty of the environment. It has been shown that the earlier views of management have been found not to be useful under the current trends under which the first-line supervisors and middle-level managers are operating. To be able to reach their goals, and those of their organisations, these managers must adapt their management views to suit the changing environment. This has an impact on the manner in which their roles can be executed.
The role of strategy formulation has been found to be also applicable to middle-level managers, and not only to top-level managers. The involvement of middle-level managers in both the formulation and implementation of strategy has been found to increase their understanding of strategy and commitment in the implementation of it.

The change in the roles of first-line supervisors and middle-level managers presents challenges as well as opportunities for these managers. This is likely to affect their job satisfaction levels.

The following chapter involves the literature study of Job Satisfaction and its outcomes.
CHAPTER 3

A STUDY OF CAUSES AND CONSEQUENCES OF JOB SATISFACTION

3.1 INTRODUCTION

Chapter two focused on the changing roles of first-line supervisors and middle-level managers by a presentation of the evolution in management and how current trends are affecting the traditional roles played by these two groups of managers. This chapter is dedicated to the following topics:

- THE NATURE OF JOB SATISFACTION
- DETERMINANTS OF JOB SATISFACTION
- CONSEQUENCES OF JOB SATISFACTION
- MEASURING JOB SATISFACTION
- IMPROVING EMPLOYEE SATISFACTION
- CONCLUSION

3.2 THE NATURE OF JOB SATISFACTION

Job satisfaction can be defined as an attitude people have about their jobs. It results from the perception they have of their jobs and the degree to which there is a fit between the individual and the job (Ivancevich and Matteson 1999:123). Attitudes consist of feelings, thoughts and intentions to act, and job satisfaction is an affective attitude— a feeling of relative like or dislike towards something (1998). A person with a high level of job satisfaction holds a positive attitude for his or her job, while the one who is dissatisfied in her job holds a negative attitude towards the job. Kreitner, Kinicki and Buelens (1999:197) also describe job satisfaction as an emotional response towards various facets of one’s job. It is a set of favourable or unfavourable feelings with which employees view their work (1998). Therefore, a person can be relatively satisfied with one aspect of the job and dissatisfied with the one or more other aspects. Job satisfaction studies therefore focus on the various parts that are believed to be important (1998). These
factors include those that are directly related to the nature of the job (job content) and those which are part of the job context, namely, the supervisor, co-workers and organisation.

What can be learnt from the definitions of job satisfaction is that it is an overall attitude. It is an overall measure of the degree to which the employee is happy with the job (Forbes 1999). Forbes (1999) also mentioned that Weiss, who studied job satisfaction, concurred with other authors who pointed out the emotional aspect of job satisfaction. He further stated that the emotional states of employees are driven by daily events, which result in the employees’ daily behaviour and overall job satisfaction being affected. In his opinion, daily turmoil may be the most important factor affecting job satisfaction. It is therefore important to keep the number of negative effects down, in order to decrease negative emotional states and maintain high levels of job satisfaction.

Productivity, absenteeism, turnover and job satisfaction are viewed as the critical dependent variables in an organisation’s human resources effectiveness (Robbins, 1998:23). It is important for managers to understand job satisfaction because there is a link between job satisfaction and desirable organisational outcomes such as effectiveness and efficiency (Robbins, 1982:280).

Motivation is an important factor in job satisfaction as it may lead to job satisfaction. At the same time, job satisfaction levels have an influence on motivation as confirmed by Hertzberg’s motivation theory http://www.calib.com/nccanch/pubs/usermanuals/supercps/satisfy.htm (1999). Conclusions to be drawn from this theory are that intrinsic factors such as achievement, recognition, the work itself, responsibility and advancement are related to job satisfaction. The intrinsic factors are personally satisfying outcomes. Hertzberg called them the motivating factors (Hellriegel et al, 1999:489). On the other hand, Hertzberg relates job dissatisfaction to extrinsic factors such as company policy and administration, supervision, interpersonal relations and working conditions (Robbins, 1982:280). Hertzberg named these the hygiene factors. The Hertzberg motivator-hygiene theory is schematically represented in figure 3.1.
The implication of this is that, when doing attitude studies, satisfaction and dissatisfaction should not be regarded as direct opposites of each other. Removing dissatisfying characteristics from a job does not necessarily make it a satisfying one, and vice versa. An employee can be regarded as either having satisfaction or no satisfaction; or dissatisfaction or no dissatisfaction.

According to Luthans (1981:190), the Herzberg motivation theory does not deal with the relationship between job satisfaction and performance but the Porter-Lawler model does. According to this model, a motivation effort does not directly lead to performance but is mediated by ability and role perceptions. Furthermore, under certain conditions, job satisfaction and performance can be related to each other. The degree to which the results are perceived as reasonable affect the extent to which satisfaction results from performance and the extent satisfaction is affected by performance (Kreitner et al, 1999:219).

People have different needs and they derive satisfaction of these needs from different sources in the workplace. Sayles and Strauss (1966:74) are of the
opinion that managers derive satisfaction from power, decision making and control, as well as from the rewards they get, including pay.

This section provided a brief overview of job satisfaction and its relation to various motivation theories. The next section focuses on factors that determine job satisfaction.

3.3 DETERMINANTS OF JOB SATISFACTION

According to Robbins, 1998:152; Kreitner and Kinicki, 1999:198; Ivancevich and Matteson, 1998:152 there are five factors that influence job satisfaction, namely,

- Mentally challenging work
- Equitable rewards
- Supportive working conditions
- Supportive colleagues and
- Supervision

In a dynamic environment the following factors contribute to job satisfaction levels:

- labour laws
- the introduction of teams and
- job security.

Robbins (1998:152) and Kreitner, Kinicki and Bluens (1999:198) also mention that genetics and the personality job fit also play a role in job satisfaction levels. A discussion of all these factors is done in the following subsections.

3.3.1 Mentally challenging work

A job is mentally challenging when it gives the employee an opportunity to use his or her skills and abilities, and offers a variety of tasks, freedom and feedback on how well the person is doing (Robbins, 1998:152). Mentally challenging work has been mentioned in the Hertzberg motivation-hygiene theory as one of the factors affecting job satisfaction and staff motivation. Jobs with too little challenge create boredom while those that have too much challenge create frustration and feelings of failure. Moderately challenging jobs result in job
First-line supervisors and middle-level managers face challenges resulting from the dynamic nature of their environment. These challenges might have an impact on their job satisfaction levels depending on their levels of self-efficacy. Self-efficacy refers to an individual’s perception of his or her ability to cope with challenges facing him or her on a daily basis (Mullins, 1993:489). Individuals with high self-efficacy levels firmly believe in their performance abilities, while the opposite is true for those with low self-efficacy levels (Ivancevich and Matteson, 1999:128).

Managers attempt to meet employees’ personal and social needs through implementing job design, a process concerning the relationship between employees and the nature and content of jobs, and their task functions (Mullins, 1993:489). According to Kreitner et al (1999:191), implementing a method of job design, called job enrichment presents a practical application of Herzberg’s theory. Job enrichment involves building achievement, recognition, stimulating work responsibility and advancement into a job (Kreitner et al 1999:191). In Kreitner et al (1999:192) a warning is issued to managers that, to motivate employees, they should not just offer good pay and working conditions, but must ensure that the employees’ jobs are enriched.

The link between job characteristics and satisfaction can be illustrated by the Job Characteristic Model, which was developed by Richard Hackman and Greg Oldham to increase employee motivation and satisfaction (Kreitner et al, 1999:196). In the model, motivation is determined by three psychological states, which are:

- **Experienced meaningfulness**
  This is an employee’s perception that his or her work is worthwhile or important.

- **Experienced responsibility**
  This represents the belief by an employee that he or she is personally accountable for the outcome of his efforts.
• **Knowledge of results**

This reflects the ability to determine, on a fairly regular basis, whether or not the outcomes of his work are satisfactory.

![Figure 3.2 Job Characteristic Model. Source: Hellriegel et al (1999:473).](image)

**3.3.2 Equitable Rewards**

Equitable rewards include monetary rewards and promotion practices and policies. The way employees perceive the rewards plays an important role in their job satisfaction levels. According to Ivancevich and Matteson (1999:123), if employees perceive fairness in their rewards, they are likely to experience job satisfaction, and if they perceive unfairness, they will not be satisfied in their jobs.

The subject of equitable rewards can further be explained in terms of the Adam's Equity Theory. This is an approach to motivation that is concerned with individuals' beliefs about how fairly they are treated compared with their peers, based on their relative levels of inputs and outcomes (Hellriegel et al,
According to Kreitner et al (1999:211), the basis of the equity theory is the Cognitive Dissonance Theory, which stipulates that people are motivated to maintain consistency between their cognitive beliefs and their behaviour. In other words, when employees perceive inconsistencies, the result is cognitive dissonance, which in turn motivates corrective action. Corrective action can vary from a slight change in attitude or behaviour to an extreme case of hurting other people.

The Expectancy Theory of Motivation also provides more insight into the subject of equitable rewards. The basic expectancy theory is the view that people tend to choose behaviours that they believe will help them achieve desired outcomes, for example, a promotion or job security. Further more, people tend to avoid behaviours that they believe will lead to undesirable outcomes such as demotion or criticism (Hellriegel et al, 1999:482).

The Porter and Lawler's expectancy theory was an extension of the theory developed by Victor Vroom (Kreitner et al, 1999:216). In the model developed by Porter and Lawler it is indicated that satisfaction and performance are two different but related phenomena. In this model satisfaction is not viewed as a cause of high performance. Instead, it suggests that employees who perform well feel more satisfied, assuming that performance is rewarded appropriately (Hellriegel et al, 1999:487). Employees’ perceptions of whether their rewards are equitable include their evaluations of both extrinsic and intrinsic rewards. Figure 3.3 gives a schematic representation of the Porter and Lawler expectancy theory. It can be seen in this diagram that besides the employee efforts, other variables like ability or competency, individual personality characteristics called traits and role perceptions influence performance.
3.3.3 Supportive working conditions

According to Robbins (1998:152), supportive working conditions involve the extent to which the employees’ work environment provides for personal comfort and successful job execution. The conditions that have been mentioned by employees as important to them are the following:

- Working closer to home, in clean, relatively modern facilities with adequate tools and equipment;
- Working in physical environments that are safe. For example, temperature, light, and noise should not be at extreme levels.

3.3.4 Supportive colleagues

According to Robbins (1998:152), for most employees, work also fills a need for social interaction. Therefore, having supportive and friendly co-workers leads to elevated job satisfaction levels.
Globalisation and the implementation of government laws, such as the Employment Equity Act of 1998 lead to organisations with a diverse workforce. First-line supervisors and middle-level managers therefore face the possibilities of having colleagues from different cultural backgrounds. The extent to which they are friendly and supportive of each other is an influencing factor to their job satisfaction levels.

3.3.5 The personality job fit

An individual’s personality is a relatively stable set of feelings and behaviours formed by genetic and environmental factors (Ivancevisch and Matteson, 1999:125). According to Ivancevisch and Matteson (1999:127), personality is interrelated with perception, attitudes, learning and motivation and although the managers have very little control over the personality of an individual, it is an important variable in the understanding of employee behaviour.

Robbins (1998:152) argues that a high agreement between an employee’s personality and occupation results in a more satisfied employee. He also stated that people with personality types congruent with their chosen vocations have the right talents and abilities to meet the demands of their jobs. They are therefore more successful in their jobs and this presents a greater potential for increased job satisfaction level.

According to Ivancevisch and Matteson (1999:127), five dimensions largely describe personality, namely,

3.3.5.1 Extroversion
This represents tendency to be sociable, friendly and expressive. Therefore, extroverts enjoy interacting with people and typically positions with a good deal of social interaction.

3.3.5.2 Emotional stability
High emotional stability refers to feeling psychologically secure, calm and relaxed, while low emotional stability refers to feelings of anxiety, depression, anger, and embarrassment. The low stability individual is likely to experience
job related stress. Although some effects of stress such as self-motivation and stimulation, are positive, many stress consequences are disruptive, counterproductive and potentially dangerous (Ivancevich and Matteson, 1999:270).

3.3.5.3 **Agreeableness**
A person who rates high on agreeableness is one who gets along with others, and is therefore suitable for working with teams.

3.3.5.4 **Conscientiousness**
A conscientious employee is a dependable, organised and responsible person, with attributes such as perseverance, hard work and achievement orientation. On the other hand, an employee who is low on conscientiousness tends to be sloppy, inefficient, careless and lazy.

3.3.5.5 **Openness to experience**
This refers to the extent to which an individual has broad interests and is willing to be a risk taker. Specific traits of such an individual include curiosity, broad-mindedness, creativity, imagination and intelligence. This kind of a person is more valuable where change is constant and where innovation is important.

3.3.6 **The genetic make up of individuals**
An individual’s disposition towards life is established by his genetic make up, and it is carried over into his or her disposition towards work (Robbins, 1998:153). The implication for managers is that employee selection is important because once a person is hired there is not much that can be done to influence his satisfaction at work. Manipulating all the above mentioned factors that affect job satisfaction will only have little effect.

3.3.7 **Job security**
According to Ivancevich and Matteson (1999:123), to be satisfied in their jobs, employees require the assurance that their positions are secure and to them, continued employment with the organisation is a reasonable expectation. From the discussions about the economic challenges facing organisations it can be seen that it is difficult for organisations to always meet this expectation. The
reality of the situation is that in order to survive the economic challenges, organisations are forced to downsize, restructure and redesign jobs.

In chapter two, it was indicated that first-line supervisors and middle-level managers are especially affected when organisations respond to economical changes. This state of affairs gives rise to first-line supervisors and middle-level managers who are insecure and therefore not satisfied in their jobs.

According to Hellriegel et al, (1999: 30), the middle-level managers are usually the ones who lose their jobs, leaving increased workload for those managers who survived the downsizing, and for the first-line supervisors. These managers and first-line supervisors might then end up dissatisfied in their jobs if they perceive unfairness or cannot cope with the increase in workload. Those who have survived downsizing suffer from what is called the “survivor syndrome”. They feel guilty to have managed to keep their jobs and at the same time lose loyalty towards the employers, as they live in fear of losing their jobs should another downsizing occur. The knowledge that their jobs are insecure results in decreased job satisfaction (Barrows and Wesson, 2001).

The majority of the managers are white, therefore they are having to confront the impact of affirmative action as an additional factor contributing to their job insecurity. Affirmative action will be discussed in more detail in the following subsection. However, in an article by Hofmeyr (1998:18), a study of management development and satisfaction revealed that despite affirmative action, some white managers believed they could still advance in their jobs.

3.3.8 Labour legislation
Since South Africa became a democratic government in 1994, new laws have been introduced. The implementation of the Affirmative action, the EEA and the LRA can have a major impact on the roles of first-line supervisors and middle-level managers, resulting in changed job satisfaction levels of these managers. To understand why these laws have an impact on the job satisfaction levels of these managers a brief overview of them will be given:
3.3.8.1 The Labour Relations Act of 1995 (LRA)
The LRA came into effect in South Africa in 1996. Through the LRA, bargaining councils can be established and registered in the workplace [http://www.gov.za/yearbook/economy.htm](http://www.gov.za/yearbook/economy.htm) (2000). The following changes have also taken place:

- Worker participation and decision making are facilitated
- The right to strike has been entrenched
- Sectorial and enterprise bargaining are encouraged
- The law of unfair dismissal is clarified
- Work forums and new mechanisms for dispute resolution are being introduced
- Workers demand their right to be consulted on an extensive range of issues, including restructuring of the workplace, introduction of new technology, work methods, mergers and closures, transfer of ownership, dismissals, and training (Carr and Berry, 1998).

From the discussion of management evolution in chapter two, it can be concluded that the changes brought about by the enactment of the LRA go against the traditional methods of management. First line-supervisors and middle-level managers who believe in using the traditional methods of managing could find it challenging operating under the conditions resulting from the enactment of the LRA because their roles are affected. This can result in their job satisfaction levels being affected.

3.3.8.2 The Employment Equity Act of 1998 (EEA) and Affirmative Action (AA)
The EEA is about the elimination and establishment of specific measures to accelerate the advancement of blacks, women and the disabled (Human, Bluen, and Daries, 1999:vii). Its main purpose is to achieve equity in the workplace by correcting past employment practices and policies in South Africa. These include discrimination on the basis of race, gender, disability, marital status, ethnicity and sexual orientation [http://www.gov.za/yearbook/economy.htm](http://www.gov.za/yearbook/economy.htm) (2000).
The EEA has been regarded as a signal of the beginning of the final phase of transformation in the job market, which began with the implementation of the LRA [http://www.gov.za/yearbook/economy.htm](http://www.gov.za/yearbook/economy.htm) (2000).

The EEA is about the elimination and the establishment of specific measures to accelerate the advancement of blacks, women and the disabled. One of the measures employed to accelerate the advancement of these people is Affirmative Action (Human et al, 1999:vii). An affirmative action plan is a formal written process that includes the hiring and promoting of members of targeted groups (Carrell et al, 1995:36) and (De Beer, 1998:36). Preferential treatment regarding recruitment, development, and promotion of employees is given to these targeted groups. In South Africa affirmative action is primarily focused on the development of occupational empowerment of black employees (De Beer, 1998:37).

According to Human et al (1999:15), the Employment Equity Act and Affirmative Action have been met with negative attitudes especially from white males because of the following reasons:

- They see it as reverse discrimination.
- They also fear for lowering of standards as they perceive the targeted groups lack in experience and the necessary skills.
- The fact that they must act as change agents and help in training and development of these groups is met with resentment from them.
- They are also feeling insecure, as they do not know who will lose their job when placement of some members of the targeted groups takes place.

The reasons given above reflect feelings of insecurity and perceptions of unfairness on the part of these managers. It has been shown in this section how feelings of insecurity and perceptions of unfairness can result in job dissatisfaction. Therefore, it can be concluded that, as a result of EEA and AA, white managers can experience job dissatisfaction.

### 3.3.9 Introduction of self managed teams

Some companies have switched over to grouping employees into work teams as a way of increasing productivity. According to Hellriegel et al (1999: 577), the
two most common reasons for increasing the use of work teams are that they result in increased innovation and delivery speed, thereby achieving greater customer satisfaction.

According to Robbins (1998:289), self-managed teams are groups of employees who take on the responsibilities of their supervisors, resulting in the supervisory positions being eliminated. Often, self-managing teams are multidisciplinary and are capable of performing various managerial tasks namely, planning, scheduling, monitoring and staffing (Hellriegel et al, 1999:582) and (Kreitner et al 1999:391).

According to Kreitner et al (1999:391) introduction of self-managed teams removes the traditional clear-cut distinction between manager and the managed as non-managerial staff are empowered, that is, delegated greater authority and granted increased autonomy. For some managers, accepting the idea of empowerment is difficult, and the possibility of introducing these teams in the workplace results in job insecurity (Hellriegel et al, 1999:598). The job insecurity of the managers is due to the fact that, as these teams become more experienced, the roles of the managers change. The result has been downsizing by the companies, with mostly the middle-level managers being eliminated (Hellriegel et al, 1999:582). As already discussed in this chapter, the existence of job insecurity in first-line supervisors and middle-level managers can lead to decreased job satisfaction in their part. According to Sayles and Strauss (1966:74), managers derive satisfaction from power, decision making and control. When teams take these responsibilities over, managers are likely to experience decreased job satisfaction.

3.3.10 Managerial Supervision

According to Siegel and Lane (1987:424), leadership characteristics and considerations are related to job satisfaction levels of subordinates. As employees, first-line supervisors and middle-level managers are subjected to their superiors’ supervision methods this can have an impact on their job satisfaction levels.
In general, employees prefer to work with considerate supervisors, who are supportive, warm and employee centred rather than hostile, apathetic and job centred. Regarding the supervisors task orientation, some employees seem to prefer task supervisors whereas others seem to prefer less intensive supervisors. Siegel and Lane (1987: 425) have identified the following supervisor/subordinate relationship:

i) The functional relationship
This reflects the extent to which the supervisor helps the employee satisfy job values important to that employee. These values are different for each employee, for example, challenging work, promotion or pay raises and verbal recognition.

ii) The entity relationship
This is based on interpersonal attraction reflecting similar basic values and attitudes. If one likes his or her supervisor, that is a positive entity relationship.

According to Siegel and Lane (1987:425), the greatest level of satisfaction with one's supervisor is when both types of relationships are positive.

3.4 CONSEQUENCES OF JOB SATISFACTION
Job satisfaction has been correlated with many consequences. The following table summarises the pattern of results found for a subset of the more important results.

<table>
<thead>
<tr>
<th>Variables related</th>
<th>Direction of Relationship</th>
<th>Strength of Relationship</th>
</tr>
</thead>
<tbody>
<tr>
<td>With satisfaction</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Motivation</td>
<td>Positive</td>
<td>Moderate</td>
</tr>
<tr>
<td>Job involvement</td>
<td>Positive</td>
<td>Moderate</td>
</tr>
<tr>
<td>Organisational citizenship behaviour</td>
<td>Positive</td>
<td>Moderate</td>
</tr>
<tr>
<td>Organisational commitment</td>
<td>Positive</td>
<td>Strong</td>
</tr>
<tr>
<td>Variables related with satisfaction</td>
<td>Direction of Relationship</td>
<td>Strength of Relationship</td>
</tr>
<tr>
<td>------------------------------------</td>
<td>---------------------------</td>
<td>--------------------------</td>
</tr>
<tr>
<td>Absenteeism</td>
<td>Negative</td>
<td>Weak</td>
</tr>
<tr>
<td>Tardiness</td>
<td>Negative</td>
<td>Weak</td>
</tr>
<tr>
<td>Turnover</td>
<td>Negative</td>
<td>Moderate</td>
</tr>
<tr>
<td>Heart disease</td>
<td>Negative</td>
<td>Moderate</td>
</tr>
<tr>
<td>Perceived stress</td>
<td>Negative</td>
<td>Strong</td>
</tr>
<tr>
<td>Pro-union voting</td>
<td>Negative</td>
<td>Moderate</td>
</tr>
<tr>
<td>Job performance</td>
<td>Positive</td>
<td>Weak</td>
</tr>
<tr>
<td>Life satisfaction</td>
<td>Positive</td>
<td>Moderate</td>
</tr>
<tr>
<td>Mental health</td>
<td>Positive</td>
<td>Moderate</td>
</tr>
</tbody>
</table>

**TABLE 3.1 Correlates of Job Satisfaction.** Source: Kreitner et al (1999:199)

In the table, the strength of the results is shown to be either positive or negative. The strength of the relationship ranges from weak to strong. According to Kreitner et al (1999:199) strong relationships imply that a manager can significantly influence the variable of interest by increasing job satisfaction. For the purpose of this study not all the variables will be discussed, but only the following:

**3.4.1 Motivation**

A positive relationship between motivation and job satisfaction has been noticed, and motivation has also been found to be positively correlated with satisfaction with supervision (Kreitner et al, 1999:199). This implies that managers can enhance employees’ motivation through various attempts to increase job satisfaction.

**3.4.2 Job Involvement**

According to Kreitner et al (1999:199), job involvement involves the extent to which an individual is personally involved with his or her work role, and it has been demonstrated that it is moderately related to job satisfaction. Therefore the managers must foster satisfying work environments in order to fuel employees’ job involvement.
3.4.3 Organisational Citizenship
Organisational citizenship behaviours consist of employee behaviours that are beyond the call of duty and the following examples can be cited:
- Constructive statements about the department
- Expression of personal interest in the work of others
- Improvement suggestion
- Respect for the spirit as well as the letter of housekeeping rules
- Punctuality and
- Care for organisational property
(Kreitner et al., 1999:199).

Kreitner et al. (1999:199) mentioned that a positive correlation between organisational citizenship behaviours and job satisfaction has been observed and these behaviours were also found to be influenced by leadership and the work environment than by the employees personality.

3.4.3 Organisational commitment
Kreitner et al. (1999:199) defined organisational commitment as the extent to which an individual identifies with an organisation, and is committed to its goals. A positive and strong correlation between organisational commitment and job satisfaction has been observed. In turn, higher commitment has been found to elicit higher productivity (Kreitner et al., 1999:200). Increased job satisfaction levels will therefore lead to increased organisational commitment, leading to increased productivity.

3.4.4 Perceived stress
Ivancevisch and Matteson (1999:262) defined stress as an adaptive response, moderated by individual differences, that is a consequence of any action, situation, or event that places special demands on a person. Ivancevisch and Matteson (1999:263) further mentioned that if one is subjected to an unrelenting pressure of a job one finds no satisfaction in performing, one can suffer from a
condition known as chronic stress. Causes of stress, are grouped into the following:

3.4.4.1 Work environment - for example temperature and noise levels
3.4.4.2 Individual stressors - such as role conflict and work overload
3.4.4.3 Group and organisational stressors – like politics, culture, interpersonal relationships, downsizing and inadequate career development opportunities. (Ivancevisch and Matteson, 1999: 269).

According to Kreitner et al (1999:200), perceived stress has strong negative relationship with job satisfaction. This has been confirmed in Ivancevisch and Matteson (1999:269). They mentioned that negative individual consequences of stress include accident proneness, poor concentration, drug and alcohol abuse and burnout while organisational consequences include absenteeism, turnover, increased health and medical costs, quantitative and qualitative decrements in productivity. It can be noted that the stressors mentioned above have been mentioned in this chapter in the discussion of factors affecting job satisfaction. Therefore, by reducing stress, job satisfaction levels of the employees can be improved.

3.4.5 Satisfaction and Productivity

An employee is said to be most productive when he or she can achieve his or her goals at the lowest possible cost (Carrell et al, 1995:227).

Previous studies have indicated a low but positive correlation between job satisfaction and productivity (Robbins, 1998:154). This relationship is stronger when the employees’ behaviour is not constrained or controlled by outside factors. The correlation has also been found to be stronger for higher level employees. Robbins (1998:154) further stated that most studies indicated that productivity leads to satisfaction, and not the other way round. This is based on the assumption that the organisation rewards productivity, and that these rewards are regarded by the employees as equitable to their performance. The importance of the satisfaction/productivity relationship is that there is evidence that organisations with more satisfied employees tend to be more effective than organisations with less satisfied employees (Robbins 1998:154).
3.4.6 Satisfaction and absenteeism

Absenteeism takes place when an employee who is scheduled to work, does not attend. Absenteeism is often considered as a withdrawal behaviour as a result of organisational factors or stress (Greenberg and Baron, 1997:186).

A negative but consistent correlation between job satisfaction and absenteeism has been observed (Robbins, 1998:155). Carrel et al (1995: 773) indicated that this negative correlation presents itself in the form of lowered productivity and profit, creating problems for the supervisors and employees who work regularly, when absenteeism is high. External factors can act to reduce the correlation. In most cases, organisations benefit when absenteeism is low. However, in other work situations, it is more beneficiary to the employer if a sick employee does not report to work, for example, in a sterile product manufacturing company where contamination is a risk.

3.4.7 Satisfaction and turnover

According to Robbins (1998:155), satisfaction is negatively correlated to turnover. Other factors, such as the labour market conditions, expectations about alternative job opportunities and length of tenure with the organisation are important constraints on the actual decision to leave an organisation. The intention to leave is also moderated by the performance level of the individual. A person’s general predisposition also plays a role and it has been found that people with the highest predisposition to be happy or satisfied are more likely to quit than their opposites, if both are dissatisfied in their jobs.

According to Robbins (1998:156), employees express dissatisfaction by:

- Leaving the organisation;
- Trying to improve the conditions by suggesting improvements and discussing problems with superiors;
- Being loyal – passively and optimistically waiting for conditions to improve;
- Passively allowing conditions to worsen, including chronic absenteeism or lateness, developing behaviours such as insubordination, reduced effectiveness, and increased error rate.
3.5 MEASURING JOB SATISFACTION

Since many factors contribute to job satisfaction, measuring it involves an assessment of a number of discrete job elements (Carrell et al., 1995:764). Common approaches for evaluating job satisfaction are questionnaires, critical incidents and interviews (Robbins, 1998:151).

3.5.1 Questionnaires

Questionnaires serve as a commonplace instrument for observing data beyond the physical reach of an observer (Leedy, 1997:191). This means that the researcher may extract information from the people without meeting these people. Therefore, since there is an impersonality associated with questionnaires, the language used must be simple and clear so as to avoid ambiguity (Leedy, 1997:192). According to Greenberg and Baron (1997:20), questionnaires can also be referred to as surveys.

The following are types of widely used questionnaires:

- The Job Descriptive Index (JDI);
- The Minnesota Satisfaction Questionnaire (MSQ); and
- The Pay Satisfaction Questionnaire (PSQ)

3.5.1.1 The Job Descriptive Index (JDI)

According to Greenberg and Baron (1997:181), the JDI is a rating scale for assessing job satisfaction. It is a checklist containing items potentially descriptive of a job. Respondents are required to indicate a “Y” for yes and “N” for no answers and this can be further explained as follows:

Yes - if the given item describes the job; No - if it does not; and a question mark, if they cannot decide (Siegel and Lane, 1987:427) and (Luthans, 1992:114). The checklist items are clustered into sets, each of which is presented on a separate page. According to Siegel and Lane (1987:427) attitudes towards work, pay, promotional opportunities, supervision and co-workers are therefore studied and the following example can be given:

*Think of the opportunities for promotion that you have now. How well does each of the following words describe these?*

*In the blank beside each word, put*

_Y_ for “Yes” if it describes your opportunities for promotion
N for “No” if it does not describe them
_?_ if you cannot decide.

Opportunities for promotion
- Promotion on ability
- Dead end job
- Unfair promotion policy
- Regular promotions

3.51.2 Minnesota Satisfaction Questionnaire (MSQ)
The MSQ is a rating scale for assessing job satisfaction in which people indicate the extent to which they are satisfied with various aspects of their jobs (Greenberg and Baron, 1997:181). According to Siegel and Lane (1987:426), the MSQ consists of a set of rating scales each using a five-point continuation ranging from “very satisfied” through “neutral” to “very dissatisfied”. It contains 100 items pertaining to work but there is also a form consisting of only 20 items. Both intrinsic and extrinsic components of job satisfaction are measured. Figure 3.5.1 illustrates with an example:

<table>
<thead>
<tr>
<th>In my present job, This is how I feel about ....</th>
<th>Very dissatisfied</th>
<th>Dis-Satisfied</th>
<th>Neutral</th>
<th>Satisfied</th>
<th>Very satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Being able to keep busy all the time</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. The chance to work alone in my job.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. The way my job provides steady employment.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. The working conditions.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Fig 3.5.1: Sample items from the Minnesota Satisfaction Questionnaire.
3.5.1.3. The Pay Satisfaction Questionnaire (PSQ)
The PSQ is a questionnaire designed to assess employees’ level of satisfaction with various aspects of their pay, for example, level of pay, raises and benefits (Greenberg and Baron, 1997:181).

3.5.2 Critical Incidents Technique (CIT)
Critical Incidents is a procedure for measuring job satisfaction in which employees describe incidents relating to their work that they have found especially satisfying or dissatisfying (Greenberg and Baron, 1997:181). According to Carrel et al (1995:184), CIT is useful in providing multiple points of view on a single job and it is also limited to jobs performed by a dozen or more people. This restriction therefore limits the use of CIT to jobs that are routine and usually found at the lower levels of the organisational structure. CIT will therefore not be used in this study.

3.5.3 Interviews
Interviews have not been used as frequently as questionnaires because they are relatively expensive and generate subjective information, which can be difficult to interpret (Siegel and Lane, 1987:429). However the advantage in using interviews is that they present an opportunity to clarify misunderstandings and questions that might crop up in questionnaires.

The sources of job satisfaction are often personal and emotionally sensitive. For this reason, and the fact that interviews are relatively expensive, the writer has chosen to use questionnaires as a means of measuring job satisfaction in first-line supervisors and middle-level managers.

3.6 IMPROVING EMPLOYEE JOB SATISFACTION
In view of the negative consequences of job satisfaction discussed above, it is in the interest of employers to consider ways of raising job satisfaction. In an attempt to improve job satisfaction levels of employees, it is suggested in Siegel and Lane (1987: 437) that two approaches, namely, the passive one and the active one, are usually followed by organisations. It is more beneficial to use the latter. The passive approach involves ignoring the issue entirely, waiting for employee grievances to be filed, seeing turnover rise to unacceptable levels or
watching unions develop before the consequences of low job satisfaction are addressed. On the other hand, an active approach involves the organisation deciding to pursue employee job satisfaction as a goal (Siegell and Lane, 1987:437). When an active approach is adopted, the following techniques can be used:

3.6.1 Realistic job preview
A realistic job preview involves an organisation giving its prospective employees as accurate an appraisal of their job as possible before they are hired. Therefore, people are prevented from applying or accepting jobs for which they are not well suited because of their genetic make up or perhaps personality. This lowers unrealistic job expectations and future job dissatisfaction can be avoided (Siegell and Lane, 1987:437)

3.6.2 Attitude surveys
Human resources departments of organisations usually conduct job satisfaction surveys to analyse employee attitude on important topics (Carrel et al, 1995:765). According to Siegel and Lane (1987:437), if attitude surveys are properly designed and effectively implemented, they should serve as a demonstration to the organisation that the organisation cares about them. Attitude surveys have the following characteristics:

- They require anonymity and confidentiality and are therefore for identifying problems in groups.
- When problems are identified, action plans can then be formulated to remedy the deficiencies.

The factors contributing to job satisfaction have been discussed. It can therefore be expected that the action plans adopted to remedy the situation must involve these factors. For example, the following action plans can been suggested:

3.6.2.1 Job redesign – to offer a more challenging job
3.6.2.2 Offering equitable rewards- Organisations must always know how their pay systems are perceived by employees and try to bridge the gap
between what the employees perceive as equitable and what is offered by the organisation (Greenberg and Baron, 1997:188).

3.6.2.3 Improving the quality of supervision - Supervisors must be
- Competent
- Respectful in their dealings with employees and
- Must have the employees’ interest in mind.

3.6.3 Personal approach
Managers can have a discussion session with each employee and discuss what can reasonably be done to improve that employee’s job satisfaction levels. This must be done in such a way that the employee’s concerns about such issues as job security are put to rest so that the employee can open up. It takes a well meaning and a well trained supervisor to be able to conduct this type of session effectively (Siegel and Lane, 1987:438).

3.7 CONCLUSION
The aim of writing this chapter was to highlight the important aspects of job satisfaction. It has been illustrated that job satisfaction of employees is important for the organisation to be able to reach its goals. The factors that contribute to job satisfaction, which are also applicable to the respondents of this research have been discussed. The consequences of job satisfaction or lack thereof were discussed. It has been found that productivity leads to satisfaction, dissatisfied employees tend to be more absent from work than satisfied employees and turnover is negatively correlated to job satisfaction. Based on the information presented in the preceding chapters, a job satisfaction model will be constructed and presented in the following chapter.
CHAPTER 4

A CONCEPTUAL MODEL OF JOB SATISFACTION FOR FIRST-LINE SUPERVISORS AND MIDDLE-LEVEL MANAGERS

4.1 INTRODUCTION

In chapter two, the changing roles of first-line supervisors and middle-level managers resulting from the dynamic environment in which organisations operate, were discussed. In chapter three, a study of job satisfaction was presented. Factors contributing to the causes, the consequences and measurement of job satisfaction and ways of improving it, were discussed. The aim of chapter four is to create a job satisfaction model for South African organisations using the information gathered in the previous chapters.

4.2 The Job Satisfaction Model of First-line supervisors and Middle-level Managers

Factors affecting job satisfaction levels in managers are summarised as follows:

![Job Satisfaction Model Diagram]

FIGURE 4.1: A SUMMARY OF FACTORS AFFECTING JOB SATISFACTION
Figure 4.1 illustrates that an individual's job satisfaction is affected by the macro environment, the organisation itself, the job content, the job context and by the individual factors. The changes in the macro environment affects the individual indirectly by having an impact on the organisation. In chapter two it has been explained how political, social, and economic changes, competitiveness and the government legislation can force organisations to change the way they operate in an effort to survive in a dynamic environment. In an effort to survive, these organisations engage in changes such as restructuring, forming self managed work teams, changing the organisational culture and climate, and implementation of government laws which include the Labour Relations Act and the Employment Equity Act. These changes can affect the job satisfaction levels of employees.

The diagram also illustrates that the other factors pertaining to the organisation that affect the individual directly are the job content and context. These factors are directly linked to the organisation, and a change in the organisation results in their change. Job content and context have an influence in job satisfaction levels. Finally, the individual factors, namely, the genetic make-up and personality of an individual contribute to job satisfaction levels. With this information in mind, a job satisfaction model of first-line supervisors and middle level-managers can then be suggested and is reflected in figure 4.2.
### Factors Affecting the Job Satisfaction of the Individual Manager

<table>
<thead>
<tr>
<th>Personal</th>
<th>Job Content</th>
<th>Job Context</th>
<th>The Organisation</th>
<th>The Macro Environment</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Genetics&lt;br&gt;- Personality</td>
<td>- Nature of the job&lt;br&gt;- Achieve ment in the job&lt;br&gt;- Promotion opportunities&lt;br&gt;- Personal growth&lt;br&gt;- Recognition</td>
<td>- Working Conditions&lt;br&gt;- Pay&lt;br&gt;- Security&lt;br&gt;- Quality of supervision&lt;br&gt;- Supportive colleagues&lt;br&gt;- Policies</td>
<td>- Culture&lt;br&gt;- Self-managed work teams&lt;br&gt;- Restructuring&lt;br&gt;- Interpretation and application of various laws</td>
<td>Changes which are:&lt;br&gt;- Political&lt;br&gt;- Social&lt;br&gt;- Economic&lt;br&gt;- Technological</td>
</tr>
</tbody>
</table>

### Organisational Intervention to Ensure Job Satisfaction

- Match people with jobs suitable to their genetic makeup
- Job redesign
- Improvement in:
  - Working conditions
  - Pay or rewards
  - Security
  - Supervision
  - Co-worker relations
  - Policies
- Increase in acceptance of:
  - The organisational culture
  - Self-managed work teams
  - Restructuring
  - The application of various laws
- The adapting of the organisation to environmental changes.

### Consequences of Job Satisfaction

**An Increase In:**
- Motivation
- Job involvement
- Organisational commitment

**A Decrease In:**
- Perceived stress
- Absenteeism
- Turnover

---

**An increase in efficiency and**
4.2.1 THE EXPLANATION OF THE JOB SATISFACTION MODEL

The model is divided into three parts which are interrelated in the sense that the presence or absence of factors affecting job satisfaction can lead to the organisation intervening to ensure job satisfaction. Once job satisfaction is restored, its consequences will be noticed as the organisation will benefit. The three interrelated parts are the following:

1. **The factors that affect job satisfaction**
2. **Organisational intervention to ensure job satisfaction**
3. **The consequences of job satisfaction and their effect on the success of the organisation.**

4.2.1.1 Factors that affect job satisfaction.

The discussion under figure 4.1 above is also relevant for the first part of the model as they both are concerned with the same factors, namely,

- The individual factors
- The job content
- The job context
- The organisation itself and
- The environment of the organisation.

The horizontal double arrows between the factors indicate their interrelatedness and interdependence. For example, a change in the political or economical environment of an organisation can cause it to engage in restructuring in order to survive. Such restructuring can then cause certain individual's job security to be affected or the job content can be affected as a result of introduction of self managed work teams.

4.2.1.2 Organisational intervention to ensure job satisfaction

The vertical double arrows represent the relationship between the factors that cause job satisfaction and the organisational intervention to ensure it. Each course of action is specific to the type of factor contributing to low levels of job satisfaction. For example when the problem is that of a personality job fit, the correct action to be taken is to try to match people with jobs. In other words, the downward vertical arrows from a certain kind of factor that affect job satisfaction
leads to the corresponding remedial action to be followed. Conversely, if an action ensuring job satisfaction is discontinued, the status quo will revert to no job satisfaction.

The horizontal double arrows between the actions to be followed indicate that these actions are also interrelated. For example, an attempt at job redesign might lead to job content change and this might be what a certain personality needs to increase his or her job satisfaction levels.

All the types of organisational interventions result in job satisfaction when they are followed. A discussion of the consequences of job satisfaction then follows.

### 4.2.1.3 Consequences of job satisfaction

In the model, a downward arrow from the job satisfaction block leads to a block that indicates the consequences of job satisfaction. These were discussed in detail in chapter three. A lack of job satisfaction therefore leads to consequences which are contrary to those of job satisfaction.

The consequences of job satisfaction lead to a more effective and efficient organisation and this contributes to its survival in a dynamic environment. The survival in a dynamic environment also results from an organisation adapting to it. However, it has been indicated in the previous chapters that the changes that result from an organisation adapting to its environment end up causing a change in job satisfaction levels. The model therefore indicates that adapting to the environmental changes is not just a short cut, as indicated by the downward arrow leading to the block “survival of the organisation”. It involves consideration of the employees’ interests in order to make the adaptation successful.

### 4.3 CONCLUSION

The job satisfaction model illustrated that job satisfaction is a factor of the organisational environment, the organisation, the job content, the job context and individual factors. It has also been indicated that these factors are interrelated and interdependent to each other.

The model also demonstrates that organisations can intervene when job satisfaction levels are low. The actions to be followed as a form of intervention
have also been shown to be interdependent. Intervention leads to job satisfaction, the consequences of which lead to effectiveness and efficiency, which in turn result in the organisation surviving in a dynamic environment.

The job satisfaction model brings to attention the fact that employees are an important asset in the organisation and they must be taken into consideration when organisations are trying to survive in dynamic environments.

The next chapter involves a questionnaire to investigate job satisfaction levels in first-line supervisors and middle-level managers.
CHAPTER 5

RESEARCH METHODOLOGY

5.1 INTRODUCTION

In chapter four, a job satisfaction model of first-line supervisors and middle-level managers was presented. This was created based on the theoretical information gathered in the first three chapters. In this chapter the research methodology used in this study is discussed.

5.2 METHOD OF DATA COLLECTION

There are several methods, which may be used for collecting data, namely, questionnaires, interviews, observation, records and experiments (Treece and Treece, 1982:190). The questionnaire method has been chosen for this study because it is less expensive and the writer wanted the respondents to remain anonymous so that they answer the questions freely.

There are advantages and disadvantages to using a questionnaire study. Some of the advantages as cited in Treece and Treece (1982:228) are the following:

• It is a rapid and efficient method of gathering information,
• It is inexpensive to conduct,
• Respondents remain anonymous and this makes them free to divulge confidential information, and
• The researcher is able to gather information from a widely distributed sample.

According to Treece and Treece (1982:228), questionnaires have the following disadvantages:

• The instrument is unable to probe a topic without becoming lengthy,
• A respondent may omit or disregard any item he or she chooses, without giving an explanation,
• The amount of information that can be gathered is limited by the respondents' available time and interest span. Usually respondents do not take more than 25 minutes to answer a questionnaire,
• The researcher cannot observe the respondents' non verbal cues, and
• Some items may be misunderstood.

It has been confirmed in Leedy (1997:191) that the questionnaire is a completely impersonal probe. Four practical guidelines have therefore been provided in its use as a research instrument, namely:
• The language must be unmistakably clear,
• Questionnaires should be designed to fulfil a specific research objective,
• The objective of the questionnaire must be explained in a covering letter,
• A plan should be formulated to tabulate the questionnaire responses.

5.2.1 The construction of the questionnaire

Using the job satisfaction model presented in chapter four, the information presented in the first three chapters and applying the guidelines mentioned above, a questionnaire to evaluate and compare job satisfaction levels of first-line supervisors and middle-level managers was structured. Previously it was mentioned that the Minnesota Satisfaction Questionnaire (MSQ) addresses both the intrinsic and extrinsic factors of job satisfaction. Many of the questions in this paper have been based on the MSQ. The resultant questionnaire is designated as appendix A of this research paper. The questionnaire has 48 questions, which are divided, into the following six sections:

Section A: Demographic information
Section B: The personality job fit
Section C: The Job Content
Section D: The Job Context
Section E: The organisational environment
Section F: The Macro environment.
In sections B to F, the respondents were asked to respond to close-ended questions, which were mostly expressed in the positive. Close-ended questions are those in which the respondents' answers are limited to the choices offered to them (Treece and Treece, 1982:230). The advantage of using these types of questions is that values can be assigned to the different responses. The rating scale employed in this case was graded as follows:

1= strongly disagree
2= disagree
3= uncertain
4= agree
5= strongly agree.

The values from one to five represent low satisfaction to high satisfaction respectively, with each aspect of the job. This means that all the responses can be quantified, making it easy to compare the job satisfaction levels of the first-line supervisors and the middle-level managers.

In section A, for the purposes of tabulating the results, the following codes were used:

Gender
Female = 1
Male = 2

Racial group
Asian = 1
Black = 2
Coloured = 3
White = 4

The questionnaire was presented to an expert in the field of organisational behaviour and a statistician to ensure that the content and construct were sufficiently addressing the research problem. The questionnaire was then sent to two people who served as a pilot sample to answer it. The purpose of this was to find out if the questions were clear to the respondents and whether the questionnaire could be answered in a space of the required ten minutes. The responses indicated that the questionnaire complied with the requirements.
The questionnaire, and a covering letter (see appendix A) were posted and e-mailed to different organisations in the Nelson Mandela Metropolitan area. The contact person in each organisation was the Human Resources Manager. He or she then forwarded the questionnaires and the covering letter to the first-line supervisors and middle-level managers of the organisation. An arrangement was made that the respondents would drop their completed questionnaires in a box. Since the questionnaires did not have names, anonymity was maintained. The Human Resources Managers then posted the questionnaires to the researcher.

The researcher attempted to cover a wide range of organisations. The types of organisations that participated in the study included:

- Motor car manufacturing
- Pharmaceutical manufacturing and distribution
- Telecommunication
- Broadcasting
- Insurance

5.3 PRESENTATION OF THE DATA

According to Leedy (1997:287), it is imperative that data be presented as evidence for the conclusions drawn. Some of the ways of presenting data are charts, graphs, statistical summaries and tables. Treece and Treece (1982:307) went further to emphasize that the data must be presented in a visual form that demonstrates whether the hypothesis was accepted or rejected. The aim of the research is to evaluate and compare the job satisfaction levels of first-line supervisors and middle-level managers in the Nelson Mandela Metropolitan area. In this section the data collected for the purposes of this study will be presented. The writer will also give an explanation of the presentation.
5.3.1 Presentation of the data for First-Line Supervisors and Middle-Level Managers

Of the questionnaires that were sent out, 60% of the first-line supervisors and 50% of the middle-level managers responded. This translated to 24 responses from first-line supervisors and 14 from middle-level managers. This was regarded as sufficient for the purposes of the study.

The responses were sorted into the first-line supervisor group and the middle-level manager group. A spreadsheet (appendix B) of each group was then created as follows:

1. Each question was assigned a code. For example, the different sections were coded as follows:

   **Section A- (six questions)**
   Question 1 = A1; Question 2 = A2; … Question 6 = A6

   **Section B- (three questions)**
   Question 1 = B7; … Question 3 = B9

   **Section C- (11 questions)**
   Question 1 = C10; … Question 11 = C20

   **Section D- (16 questions)**
   Question 1 = D21; … Question 16 = D36

   **Section E- (five questions)**
   Question 1 = E37; … Question 5 = E41

   **Section F- (seven Questions)**
   Question 1 = F42; … Question 7 = F48

2. Codes A1 to F48 were each assigned a column in the spreadsheet in chronological order. Two spread sheets were produced, one for the first-line supervisors and another for the middle-level managers. Columns, A2, A3, and A4 represented the age of the respondent, the number of years employed in the
company and the number of years in the current position, respectively. Column A5 and A6 represented gender and racial group of the respondent respectively. The remaining columns were divided as follows:

Columns B7 to B9: Personality Job Fit questions
Columns C10 to C20: Job Content questions
Columns D21 to D36: Job Context questions
Columns E37 to E41: The Organisational Environment questions
Columns F42 to F48: The Macro Environment questions.

3. The answered questionnaires from each first-line supervisor and middle-level manager were given numbers, starting from two. Therefore, numbers for first-line supervisors started from two to 25. Those for middle-level managers were from two to 15. Numbering could not start at one because the first row on the spreadsheet was reserved for headings, namely, the question designations A2 to F48.

4. The responses of each first-line supervisor (respondents number two to 25) were entered under the relevant column in the first-line supervisor spreadsheet. The same was done for middle-level managers (respondents number two to 15). Therefore, there were 24 rows for each question for first-line supervisors and 14 for middle-level managers.

Average mean scores and standard deviations for each question (in columns) were then calculated. Column A2 represented the average age of the respondents, A3 the average number of years in the company per group of managers and A4 the average number of years in the current position. Mean values in columns B7 to F48 represented the average scores obtained for each question.

5. To illustrate the results graphically, the number of managers obtaining each of the scores from one (strongly disagree) to five (strongly agree) was first determined. For each question, a bar graph of the responses against the number of respondents was then made.
The data from this research are extensive so therefore is presented as appendices. Appendix B is the spreadsheet for the first-line supervisors and middle-level managers. Appendix C represents the graphs illustrating the responses.

5.4 CONCLUSION

This chapter provided an account of the questionnaire that was used as a data collection instrument for the purpose of this study. It was explained that the questionnaire was based on the information gathered in previous chapters as well as the guidelines provided from literature. The resultant questionnaire is presented in appendix A.

An account of the distribution of the questionnaire to the subjects of study, namely, the first-line supervisors and the middle-level managers in the Nelson Mandela Metropolitan Area was also given.

The presentation of the data, in the form of spreadsheets, with the statistical calculations, and bar graphs are indicated in appendices B and C. The next chapter offers an interpretation of the collected data.
CHAPTER 6

INTERPRETATION OF RESULTS

6.1 INTRODUCTION

The previous chapter dealt with the construction of the questionnaire and the presentation of the data. This chapter is concerned with the interpretation of the presented data.

The aim of the study was to evaluate and compare job satisfaction levels of first-line supervisors and middle-level managers. In order to make meaningful comparisons, the writer aimed to quantify the responses by employing the rating scale discussed in chapter five. Measures used in the interpretation of the data in this study include the mean, percentages, standard deviations and correlation.

The mean is one of the measures of central tendency, which are commonly called averages (Treece and Treece, 1982:326). The others are the mode and the median. All measures of central tendency are characteristic representations of a group and allow for comparison between groups. Of the three measures, the mean is the most accurate and reliable and is also suitable for mathematical calculations (Treece and Treece, 1982:328). The disadvantage in using the mean, is that it is influenced by highly unusual scores. During the interpretation of the data, this fact was borne in mind. The scrutinising of the bar graphs made the task easier.

Mean values of the responses to questions in sections B to F should vary between one (for strongly disagree) and five (strongly agree). Low mean values indicate low job satisfaction and high mean values high job satisfaction.

Correlation has been used to study relationships between independent and dependent variables. The independent variables of interest in this study are
age, race, gender, number of years employed in the company and number of years in the position. The dependent variable is the level of job satisfaction.

Standard deviations indicate how much variation exists in the responses per question. Large standard deviations suggest that the responses differed widely and small standard deviations suggest that the responses were close to each other.

6.2 INTERPRETATION OF THE RESULTS

The study was aimed at evaluating and comparing the job satisfaction levels of first-line supervisors and middle-level managers. The means in each column on the spreadsheet in Appendix B represent the average score per question. Not only was the number of questions the same, but also the questions were exactly the same. Therefore the sum of all the means for first-line supervisors and middle level managers were compared for the purposes of determining that have higher job satisfaction levels. The values obtained were the following:

First-line supervisors = 139.95
Middle-level managers = 159.05

To take the comparison further, these values were expressed as a percentage of the full score. The full score is equivalent to the maximum score that could be obtained on the questionnaire if a person was totally satisfied with every aspect of the job and job environment. The full score is obtained by multiplying the highest score that could be obtained for each question (five, for strongly agree) by the number of questions (42 for both groups). The percentage scores are as follows:

First-line supervisors = \( \frac{139.95 \times 100}{42 \times 5} = 66.64\% \)

Middle-level managers = \( \frac{159.05 \times 100}{42 \times 5} = 75.74\% \)
The middle-level managers scored 75.74% while the first-line supervisors scored 66.64%.

From the above results, it can be observed that middle-level managers scored higher and therefore the conclusion can be drawn that they had higher overall job satisfaction levels than first-line supervisors. The sample was accepted as representative of the first-line supervisors and middle-level managers in the Nelson Mandela Metropolitan area. It can therefore be concluded that the first-line supervisors in the Nelson Mandela Metropolitan area had lower job satisfaction levels than the middle-level managers in this area.

Dawis, England and Lofquist (1967) suggested that a percentage score of 50 or more on the MSQ indicated satisfaction (http://pubs.aged.tamu.edu/iae/pdf:52). A percentage score of 75 or more indicated a high degree of satisfaction and that of 25 or below represented a low level of satisfaction. Since the questionnaire in this study was mainly based on the MSQ, the same argument can be applied in the analysis of the results in this study. It can be concluded that the middle-level managers demonstrated a high degree of job satisfaction while the first-line supervisors showed only moderate degree of satisfaction.

The individual sections and questions were scrutinised to determine whether there was congruence or a lack of congruence in the responses of the first-line supervisors and middle-level managers. On scrutinising the responses by section, areas of major difference and those where there are congruence in the answers of the two groups of managers were identified. The discussion on each section of the questionnaire that follows is aimed at demonstrating these differences and congruencies. Remedial steps taken are focused on them.

Mean scores in each section were determined and the following criteria were applied for the purposes of interpreting the results:

- Mean scores ranging from four to five were taken as representing high job satisfaction levels, as it meant that the majority of the respondents either agreed or strongly agreed with the questions. Those between three and four were taken as satisfactory if they were above 3.5, and not satisfactory
if they were below. This is because values above 3.5 could be rounded off to four while those below could be rounded off to three. Three could not be taken as a satisfactory response because it represented a response that indicated that the respondents were not certain of their feelings regarding a particular question. Mean values below three were regarded to reflect low job satisfaction levels as scores of one and two were for the responses that either strongly disagreed or agreed with the questions.

• To be able to determine areas of congruency and those of differences the writer chose to take mean differences below 0.20 as negligible and those above 0.2 as significant. The mean values falling in the first category were therefore taken as indicating congruency and those in the latter one, areas of difference.

6.2.1 The Personality Job Fit

The high mean values obtained by both levels of managers indicated that they felt that their personalities suited the jobs they were in. The standard deviations were also low and this is a confirmation that the response obtained is uniform across each group of respondents. This is a positive for organisations as it indicates that their selection and placement practices are sound. Results contrary to those obtained would make the situation difficult to resolve because the only solution is for the person to change the job. The results in this section are shown in the following table and graph.

<table>
<thead>
<tr>
<th>Question</th>
<th>First-Line Supervisors</th>
<th>Middle-Level Managers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Question 1</td>
<td>4.33</td>
<td>4.42</td>
</tr>
<tr>
<td>Question 2</td>
<td>4.58</td>
<td>4.57</td>
</tr>
<tr>
<td>Question 3</td>
<td>4.7</td>
<td>4.85</td>
</tr>
</tbody>
</table>

Table 6.1: Mean Scores for the Personality Job Fit Questions.
6.2.2 The Job Content

The responses in this section varied as there were some distinct differences and congruencies noted. The questions were meant to address aspects of the job like meaningfulness, challenge, clarity of roles, chances of promotion, recognition, personal growth and opportunity to be creative. The average of the means in this section can be compared to find out who scored higher between the first-line supervisors and the middle-level managers.

<table>
<thead>
<tr>
<th>QUESTION NUMBER</th>
<th>First line supervisors mean scores</th>
<th>Middle-level managers mean scores</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>3.83</td>
<td>3.93</td>
</tr>
<tr>
<td>2</td>
<td>4.29</td>
<td>4.14</td>
</tr>
<tr>
<td>3</td>
<td>3.92</td>
<td>3.64</td>
</tr>
<tr>
<td>4</td>
<td>3.54</td>
<td>4.35</td>
</tr>
<tr>
<td>5</td>
<td>4.38</td>
<td>4.21</td>
</tr>
<tr>
<td>6</td>
<td>2.71</td>
<td>2.93</td>
</tr>
<tr>
<td>7</td>
<td>2.83</td>
<td>3.07</td>
</tr>
<tr>
<td>8</td>
<td>3.125</td>
<td>3.5</td>
</tr>
<tr>
<td>9</td>
<td>3.08</td>
<td>3.43</td>
</tr>
<tr>
<td>10</td>
<td>3.375</td>
<td>3.43</td>
</tr>
<tr>
<td>11</td>
<td>3.67</td>
<td>3.43</td>
</tr>
</tbody>
</table>

\[
\text{3.522727 (average)} \quad \text{3.641818 (average)}
\]

Table 6.2: A Comparison of the Mean Scores in the Job Content Section
The mean values of both levels of managers are below four but are above 3.5. This is an indication that the job content factors in both levels of managers are just satisfactory and there is still room for improvement.

Figure 6.2 presents a graphical comparison between the responses of the first-line supervisors and middle-level managers in the job content section. In this figure, for each question, the top grid represents the mean scores of the middle-level managers and the bottom one represents those of the first-line supervisors.
**Figure 6.2:** A graphical representation of all the responses in the job content section.

The standard deviations of the responses in this section are graphically displayed in figure 6.3.
Figure 6.3: A Comparison of the Standard Deviations in the Job Content Responses.
6.2.2.1 Areas of similarity

From the results and the graphs it is noticeable that for questions one, two, five and 10 the responses of the two levels of managers are close to each other. The above named questions were as follows:

- **Question one**: My job is enjoyable
- **Question two**: I feel my work is meaningful
- **Question five**: I am clear about what is expected of me
- **Question 10**: I receive sufficient feedback on my performance.

Questions two and five have been positively answered (mean scores above four) and this indicates that the majority of the respondents were satisfied with the meaningfulness of their work and the clarity of their roles. When comparing the standard deviations of the responses to question two, (0.7894 for first-line supervisors, and 0.94993 for middle-level managers), it is notable that the responses of the middle-level managers were more uniform than those of the first-line supervisors. The significance of this is that even though the mean score indicated satisfaction with the meaningfulness of their work, there were a certain proportion of first-level supervisors, which gave negative responses. This can be confirmed if columns C11 of appendix A are scrutinised. Therefore top management must not be complacent about this response because even if a small number of first-line supervisors are not satisfied with the meaningfulness of their work, the matter still needs to be addressed. It should also be noted that, although the mean scores are close to each other, the first-line supervisors scored higher in question two, signifying a greater level of satisfaction in the meaningfulness of their work than middle-level managers.

6.2.2.2 Areas of Difference

The responses to the following questions were found to be different:

- **Question three**: I find it easy to cope with the amount of work I have to do
- **Question four**: My job is challenging
- **Question six**: I am satisfied with the chances of my promotion
- **Question seven**: I receive recognition for my efforts
- **Question eight**: There is sufficient opportunity for personal and professional growth within this company
**Question nine**: My job provides opportunities for me to be creative
**Question 11**: I have the authority to make independent decisions in my job.

In all the above questions, except question three, the middle-level managers scored higher than the first-line supervisors. This indicates that the first-line supervisors are more satisfied with their workload when compared to middle-level managers. This is consistent with the response obtained in question two, where the first-line supervisors scored a little higher than the middle-level managers. It is possible that their perception is linked to the fact that they perceive their jobs as more meaningful when compared to the middle-level managers.

Middle-level managers scored a significantly higher value in question four, and this can be interpreted to mean that they experience more challenge in their work than the first-line supervisors. It has been mentioned earlier on in this paper that for challenge to contribute to higher job satisfaction levels, it must be manageable. However, it can be concluded here that the challenge is manageable to the middle-level managers. The reason for this conclusion is that the mean scores obtained from questions dealing with the workload and the meaningfulness of work were high (4.14 and 4.21 respectively), even though they were lower than those of first-line supervisors. The difference in the challenge experienced by the two groups of managers can be because the middle-level managers deal more with strategic issues, which can be many, varied and difficult to cope with. On the other hand, the first-line supervisors are operative and more routine is involved in their work. Therefore, once work processes are established, it might be easy for the first-line supervisors to cope with the workload, and the resultant routine decreases the challenge experienced.

Both levels of managers exhibited lower levels of satisfaction in question six and seven. However, the middle-level managers still scored higher when a comparison between the two levels of managers was made. These responses indicate that there is generally a lot of dissatisfaction about the chances of promotion and the level of recognition received by the managers. This can be attributed to the changes presented by the new legislation that enforces
affirmative action. This is confirmed when the responses from the individual managers are scrutinised further. In the middle-level manager group, it is observed that the majority of the negative responses were obtained from the white males. One white male, however gave positive results. On perusing through the responses, it has been noticed that this particular individual responded positively in all the questions and therefore exhibits high level of job satisfaction. The Asian males, white females and some black managers responded positively. The only coloured in the group gave a negative response for both questions. It is worth mentioning that this individual showed negative results in almost all the questions dealing with job content and is also uncertain about whether there is a good fit between his job and his personality. This person is definitely not satisfied in his job. In the first-line supervisor group, the majority of the white males responded negatively, the coloured females were uncertain, all the white females gave negative responses, black men were also uncertain. The only positive responses in these questions were from a black female and a coloured male.

The fact that both the promotion and growth factors are generally negatively answered can also lead to the conclusion that they affect each other. The perception that their efforts are not recognized can lead to the noticed feeling of despondency regarding their chances of promotion. This means that this is one of the areas that middle-level managers and top-level managers need to improve on.

The above observations can be examined by considering the correlation between race or gender and level of job satisfaction in first-line supervisors and middle-level managers. Question eight in this section will be used as an example.

6.2.2.3 Correlation Studies

Correlation studies to investigate if there is any relationship between job satisfaction levels and some aspects of the questionnaire are done on questions six, seven and eight. These deal with chances of promotion, recognition of efforts and chances of personal growth in the organisations,
respectively. Correlation coefficients smaller than 0.5, either positively or negatively, will be regarded as insignificant and those greater will be considered.

I) Correlation with Gender
In the light of the move towards affirmative action it is interesting to investigate whether there was any correlation between gender and the scores obtained for the above mentioned question. It should be noted that correlation should be interpreted with care when only a few variables are used (such as male and female) and that it can be easily distorted when one variable is more represented in the sample than the other. The correlation coefficients are indicated in the following table:

<table>
<thead>
<tr>
<th>FIRST-LINE SUPERVISORS</th>
<th>MIDDLE-LEVEL MANAGERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCORES</td>
<td>SCORES</td>
</tr>
<tr>
<td>gender</td>
<td>question 8</td>
</tr>
<tr>
<td>2</td>
<td>2</td>
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<tr>
<td>2</td>
<td>3</td>
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<td>1</td>
<td>2</td>
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<tr>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>correlation coefficient 0.319143 0.1970738 -0.153012</td>
<td>Table 6.3: Correlation between Gender and Job Satisfaction Levels in the Aspects of Promotion, Recognition and Personal growth.</td>
</tr>
</tbody>
</table>
In the above table, the number "1" represents female respondents and "2 "male. In the middle-level column, a correlation is noted between gender and promotional opportunities, as it appears that women are generally more satisfied with promotional opportunities than men (column under question six). The correlation between gender and recognition (question 7), and gender and personal growth (question 8) are significant and will be considered. If the results are scrutinized closely, it can be observed that job satisfaction levels are lowered when one shifts from the female respondents to the male respondents. No significant correlation has been observed in the first-line supervisors.

The correlation observed in the middle-level managers can be demonstrated in the following table and graph.

<table>
<thead>
<tr>
<th>QUESTIONS</th>
<th>6</th>
<th>7</th>
<th>8</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Female</strong></td>
<td>4</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td><strong>Male</strong></td>
<td>2</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td><strong>Female</strong></td>
<td>4</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td><strong>Male</strong></td>
<td>2</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td><strong>Female</strong></td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td><strong>Male</strong></td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td><strong>Female</strong></td>
<td>4</td>
<td>3</td>
<td>4</td>
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<tr>
<td><strong>Male</strong></td>
<td>3</td>
<td>3</td>
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</tr>
<tr>
<td><strong>Female</strong></td>
<td>4</td>
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<td><strong>Male</strong></td>
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<td><strong>Female</strong></td>
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<tr>
<td><strong>Male</strong></td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
</tbody>
</table>

Table 6.4: A comparison of scores between the female and male middle-level managers for questions six, seven and eight.

The mean scores indicate that the female respondents are more satisfied than the male respondents in issues regarding promotion chances, personal and professional growth opportunity and recognition received. This can further be graphically illustrated in figure 6.4 below. In this graph, the top grid represents the male respondents and the bottom grid the female.
II) Race Correlation

A correlation between race and the scores obtained was also investigated for questions dealing with promotional opportunities, recognition and personal and professional growth. The results are shown in table 6.5 below.

The race factor did not seem to give any significant correlation with job satisfaction levels in middle-level managers. On the contrary, a correlation of race with promotion and personal growth factors has been observed in the first line supervisors. To find out the proportions of satisfaction with these aspects in each race, for each question, a bar graph was constructed using the mean scores obtained for each race. This is represented in figure 6.5.
<table>
<thead>
<tr>
<th>Race</th>
<th>Question 8</th>
<th>Question 7</th>
<th>Question 6</th>
<th>Race</th>
<th>Question 8</th>
<th>Question 7</th>
<th>Question 6</th>
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<tbody>
<tr>
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<td>4</td>
<td>4</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

correlation coefficient

Table 6.5: Race/Job satisfaction Level Correlation
Table 6.6: Mean Scores per Race for the Personal Growth Question in the Job Content Section.

A graphical representation is as follows:

![Graph of Mean Scores per Race](image)

Figure 6.5: Mean Scores per Race for the Personal Growth Question in the Job Content Section.

It is clearly indicated that in the first-line supervisor group, the whites were not satisfied with their chances of personal growth and the coloured were not certain. On the other hand, the blacks were satisfied. As discussed earlier on, this is expected because of the implementation of affirmative action. In the
sample studied, there were no Asian first-line supervisors, hence no mention of them.

The following results have been observed for the question regarding the chances of promotion in each race:

<table>
<thead>
<tr>
<th></th>
<th>Black</th>
<th>Coloured</th>
<th>White</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scores</td>
<td>5</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>MEAN</td>
<td>3.666667</td>
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<td>2</td>
</tr>
<tr>
<td>std dev</td>
<td>1.154701</td>
<td>3</td>
<td>1</td>
</tr>
</tbody>
</table>

Table 6.7: Mean Scores per Race for the Chances of Promotion Question

An interesting point to note in this question's responses is that a lower standard deviation has been obtained for the responses from the white first-line supervisors. This signifies that their response was more uniform than the others. It can also be seen that these responses were either three (uncertain of their chances of promotion) or below, meaning that they were not satisfied about their chances of promotion. Although the mean scores were not good for the coloureds and the black, a wide dispersion of answers has been observed. This implies that levels of satisfaction vary between these two groups, and that some members of these groups are satisfied while others are not satisfied.

III) Age Correlation

Responses were analysed to see if there was any correlation between them and the age of the respondents. No significant correlation was observed.
FIRST-LINE SUPERVISORS

<table>
<thead>
<tr>
<th>Age</th>
<th>Question 8</th>
<th>Question 7</th>
<th>Question 6</th>
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MIDDLE-LEVEL MANAGERS

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</tbody>
</table>

Table 6.8: Job Satisfaction Level/Age correlation for questions six, seven and eight

IV) Correlation with Years Employed in the Company

How the number of years employed in the company affected responses to the three questions were investigated. Table 6.9 presents the correlation between years of service and questions six, seven and eight, which deal with promotional, recognition and personal growth issues respectively.
### Table 6.9: Correlation of Number of Years Employed and Responses to Questions Six, Seven and Eight.

A negative correlation was observed in the first-line supervisor responses to the question about promotion chances (question 6). The results indicate that the longer the employee has been with the organisation, the less satisfied they are about their chances of promotion. This is important to note as it indicates that this is an area of improvement in an effort to increase job satisfaction levels of first-line supervisors. The middle-level managers’ responses to the personal and professional growth question (question 8) exhibited the existence of a positive correlation between satisfaction levels regarding this question and the length of employment.
There is no significant correlation between length of service and promotional opportunities and recognition in middle-level managers.

V) Correlation with Number of Years in Current Position

The following table indicates that there was no significant correlation between the duration in a position and satisfaction levels regarding all three questions.

<table>
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<th>Years</th>
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<th>Question 7</th>
<th>Question 8</th>
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Correlation coefficient -0.139258 -0.259962 0.05389

Table 6.10: Correlation of Responses to Question Six, Seven and Eight to Number of Years in Current Position

6.2.3 The Job Context

The average scores obtained by both levels of managers are shown in table 6.11.
<table>
<thead>
<tr>
<th>QUESTION NUMBER</th>
<th>FIRST-LINE SUPERVISORS Mean score</th>
<th>FIRST-LINE SUPERVISORS std.dev</th>
<th>MIDDLE-LEVEL MANAGERS Mean score</th>
<th>MIDDLE-LEVEL MANAGERS std.dev</th>
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<td>0.992</td>
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<td>1.257</td>
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<td><strong>3.7</strong></td>
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</table>

Table 6.11: A comparison of the mean scores and standard deviations in the job context section

From the totals in the table, it is clear that the middle-level managers scored higher than the first-level managers. The middle-level managers were therefore more satisfied with the job context factors when compared to first-level managers. The differences in the scores can also be shown by means of the following graphs:
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<thead>
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<th>Question</th>
<th>First-line supervisors</th>
<th>middle-level managers</th>
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</thead>
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<td>Question 16</td>
<td>3.17</td>
<td>3.64</td>
</tr>
</tbody>
</table>

**Figure: 6.6 A comparison of the responses in the job context section**
Figure 6.7: A comparison of the standard deviations of the responses in the job context section.

6.2.3.1 Areas of Similarity

Mean responses that are very close to each other have been observed in the following questions:

**Question one:** My working conditions are good
**Question two**: The resources I need to perform my job are available

**Question eight**: I have faith in the word of my supervisor

**Question 11**: The supervision I receive encourages me to put an extra effort

**Question 12**: My supervisor always keeps me informed about the things I ought to know.

The results indicate that the first-line supervisors and middle-level managers are affected to equal extents by issues involving working conditions, resources and their supervisors. The standard deviations are high, meaning a wide variety of scores has been obtained, even though the majority show positive responses.

### 6.2.3.2 Areas of difference

For the rest of the questions, different responses are noted but the discussion will focus on those with significant differences:

**Question three**: I feel I am paid a fair amount for the work I do

**Question four**: I am satisfied with the benefits I receive

**Question five**: Salary increases are on par with those in similar organisations

**Questions 16**: The policies of the organisation are fair.

In all these questions the middle-level managers scored higher. The first four questions just mentioned all deal with pay, salary increases and benefits. There is a noticeable dissatisfaction among first-level supervisors concerning these issues, when compared to the middle-level managers. However, the high standard deviations for both responses indicate that there are some managers who are very satisfied with these remuneration issues and that there are others who are not satisfied.

The response to the question about the organisational policies was 3.17 for first-line supervisors and 3.64 for middle-level managers. The former result indicates that the majority of the first-line supervisors are uncertain about these policies. The higher score of the middle-level managers can be attributed to their greater information about these policies.
6.2.4 The Organisational Environment

By comparing the totals of the mean values, it can indicated in this section that the job satisfaction levels of the middle-level managers proved to be higher than those of the first-level managers. The following table is aimed at illustrating this fact.

<table>
<thead>
<tr>
<th>Question</th>
<th>FIRST-LINE SUPERVISORS</th>
<th>MIDDLE-LEVEL MANAGERS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Mean</td>
<td>STD.DEV</td>
</tr>
<tr>
<td>Question 1</td>
<td>3.08</td>
<td>0.759</td>
</tr>
<tr>
<td>Question 2</td>
<td>3.125</td>
<td>1.013</td>
</tr>
<tr>
<td>Question 3</td>
<td>2.83</td>
<td>0.986</td>
</tr>
<tr>
<td>Question 4</td>
<td>3.25</td>
<td>1.127</td>
</tr>
<tr>
<td>Question 5</td>
<td>3.71</td>
<td>0.735</td>
</tr>
<tr>
<td>total</td>
<td>15.995</td>
<td>18.77</td>
</tr>
<tr>
<td>average</td>
<td>3.199</td>
<td>3.754</td>
</tr>
</tbody>
</table>

Table 6.12: A comparison of the mean scores and standard deviations in the organisational environment section.

In this section as well, the middle-level managers are shown by their higher scoring to have higher job satisfaction levels when compared to first-line supervisors. In all the questions, the middle-level managers scored higher than their counterparts. The following graph illustrates the differences in the scores:
6.2.5 The Macro Environment

The responses obtained in this section were as follows:

<table>
<thead>
<tr>
<th>Question</th>
<th>FIRST-LINE SUPERVISORS</th>
<th>MIDDLE-LEVEL MANAGERS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Mean Score</td>
<td>STD DEV</td>
</tr>
<tr>
<td>Question1</td>
<td>3.33</td>
<td>0.74</td>
</tr>
<tr>
<td>Question2</td>
<td>3.54</td>
<td>0.644</td>
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<tr>
<td>Question3</td>
<td>3.91</td>
<td>0.64</td>
</tr>
<tr>
<td>Question4</td>
<td>3.63</td>
<td>0.75</td>
</tr>
<tr>
<td>Question5</td>
<td>2.95</td>
<td>0.888</td>
</tr>
<tr>
<td>Question6</td>
<td>3.458</td>
<td>0.865</td>
</tr>
<tr>
<td>Question7</td>
<td>3.25</td>
<td>0.968</td>
</tr>
<tr>
<td>Total</td>
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<td></td>
</tr>
<tr>
<td>Average</td>
<td>3.438286</td>
<td></td>
</tr>
</tbody>
</table>

Table 6.13: Mean Scores and Standard Deviations of the Responses to the Macro Environment Questions.

The total mean scores indicate that the middle-level managers scored higher than the first-level managers. The mean scores of the responses will then be indicated in the following graph:
Figure 6.9: A Comparison of Responses in the Macro Environment Section

The standard deviations of the responses are illustrated in figure 6.10.
The questions in this section were the following:

**Question one**: Changes brought about by the Labour Relations Act have affected me positively

**Question two**: I support the aims of the Employment Equity Act

**Question three**: I support the aims of the Skills Development Act

**Question four**: I am proud of my organisation's standing in the community

**Question five**: The general economic climate does not threaten my employability

**Question six**: I am comfortable with technological progress
**Question seven**: The technological changes in my organisation do not threaten my employability.

The graph indicates different mean responses from the first-line supervisors and middle-level managers. In all the questions, the middle-level managers scored higher than their counterparts. The first-line supervisors have again shown that change threatens them, as can be seen by the mean response to question five. They are also not as comfortable with technological change as the middle-level managers are. It must be noted that the positive response to question six is almost unanimous in the middle-level managers. This is indicated by the low standard deviation.

**6.3 CONCLUSION**

The aim of this study was to compare job satisfaction levels in first-line supervisors and middle-level managers in the Nelson Mandela Metropolitan Area. This chapter was dedicated to the analysis of the responses obtained from a questionnaire that was sent to the managers. Scoring was done on a one to five scale for responses "strongly disagree" to "strongly agree" respectively. Mean values of the responses were used to compare the results. The results were illustrated on bar graphs as well. The analysis was correspondingly done on the different sections of the questionnaire to discover the score obtained by each group of managers per section.

The results of the analysis are that the first-line supervisor respondents have lower job satisfaction levels than the middle-level managers. The sample used was accepted as representative of the two groups of managers in the area chosen. Therefore, it can be concluded that job satisfaction levels of first-line supervisors in the Nelson Mandela Metropolitan area were lower than those of middle-level managers.

The job satisfaction levels of the first-line supervisors are found to be lower in all the areas that were stated as factors affecting job satisfaction. These areas were the personality job fit, the job content, the job context, the organisational
environment and the macro environment. The companies therefore have a task of improving the job satisfaction levels in these areas.

The following chapter deals with the conclusions drawn from the results of the survey and some recommendations will be given.
CHAPTER 7

CONCLUSION AND RECOMMENDATIONS

7.1 INTRODUCTION

Chapter six dealt with interpreting the data that were obtained in this study. There were many revelations regarding the levels of satisfaction of first-line supervisors and middle-level managers in the Nelson Mandela Metropolitan area. In this chapter, the conclusions drawn from the results of the study will be presented. The writer will also give some recommendations on how to deal with the problems that have been identified in the study. These will be based mainly on the literature study that has been presented in the earlier chapters of this research study.

7.2 FINAL CONCLUSIONS DRAWN FROM THE STUDY

The aim of the study was to investigate and compare the job satisfaction levels of first-line supervisors and middle-level managers in the Nelson Mandela Metropolitan area.

In the study undertaken, the overall job satisfaction levels of both the first-line supervisors and middle-level managers were indicated as the total mean scores and as a percentage of the total score. The results indicated that the middle-level managers had higher levels of overall job satisfaction. The middle-level managers scored a total mean score of 159.05 and a percentage of 75.74. The first-line supervisors scored a total mean score of 139.95 and a percentage of 66.64. The percentage score for both groups is above 50 per cent, which is regarded as satisfactory in the MSQ rating. The middle-level managers' percentage score is excellent while that of the first-line supervisors is just satisfactory. The sample studied has been accepted to represent the first-line supervisors and middle-level managers of the Nelson Mandela Metropolitan
area. It can therefore be concluded that the middle-level managers in this area had higher overall job satisfaction levels than the first-line supervisors.

In the literature studies undertaken, it was made clear that certain factors affect the job satisfaction levels of the first-line supervisors and middle-level managers. The study has proved that the extent to which the first-line supervisors and the middle-level managers are affected is different when considering each of the factors. The following conclusions can be drawn regarding these factors:

7.2.1 The Personality Job Fit

Both the first-line supervisors and the middle-level managers indicated that they are satisfied when considering the match between their personalities and their jobs. This can be taken to mean that the organisations' recruitment practices are sound and no problems can be expected regarding the personality job fit aspect.

7.2.2 The Job Content

Mean scores of 3.52 for first-line supervisors and 3.64 for middle-level managers indicate that there is little satisfaction with respect to the job content issues for both the first-line supervisors and the middle-level managers. The organisations need to devise strategies to improve this area of job satisfaction. To be highlighted in this section is also the following facts:

- The Middle-level managers perceive their workload to be unmanageable.
- Both the first-line supervisors and the middle-level managers are not positive about their chances of promotion. This is true for the white and coloured first-line supervisors. It has also been found that female middle-level managers are more satisfied about their chances of promotion than are male ones. The conclusion to be drawn here is that the implementation of the affirmative action has a negative effect on the satisfaction levels of middle-level managers.
• The first-line supervisors with a greater length of service in their specific organisations are despondent about their chances of promotion and personal growth.
• The middle-level managers are more positive about their chances of personal growth.

7.2.3 The Job Context

The aspects of job context dealing with working conditions and supervisor issues did not seem to pose problems as good scores were obtained here. The first-line supervisors were not happy about pay and benefits. They indicated uncertainty about company benefits.

The total scores were to the favour of middle-level management indicating greater satisfaction in this section.

7.2.4 The Organisational Environment

Again, here the middle-level managers indicated higher job satisfaction levels.

7.2.5 The Macro Environment

The middle-level managers are more satisfied about the developments in the macro-environment than the first-line supervisors. The first-line supervisors have even indicated that they are threatened by economical and technological changes.

The above information leads us to conclude that first-line supervisors are more threatened about the changes that are taking place in the organisations. More attention should be directed towards correcting this, as they are an important and necessary component of management. The next subsection deals with recommendations around these issues.
7.3 RECOMMENDATIONS

The writer recommends that organisations in the Nelson Mandela Metropolitan area take a closer look at the job satisfaction levels of their first-line supervisors. These managers' job satisfaction levels need to be improved from being just satisfactory to being excellent. It has been mentioned in the theoretical study that first-line supervisors are very important in organisations, as they are the link between upper management and the employees.

The organisations can achieve this by always ensuring that the factors that affect job satisfaction levels do not do so in a negative way. In other words, they must ensure satisfaction with regards to the following:

- The personality job fit factor
- The job content factors
- The job context factors
- The organisational environment factors and
- The macro-environment factors.

The implication of this is therefore that organisations must conduct job satisfaction surveys to determine where their employees stand as far as this is concerned. This is also recommended for all levels of employees.

7.3.1 The Personality Job Factors

It is recommended that organisations continue with their vigorous recruitment and selection processes, as these seem to attain the desirable results. Most respondents indicated that they felt there was a good fit between their personality and the job.
7.3.2 Job Content Factors

In the case of first-line supervisors, more work needs to be done in order to improve the satisfaction levels on job content issues in general. Special attention must also be given to certain individuals who might not be satisfied with the clarity of their roles and the meaningfulness of their work. At the same time an effort should be done to maintain the satisfaction of the majority, which was positive about the meaningfulness of their work. The correlation studies indicated that there is a link between satisfaction levels of the different races and promotion issues. The order of satisfaction is black, coloured and then white. This is an issue that needs attention as it is linked with the implementation of the Employment Equity Act. Organisations are therefore advised to try and implement this act in a manner that is not going to elicit negative feelings from the other employees. Organisations are also urged to note the negative correlation observed in this study between length of service and chances of promotion, and address this accordingly if it is observed in their organisation.

In the case of middle-level managers, the organisations should strive to maintain the general satisfaction about job content factors. However their perception of an unmanageable workload must be addressed and corrected. Some efforts must also be made to improve their perception about the meaningfulness of their work. It has also been observed that female respondents were more satisfied about their chances of promotion, recognition received and personal and professional growth issues when compared with the male respondents. This is therefore an area that needs attention so that the male job satisfaction levels regarding these issues can be improved.

7.3.3 Job Context Factors

As far as organisational environment factors are concerned, it seemed that the first-line supervisors were not satisfied about matters surrounding salary, benefits and company policies while good scores were observed for middle-level managers. This is therefore an indication to organisations that this is
another area that needs to be addressed. Some of the ways to achieve this is by improving communication and training practices.

### 7.3.4 The Organisational Environment

Organisations are advised that since there is an indication that the first-line supervisors are less satisfied in this area than are middle-level managers, efforts for improvement should be made. Better communication and training on issues affecting the environment are some of the ways towards improvement in this area.

### 7.3.5 The Macro Environment

It is recommended that the organisations strive to maintain the positive attitude that the middle-level managers have about the changes taking place in the macro environment. The concern is with the first-line supervisors who exhibited fears regarding the technological and economical changes facing organisations. The recommendation here is that organisations should intensify their skills transfer in these areas to boost their confidence. It can also be expected that part of the threat experienced in this regard emanate from the fact that technological and economical changes can result in restructuring which can render them redundant. This therefore means that good communication when these changes are taking place is necessary. The organisations need to explain fully how they intend to implement these changes and what their plan is about retaining the existing jobs. In other words, the first-line supervisors need to be clear about their job security.

It is also recommended that organisations regularly measure the job satisfaction levels of their employees in order to detect problems before they escalate. It is reasonable to expect that job satisfaction levels could change in a dynamic environment.
REFERENCES


Job satisfaction is overall attitude by Indian Express newspaper (Bombay), Sunday, 27 December 1998 [Online],1998. Available:


Section A: Demographical information

1. Current Position
   - First-line supervisor
   - Middle-level manager

2. Age

3. Years employed in present company

4. Years in current position

5. Gender
   - Female
   - Male

6. Racial Group
   - Asian
   - Black
   - Coloured
   - White

Section B: Personality Job Fit

A high agreement between an employee's personality and occupation results in a more satisfied individual (Robbins, 1998:152).

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Uncertain</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. I believe there is a good fit between my job and my personality</td>
<td></td>
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<tr>
<td>2. I believe I have the necessary characteristics to cope with my job</td>
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<tr>
<td>3. It is very important to me personally that I do well in my job</td>
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</tbody>
</table>
### Section C: Job Content (the nature of the job)

Job content factors affect intrinsic motivation and thus job satisfaction.

<table>
<thead>
<tr>
<th></th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Uncertain</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. My job is enjoyable.</td>
<td></td>
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<tr>
<td>2. I feel my work is meaningful</td>
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<tr>
<td>3. I find it easy to cope with the amount of work I have to do.</td>
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<td>4. My job is challenging.</td>
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<td>5. I am clear about what is expected of me.</td>
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<tr>
<td>6. I am satisfied with my chances of promotion.</td>
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<tr>
<td>7. I receive recognition for my effort.</td>
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<tr>
<td>8. There is sufficient opportunity for personal and professional growth with this company.</td>
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<tr>
<td>9. My job provides opportunities for me to be creative.</td>
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<td>10. I receive sufficient feedback on my performance.</td>
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<tr>
<td>11. I have the authority to make independent decisions in my job.</td>
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</tr>
</tbody>
</table>

### Section D: Job Context

Job context factors are extrinsic to the job itself, and related to the job environment. They lead to job dissatisfaction.
<table>
<thead>
<tr>
<th></th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Uncertain</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
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<tbody>
<tr>
<td>1. My working conditions are good</td>
<td></td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>2. The resources I need to perform my job are available.</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. I feel I am being paid a fair amount for the work I do.</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>4. I am satisfied with the benefits I receive.</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>5. Salary increases are on par with those in similar organisations.</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>6. My supervisor is competent.</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>7. My supervisor treats me fairly</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>8. I have faith in the word of my supervisor.</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. My supervisor shows interest in the feelings of subordinates.</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>10. I am able to express my feelings and opinions to my supervisor.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11. The supervision I receive encourages me to put in an extra effort</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Section E: The Organisational Environment

Factors related to the organisation affect job satisfaction of employees.

<table>
<thead>
<tr>
<th></th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Uncertain</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>12. My supervisor always keeps me informed about the things I ought to know.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13. My colleagues are supportive</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>14. The climate at work is peaceful</td>
<td></td>
<td></td>
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<tr>
<td>15. My colleagues are competent</td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>16. The policies of the organisation are fair</td>
<td></td>
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</table>

<table>
<thead>
<tr>
<th></th>
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<th>Agree</th>
<th>Uncertain</th>
<th>Disagree</th>
<th>Strongly disagree</th>
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</thead>
<tbody>
<tr>
<td>1. The organisational culture is supportive</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Changes that have taken place in the organisation have affected me positively</td>
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<tr>
<td>3. Change does not pose a threat to my job</td>
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<tr>
<td>4. I am pleased by the implementation of the Employment Equity Act in my organisation</td>
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</table>
### Section F: The Macro Environment

The macro environment presents challenges of a social, economic, political and technological nature to organisations. These challenges might affect job satisfaction levels of first-line supervisors and middle-level managers.

<table>
<thead>
<tr>
<th></th>
<th>Strongly agree</th>
<th>agree</th>
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<tbody>
<tr>
<td>1. Changes brought about by the Labour Relations Act have affected me positively.</td>
<td></td>
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<tr>
<td>2. I support the aims of Employment Equity Act</td>
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<tr>
<td>3. I support the aims of the Skills Development Act</td>
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<tr>
<td>4. I am proud of my organisation’s standing in the community.</td>
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<td>5. The general economic climate does not threaten my employability.</td>
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<td>6. I am comfortable with technological progress.</td>
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<td>7. The technological changes in my organisation do not threaten my employability.</td>
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Strongly agree 7 8 12 2
Agree 6 6 2 9
Uncertain 1 0 0 3
Agree 0 0 0 0
Strongly disagree 0 0 0 0

APPENDIX B

B1: MIDDLE-LEVEL MANAGERS’ RESPONSES
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Disagree | 0 | 0 | 0 | 2 | 1 |
Strongly disagree | 0 | 0 | 0 | 0 | 0 |

APPENDIX B

B2: FIRST-LINE SUPERVISOR RESPONSES