FACTORS INFLUENCING JOB SATISFACTION

By

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Submitted in partial fulfillment of the requirements for the degree of Masters in Business Administration at the Nelson Mandela Metropolitan University.

NOVEMBER 2009

PROMOTER: Prof DM Berry
DECLARATION

This work has not been previously accepted in substance for a degree and is not being currently submitted in candidature for any degree.

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PORT ELIZABETH
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The harassed boss who faces an office full of mutinous, recalcitrant staff every morning may not believe it, but half of South Africa’s employees love their jobs and their employers. That’s according to TNS Research Surveys, which recently released the results of a survey into employee wellbeing and commitment. TNS director Neil Higgs issued a caution, though: because of the tough economic times, employers are likely to be stuck with the malcontents among their staff for longer than they might like (Ferreira, 2009).

From the above mentioned it can be deduced that there are many employees who are currently not satisfied with their jobs. This poses a danger for employers and their productivity, as an unsatisfied employee is likely to be an unproductive employee. Satisfied employees are likely to make a better contribution to the economic growth of this country as more drive and motivation will be shown in the workplace. In these tough economic times, those employees who are not satisfied with their jobs are less likely to find employment elsewhere as mentioned above.

The main purpose of this research paper was to identify certain factors impacting on job satisfaction. The first step was to complete a literature study on the selected factors which impacts on job satisfaction. The factors selected were that of recruitment and selection, rewards offered by employers, personality of employees and leadership characteristics of superiors. The literature study revealed which methods to use in attempting to deal with the selected factors impacting on job satisfaction.

Secondly, the views of staff in various departments and views of staff specifically in the Human Resources department of the selected company were asked various questions in an empirical study. These questions were based on the selected factors mentioned in the previous paragraph, this involved them completing questionnaires.
Based on the findings of the literature study and the empirical study, the last step was to make recommendations to the selected company on how to improve job satisfaction of employees. Recommendations were also made as to what to look for to make it easier in recruiting new employees, who are likely to have enhanced job satisfaction for the good of the company.
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CHAPTER 1: PROBLEM STATEMENT AND DEFINITIONS OF CONCEPTS

1.1 INTRODUCTION

Job satisfaction is affected by many variables, one of them being the personality of individuals. It is known that there are employees who are not completely satisfied with their jobs and it is also sad to know that many of these employees accept the situation they are in. It can be argued that a happier workforce can have a positive input on any organisation. With this in mind, proper recruitment and selection of individuals plays an important role in any organisation. Rewards offered by firms as well as leadership characteristics also seem to influence employee job satisfaction.

Studies by Sempane, Rieger and Roodt (2002), as cited by Buitenbach and De Witte (2005), claim job satisfaction thus has to do with an individual’s perception and evaluation of his job, and this perception is influenced by the person’s unique circumstances such as needs, values and expectations. People will therefore evaluate their jobs on the basis of factors which they regard as being important to them.

Goldberg (1990) and Hogan et al (1996) as cited by Rothman and Coetzer (2002), is of the opinion that the relationship between personality dimensions and job satisfaction is of importance and this is studied from the perspective of the five-factor model of personality. Researchers agree that almost all personality measures could be categorised according to the five-factor model of personality, also referred to as the "Big Five" personality dimensions. These factors are that of neuroticism, extraversion, openness, agreeableness, and conscientiousness, all of which will be described later.
Individual job satisfaction could ultimately play a significant role in improving the economy as satisfaction of employees in an organisation is likely to contribute to the industry being healthy, which ultimately affects its contribution to the economy.

The happier people are within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation, although it is clearly linked. Job design aims to enhance job satisfaction and performance; methods include job rotation, job enlargement and job enrichment (Job satisfaction, 2009).

According to Martin (2005: 390), many organizations seek to achieve the status of being an employer of choice. This implies that people will want to seek employment with the company and once there, contribute high performance over a long period. For the company it implies that it will be able to attract a high number of well qualified and able candidates from which to select the best. It implies that such employees will be committed to the organization and its objectives, thereby maximising corporate performance and providing a good place to work.

1.2 PROBLEM STATEMENT

Human Resource Management and the companies which they represent should be fully aware of what impact recruitment and selection of employees has on an organisation. This, as well as rewards offered by organisations, leadership characteristics of superiors and the personality of individuals all have an effect on job satisfaction. Enhancing job satisfaction should thus be focussed on to increase the effectiveness and efficiency of productivity in order to achieve better results for the organisation.

Greenberg and Baron (1995: 189) believe people have many interests, and these are only sometimes satisfied on the job. However, the more people find that they are able to fulfil their interests while on the job, the more satisfied they would be with their jobs.
For example, a recent study found that college graduates were more satisfied with their jobs when these were consistent with their college majors than when these fell outside their fields of interest.

Studies by Blunt and Jones (1992: 277), as cited by Arnolds and Boshoff (1999) state, it is a well accepted premise that any business concern needs productive employees (manpower) to produce output of acceptable quality to realise its economic, societal and employee-related goals. In other words, any enterprise needs employees who are willing and committed to exerting high levels of effort, but who also have the intentions to achieve optimal job performance. In short, motivating employees to improve their job performance is central to almost all management activity.

Furnham (2008: 40) is of the opinion that jobs for life are, we are told, dead. We are all now, like it or not, portfolio of people. The safe, old-style, jobs-for-life story where you climbed the greasy pole from tea boy to CEO is no more. Career progression and development are now, and for always, in your own hands. With regard to your career, you are now captain of your ship and master of your own fate. You, and you alone are responsible. Not your boss. Not your organization-YOU. So you had better think about how to do it.

With this in mind, it is important for individuals to know who they are and be honest with themselves especially when considering applying for a vacancy in an organisation. A holistic approach of the vacancy and what it entails should be looked at, if wanting complete job satisfaction. This is an important factor to consider early in one's career and it could help HRM practitioners who are able to identify the right candidates in the quest for job satisfaction of individuals, to contribute to organisational success.

Opportunities that could arise for organisations in ensuring job satisfaction are that of loyal and productive employees as well as fewer funds spent by organisations. Less
funds on training and development of personnel as turnover of employees will be lower as a result of satisfied employees.

Cranny, Smith and Stone (1992: 6) are of the opinion that organisations measure job satisfaction primarily because of its presumed direct relationship to the short-term goals of cost reduction through increased individual productivity and reduced absences, errors, turnover, and so on. Long-term improvements in employee adjustment and health or contributions to scientific understanding are regarded as mere spinoffs, useful principally in public relations releases.

Individuals seeking employment could prepare themselves believing that an organisation's recruitment and selection procedures should primarily revolve around getting the right fit for a particular job. Throughout this study the author will focus on determining whether recruitment and selection, rewards, individual personality as well as leadership characteristics of those in leadership positions, will ultimately affect the individual’s level of job satisfaction.

According to Mullins (1996: 520) attempting to understand the nature of job satisfaction is not easy. It is a complex concept which can mean a variety of things for different people. Satisfaction is not the same as motivation. Job satisfaction is more of an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative. Motivation is a process which may lead to job satisfaction.

To this end, the following research problem was identified:

**To what extent do factors such as recruitment and selection, rewards offered to individuals, individual personality as well as leadership characteristics of those in leadership positions, impact on job satisfaction.**
1.3 SUB-PROBLEMS

In order to establish to what extent these factors described in the main problem impact on job satisfaction, the following sub-problems were identified:

- Sub-problem 1:
  - What does the literature research process reveal about job satisfaction?

- Sub-problem 2:
  - What strategies, if any, are used by BKB Limited, (the sample selected) to enhance job satisfaction?

- Sub-problem 3:
  - How can the results obtained from the resolution of sub-problems one and two (above) be combined to list various strategies which will enhance the job satisfaction of employees within BKB Ltd?

1.4 RESEARCH OBJECTIVES

The primary objective of this study was to investigate the relationship between recruitment and selection procedures and job satisfaction. The study also investigated the relationship between rewards offered by firms and individual personality as well as the relationship between leadership characteristics and job satisfaction.

To achieve the primary objective, the following secondary objectives were investigated:

(i) A review study of recruitment and selection procedures was conducted to establish whether it impacts on job satisfaction.

(ii) A review study of rewards offered by firms was conducted to establish whether they have any influence on job satisfaction. Financial, esteem as well as job
design rewards were looked at to ascertain whether any recommendations can be made to improve job satisfaction of individuals.

(iii) A review study of individual personality was conducted to establish whether it impacts on job satisfaction.

(iv) A review study of the leadership characteristics of superiors was done to see how it impacts on job satisfaction of subordinates.

To achieve the primary and secondary objectives, the following research design objectives were pursued.

(i) A secondary literature review study was conducted.

(ii) A self-constructed questionnaire was constructed and handed to respondents at BKB Limited in various levels within the organisation. Questionnaires were also distributed to the Human Resources department of the organization in order to get information on whether job satisfaction by individuals, in their opinion will play a role in the success of the organization.

The raw data was captured, analyzed and interpreted. Conclusions were drawn and discussions made about strategic implications for the organization and especially Human Resources Management in this organization.

This was done to establish whether the organization will find it helpful if they know whether the secondary objectives discussed, do in fact impact on job satisfaction. Also to possibly get individuals thinking of the decisions they will have to make and how it would affect them when applying for positions.
1.5 METHODOLOGY OF THE STUDY

1.5.1 The research paradigm

According to Collis and Hussey (2003: 52) the positivistic approach seeks the facts or causes of social phenomena, with little regard to the subjective state of the individual. Positivists regard laws as the basis of explanations and, as establishing causal relationships between variables by establishing causal laws and linking them to theory.

Collis et al (2003: 53) believes a theory is a set of interrelated variables, definitions and propositions that presents a systematic view of phenomena by specifying relationships among variables with the purpose of explaining phenomena.

Allen (1990: 893), as cited by Collis et al (2003: 53), defines phenomenology as the science of phenomena and refers to a phenomena as a fact or occurrence that appears or is perceived whose cause is in question. This concludes that the phenomenological paradigm is concerned with understanding human behaviour from the participants own frame of reference. The phenomenological paradigm emphasizes the subjective state of an individual and uses interpretative techniques to translate the meaning and not the frequency of phenomena.

The present study’s research objective was to investigate various factors which impact on job satisfaction. The aim, which is to establish relationships between the stated variables, dictates that the positivistic or quantitative approach be used in this study.
1.5.2 The sample

The organization researched, BKB Limited, came into existence from the amalgamation of 3 Agricultural corporations known as BSB, FCU and KWB. FCU was established in 1919, BSB in 1920 and KWB in 1927.

BKB Limited was a result of this amalgamation and was registered in 1975. In 1998 BKB Limited developed into a fully-fledged organization with shareholders. This organization is known as BKB Limited.

BKB specializes in wool and mohair trading, livestock trading, provision of trading products to agricultural producers, financing and the leasing of properties. BKB is considered as one of the most prominent agricultural role players in South Africa, especially in respect of wool and livestock trading.

Firstly, the issue of confidentiality will be explained and guaranteed to the respondents. In this research paper stratified as well as judgemental sampling will be done for the 35 questionnaire respondents. Different categories of staff will be selected, namely Senior Management, Management, Supervisors, Sales staff as well as the clerical and production worker categories. Members to be selected from the stratified sample would be the members of the HR department. Here only 8 respondents will be selected.

Sampling was conducted with 35 individuals using questionnaires. Eight individuals in the sample were from within the Human Resources Department. The questionnaire was drawn up by the researcher.

The sampling methods chosen were stratified as well as judgemental sampling. Stratified sampling gave the researcher an opportunity to divide amongst groups of
individuals to get a broad view of what is experienced by a number of individuals within organisations.

Judgmental sampling is to be done as the Human Resource Departments’ individuals will have some experience of the phenomena under study.

1.5.3 The measuring instrument

Self-constructed questionnaires were used as data collection methods in the present study. A combination of open-ended as well as closed questions were asked in the questionnaires, although this is a positivistic study. Opinions of individuals can be used to add to the contribution of the study.

Closed questions will help to ascertain the factual data and is easier to analyze than open-ended questions. These questions will be obtained from a list of predetermined questions, which will be constructed. These questions were used to measure what influence the variables, mentioned previously, has on job satisfaction. The closed questions will be anchored by a 4-point likert scale ranging from (1) strongly agree to (5) strongly disagree.

Follow-up questionnaires were sent to non-respondents to increase the possibility of more responses. This self-constructed measuring instrument was used to measure the variables listed below:

1. Recruitment and selection procedures in organisations
2. Rewards. Financial and non-financial rewards offered to employees
3. Personality of employees
4. Leadership characteristics of superiors
1.6 TERMINOLOGY

**Organisational success:** The manner in which an organisation performs so that it satisfies the expectations of its shareholders.

**Job satisfaction:** An individual’s feeling about his/her position in a working environment, whether they are happy or not.

**Recruitment and selection:** The process an organisation undertakes to employ workers for a specific duty.

**Financial rewards:** Monetary payment in exchange for physical work or services rendered.

**Esteem rewards:** The level to which an individual respects and values him/herself as an important, worthwhile person.

**Job design rewards:** The way an individual’s job is structured, so that it eliminates monotony and boredom. To try and make jobs more meaningful by increasing autonomy and responsibility.

**Individual personality:** The manner in which different individuals react and respond to different situations in everyday life.
Leadership characteristics: How leaders and superior’s behavior have an impact on how they are perceived and the effect it has on the job satisfaction of subordinates.

1.7 OUTLINE OF THE STUDY

The study will be divided into five chapters.

Chapter 1 This chapter will outline the scope of the study, the problem statement, the objectives, hypotheses and methodology.

Chapter 2 This chapter will contain a literature overview of recruitment and selection procedures, rewards offered by firms, personality dimensions, leadership characteristics as well as a conceptual model explaining the problem.

Chapter 3 This chapter will outline the research methodology, which includes the research paradigm, sampling and measuring instruments.

Chapter 4 This chapter will present the empirical results.

Chapter 5 This chapter will be the conclusion and recommendation.
CHAPTER 2: STRATEGIES FOR ENHANCING JOB SATISFACTION

2.1 INTRODUCTION

The relationship between various factors; recruitment and selection procedures, rewards offered to employees, personality of individuals and leadership of superiors will be looked at in this chapter by means of a literature review to assist in establishing whether they impact on job satisfaction.

Studies by Agho, Price and Mueller (1992), as cited by Buitenbach and De Witte (2005) indicated that employees who are satisfied with their jobs are likely to be better ambassadors for the organization and show more organizational commitment.

In the study the assumption has been made that the strategies to be created are meant for employees who are self-motivated and have positive attitudes towards the organization. To devise effective strategies, the theory on what motivates these employees must be considered. This theory will help in assessing at what level of motivation the employees are and how this information could be used to adjust the strategies accordingly.

Content theories of motivation generally focus on identifying the specific factors that motivate people. These theories are, for the most part, straightforward in their approach. Four content theories of motivation are Maslow’s need hierarchy, Alderfer’s ERG theory, McClelland’s achievement need theory, and Herzberg’s two-factor theory (Hitt, Miller and Colella, 2006: 199).

Whereas content theories emphasize the factors that motivate, process theories are concerned with the process by which such factors interact to produce motivation.
2.2 THEORIES OF MOTIVATION

The following four theories of motivation were chosen by the author as being more relative to the study than other numerous theories. The theories to be discussed are Maslow’s hierarchy of needs, Alderfer’s ERG theory, Herzberg’s two-factor theory, and Vroom’s expectancy theory.

2.2.1 Maslow’s hierarchy of needs

One of the most popular motivation theories, frequently referred to as the hierarchy of needs theory, was proposed in the 1940’s by Abraham Maslow. According to Maslow, people are motivated by their desire to satisfy specific needs. Maslow arranged these needs in hierarchical order, with physiological needs at the bottom, followed by safety needs, social and belongingness needs, esteem needs, and, at the top, self-actualization needs. In general, lower-level needs must be substantially met before higher-level needs become important (Hitt et al, 2006: 199).

Studies by Maslow (1970), as cited by Bagrain in Werner (2007:75) regarded the first two need levels (physiological and safety) as lower-order needs. These needs are also called deficiency needs because if these needs are not met, people may not have the opportunity to develop themselves both physically and physiologically. In order to survive people need air, water, food and protection from physical danger. Many people work in order to survive, to provide themselves with the means to guarantee themselves and their families sufficient nourishment and protection from harm. These survival needs are very powerful motivators for people to go to work; people whose survival is threatened will work in almost any kind of job so they can earn enough money to meet their lower-order needs.
Champoux (2006: 154) believes most people who are working have almost completely satisfied their physiological and safety needs, but they usually still have some unsatisfied belongingness and love, esteem, and self-actualization needs. Although you might eat periodically during the day when you are hungry, balanced regular meals satisfy this part of your physiological needs. Your behavior, then, focuses more continually on the satisfaction of the higher-order needs, which happen throughout daily living.

Figure 2.1: Application of Maslow’s hierarchy of needs

Source: Werner, 2007: 75
2.2.2 Alderfer’s ERG theory

After the original formulation of Maslow’s Hierarchy of Needs, studies had shown that the middle levels of Maslow’s hierarchy overlap. Alderfer addressed this issue by reducing the number of levels to three. The letters ERG represent these three levels of needs:

- **Existence** refers to our concern with basic material existence.
- **Relatedness** refers to the motivation we have for maintaining interpersonal relationships.
- **Growth** refers to an intrinsic desire for personal development (ERG Theory of Motivation, 2007).

Hitt et al (2006: 201) agree and are of the opinion that the ERG theory, developed by Clayton Alderfer, is similar to Maslow’s need hierarchy theory in that it also proposes need categories. However, it includes only three categories: existence needs, relatedness needs, and growth needs.

Champoux (2006: 155) believes existence needs are a person’s physical and material wants. Relatedness needs are the same as belongingness and love needs. Growth needs are the desires to be creative and productive, to use skills, and to develop additional capabilities. These three groups of needs form a hierarchy: existence, relatedness, growth. All people have these needs, although in varying degrees. Figure 2.2 shows the structure of E.R.G. theory. Movement through the need hierarchy is both similar to and different from Maslow’s description. Satisfaction of a need leads to upward movement in the hierarchy. Frustration of a need leads to downward movement in the hierarchy.
2.2.3 Herzberg’s two-factor theory

Bagrain in Werner (2007: 81) believes Frederick Herzberg was interested in the factors that made employees feel good about their jobs. He asked a group of over 200 engineers and accountants to describe in great detail the situations that made them feel particularly good or bad about their jobs. He then analysed the results of these descriptions. The result of Herzberg’s analysis is now known as the two-factor theory that motivation (sometimes also called motivation-hygiene theory).

The factors that need to be in place if employees are to feel no dissatisfaction but that do not lead to job satisfaction are called hygiene factors. The factors that lead to job satisfaction and motivate employees are called motivators. Hygiene factors are external to the employee (extrinsic), such as the quality of supervision, pay, company policies and working conditions. Motivators are internal to the employee (intrinsic) and include factors such as responsibility, achievement and opportunities for personal growth (Bagrain in Werner, 2007: 82).
Hitt et al (2006: 205) from their findings established that to motivate associates, managers should provide a job that includes potential for achievement and responsibility. They should also try to maintain the hygiene factors at an appropriate level to prevent dissatisfaction. Thus, managers can motivate associates by manipulating job-content factors and can prevent associate dissatisfaction by manipulating the job context or environment. Perhaps the most important managerial conclusion is that organizations should not expect high productivity in jobs that are weak in motivators, not matter how much they invest in hygienes. Simply providing good working conditions and salaries may not result in consistently high performance.

2.2.4 Vroom’s Expectancy Theory

The expectancy theory of motivation is suggested by Victor Vroom. Unlike Maslow and Herzberg, Vroom does not concentrate on needs, but rather focuses on outcomes. Vroom hypothesizes that in order for a person to be motivated that effort, performance and motivation must be linked. He proposes three variables to account for this, which he calls Valence, Expectancy and Instrumentality.

- Valence is the importance that the individual places upon the expected outcome. For example, if I am mainly motivated by money, I might not value offers of additional time.

- Expectancy is the belief that increased effort will lead to increased performance i.e. if I work harder then this will be better.

- Instrumentality is the belief that if you perform well that a valued outcome will be received i.e. if I do a good job, there is something in it for me (Vroom’s Expectancy Theory of Motivation, 2009).
Hitt et al (2006: 209) is of the opinion that Expectancy theory has clear implications for managers. In order to increase motivation, manager can do one or more of three things:

- Heighten expectancy by increasing associates’ beliefs that exerting effort will lead to higher levels of performance.
- Increase instrumentalities by clearly linking high performance to outcomes.
- Increase valence by providing outcomes that are highly valued.

**Figure 2.3: Three relationships in expectancy theory**

Source: Werner, 2007: 90

(Schultz, Bagraim, Potgieter, Viedge and Werner, 2003: 66) suggests that managers should ensure that:

- Employees receive adequate training to ensure that they are able to perform and become more efficient. All barriers to performance should be removed (provide all tools necessary to execute the task);
- Rewards and performance be clearly linked; and
- Rewards should be meaningful to the individual.

Mullins (1996: 542) believes theories of work motivation and job satisfaction have influenced management systems and styles of leadership, and developments in personnel policies and procedures. The personnel management function is centered on people’s
needs while working in an organisation, and ways in which their work promotes or frustrates the fulfillment of these needs. The practice of modern personnel management is directed towards providing conditions under which people work willingly and effectively, and contribute to the success of the organisation. This involves concern for employee motivation and job satisfaction.

Having considered the various theories of motivation and their practical impact on job satisfaction, it is now necessary to consider the importance of recruitment and selection and the role it may play in influencing job satisfaction.

2.3 RECRUITMENT AND SELECTION

Recruitment can be described as those activities in human resource management which are undertaken in order to attract sufficient job candidates who have the necessary potential, competencies and traits to fill job needs and to assist the organization in achieving its objectives (Swanepoel, Erasmus, Van Wyk & Schenk, 2003: 259).

Selection can be defined as the process of trying to determine which individuals will best match particular jobs in the organizational context, taking into account individual differences, the requirements of the job and the organisation’s internal and external environments (Swanepoel et al, 2003: 80).

Furnham (2008: 145) believes if you think recruitment and selection is easy, then look at the divorce statistics. On a personal level, most of us conduct a quite extensive, if amateur, recruitment campaign. We also amass a great deal of data on our preferred candidate. But somehow we miss some crucial facts: their attitude to money; their natural state of (un)tidiness; their roving eye at dinner parties, perhaps, until it is too late.
Martin (2005: 153) is of the opinion that the most obvious application of individual difference within an organization is recruitment and selection. In advertising a vacancy externally the organization is seeking to encourage people not currently associated with it to come forward for consideration and selection. In such situations there is a need to find out as much as possible about applicants so that a decision can be made. While information can be obtained from application forms, references and through interviews there is much debate about the accuracy and relevance of such methods.

Dale (2006: 9) believes that you are totally dependant on the performance of your people. If they do well, it will reflect on your abilities as a manager, but if they are found wanting, you can hardly expect to be regarded very highly. It is therefore in your own best interests to recruit the best people. To do this, you need to be sure what it is you mean by the best. There are plenty of examples where the most highly qualified, experienced candidate has been appointed, but once in the job, that person fails to fulfil the promise, perhaps because they are too well qualified.

Studies by Bennison (1980), as quoted by Martin (2005: 389) states that a major objective of the human resource management function is to provide the best match possible between the current and future needs of the organization and the people working within it. This is a very difficult balance to achieve.

Dale (2006: 13) is of the opinion that it is true that, for some types of job, you will need a person with a particular type of personality. For most jobs, however, it does not really matter if someone is introverted or an extrovert. But this does matter if you need someone, for example, who can work alone for long periods of time or who will make a significant contribution to the life of your team. Personality traits will be discussed by the author at a later stage during this chapter.
2.3.1 Financial implications

The longer a suitable candidate remains in their role, the more financial value will be gained from their recruitment. If they only stay in the role for a short time, the company needs to invest in another selection process. This represents an additional investment of resource and a waste of the initial outlay. From the perspective of the candidate, if they are in a job to which they are ideally suited they will have a substantially higher level of job satisfaction (Evaluating the use of psychometrics, 2009).

Having no candidates is bad enough. You may find yourself having to make a choice without being confident of the quality of the pool from which you are selecting. You may be faced with having to appoint someone who is not up to the job or may find that the person selected does not settle in and leave quickly. In both scenarios, you may have to repeat the whole process again, at considerable expense in terms of your time and money.

Advertising is not cheap and if you are using a recruitment consultant, the fees can mount up. There is no easy way through this situation when there are difficulties in the labour market. The only way is to invest in the process and do your best to get it right the first time round to ensure that you obtain applications from the highest caliber of candidates, that the best person for the job is appointed and that the final decision is not open to debate (Dale, 2006: 11).

Champoux (2006: 132) is of the opinion that some organizations use recruiting brochures that give an accurate description of what it is like to work for the organization. Others use videotapes and films lasting 25 to 80 minutes. The films show many aspects of the work situation that the recruit could face. They include descriptions by present employees of what they like and do not like about their jobs. Some organizations are starting to use work site visits for applicants for nonmanagerial, entry-level jobs.
2.3.2 Internal factors influencing recruitment

2.3.2.1 Strategic plans: Swanepoel et al (2003: 263) from their findings established that recruitment must not be seen as an isolated activity. The organisation’s broad long-term plans are the basis for the detailed shorter-term plans on which the recruitment efforts are based. It is essential that the human resource department use the business plans of the organization to ensure strategic recruitment. A recruitment policy must be developed in line with a human resource strategy decided upon.

2.3.2.2 Organisation policy: The organisation’s recruitment policy must be clarified as soon as possible. If preference is given, for example, to affirmative action candidates or to promotion from within or employment of the handicapped, the policy must state this clearly and certain procedures must be implemented to ensure the execution of the policy. It is, however, recommended that all the stakeholders in the organization be included in the process of determining the organisational recruitment policy (Swanepoel et al, 2003: 263).

2.3.3 Job description and job specification

Dale (2006: 27) believes that the importance of these two documents cannot be stressed enough. Together they are the lynch pins, essential for effective recruitment and selection. They will form the basis for your interview questions and give you the criteria for assessment and decision making.

Problems arise when job descriptions and job specifications have not been compiled and when job content has not been updated. As explained, the writing of job descriptions and specifications is often a cumbersome process which is often neglected in organisations. The recruiter must, however, ensure that the correct job information is obtained. Keep in mind that job specifications may not be used to block the appointment
of members of previously disadvantaged groups ("designated employees" in terms of the Employment Equity Act). The employer must therefore make very sure that the required minimum job requirements are indeed necessary. For example, it may be risky to assume that certain jobs are suitable only for males (e.g. a fireman or a prison guard in a high-security prison (Swanepoel et al, 2003: 273).

2.3.4 Interviews

According to Dale (2006: 91) the interviewer’s reliability can be increased by improving its structure and involving several interviewers who have all been trained. Some organizations add other selection methods alongside the interview to provide additional evidence of candidates’ abilities and improve the predictive power of the process. But most rely on an interview at the end to help them make the final decision.

Furnham (2008: 96) is of the opinion this lies more in the way the interview is conducted than in the nature of the individual. Unstructured, unplanned, essentially unprepared and idiosyncratic interviews provide many more opportunities to fake than those that are structured. But a lot depends on the nature of the questions.

The effectiveness of the interview can be improved by doing the following:

- training interviewers in the skill of interviewing;
- changing to more structured and situational interviews;
- using job-related questions; and using the panel interview (Swanepoel et al, 2003: 292).

The above-mentioned exercise will be more useful to the interviewer once the interviewee knows the motive and reasoning why the interview is structured in this
particular manner. Having said this, the interviewer should explain to the interviewee why the interview will be conducted in that particular manner.

2.3.5 Going over the top

In this section the author wants to make it known that one can appoint the wrong person quite easily, especially when one is impressed by the previous experience or qualifications that the candidate may have.

Dale (2006: 19) believes you may find yourself facing a star on the other side of your desk during the interviews. It is easy to fall into the trap of appointing someone too good for the job.

The over-qualified candidate may at first sight be very attractive. Appointing this person, you may think, will enable untold heights of performance to be attained and spur on the rest of the team. How realistic is this dream? Before selecting the all-round star, think through the effects appointing someone at the top of the tree will have – on you, you other people and the person you are about to appoint. Consider the following:

- Why has someone so good applied for your vacancy?
- What is their motive and what rewards are they seeking?
- Will you, your organization and the job be able to meet those needs?
- How long will the job remain interesting and challenging?
- What will start to happen when they have exhausted the job’s potential?
- How will existing staff react to someone new who is regarded so highly – will they be able to accept such a star into the team?
- Will you feel challenged by someone so capable?
The qualification of an employee must match his or her job, if the individual feels that their qualification is not matched with the job, he or she will naturally be dissatisfied.

Studies by Johnson and Johnson (2000), investigated the effects of perceived overqualification on dimensions of job satisfaction, using the relative deprivation theory. The cross-sectional results supported the hypotheses and suggested that perceived overqualification has a negative effect on job satisfaction (Deepak, 2004).

2.3.6 Choosing the most appropriate person

The manner in which individuals fit into organizations vary. Champoux (2006: 72) is of the opinion that organizational culture is a complex and deep aspect of organizations that can strongly affect organization members. Organizational culture includes the values, norms, rites, rituals, ceremonies, heroes, and scoundrels in the organization’s history. It defines the content of what a new employee needs to learn to become an accepted organization member.

There is only one reason for holding interviews: to enable you to decide which of all the people who applied for your vacancy will be the best person for the job. For all sorts of reasons, this decision needs to be made in a transparent way and be based on the criteria you have set out in the person specification. If your decisions are made in this way, you should be able to justify your selection and be sure in your own mind that you have made the best possible choice (Dale, 2006: 185).

The following section to be covered is that of rewards offered to individuals by companies. This will be financial and non-financial rewards and it is to establish whether this plays a role and if it impacts on job satisfaction.
2.4 REWARDS

According to Martin (2005:390) the purpose of any reward system is to attract, retain and motivate employees. In order to achieve these apparently simple objectives there are many difficulties to be dealt with. These include what competitor organizations offer by way of reward; the history of reward system design within the organization; local cost of living and taxation levels; internal relativities between jobs; company and industry profitability; economic conditions; company policy on its pay position relative to the market; relative balance of negotiating power between company and employee groups; relative skill shortages and surpluses in the labour market and many other factors.

It is important to create the necessary “fit” at various levels – a fit between the technology and the job, between employee and the job or position, between the different jobs or positions, between different groups of jobs, between the organization and the outside world, and so forth. The end result ought to be efficient and effective work operations that facilitate the achievement of the organisation’s objectives through high-performing, satisfied employees, with due consideration for the impact of all of this on the environment (Swanepoel et al, 2003: 193).

Beer, Spector, Lawrence, Mills, & Walton (1984) are of the opinion that, in order for an organization to meet its obligations to shareholders, employees and society, its top management must develop a relationship between the organization and employees that will fulfill the continually changing needs of both parties. At the minimum the organization expects employees to perform reliably the tasks assigned to them and at the standards set for them, and to follow the rules that have been established to govern the workplace. Management often expects more: that employees take initiative, supervise themselves, continue to learn new skills, and be responsive to business needs. At the minimum, employees expect their organization to provide fair pay, safe working conditions, and fair treatment (Ali, 2008).
2.4.1 Job analysis

Swanepoel et al (2003: 194) believes that job analysis is the systematic process of collecting information about a job and exploring the activities of a particular job. Whereas job design decisions are largely strategic by nature, the task of job analysis is more operational. Job design decisions are long term and are based on certain beliefs or assumptions about what will inspire the individual employee’s best performance. On the basis of these assumptions certain strategies will be considered and this will dictate the type or form of job design adopted.

In arriving at these decisions, a number of job dimensions or characteristics have to be considered within the context of the relevant strategy, for example depth, range and relationships.

**Job depth** refers to the extent to which the holder of a particular job or position will be granted the necessary discretion to influence the activities and outcomes of that job.

**Job range** has to do with a number of different tasks that make up a particular job.

**Job relationships** in this context refer to the sociotechnical aspect of the relationship requirements and opportunities linked to a particular job: interpersonal work-related relationships, as well as relationships between the technical side of the job (the technology) and the jobholder.

2.4.2 Job Design

One mistake that managers often make when trying to analyze and determine what motivates individual associates is to overemphasize extrinsic awards (pay increases, bonuses, pay level, job security, job titles) and underemphasize intrinsic rewards.
(exciting and challenging work, chances for growth and learning new skills, feelings of accomplishment) (Hitt et al, 2006: 217).

Champoux (2006: 194) is of the opinion that the design of a job can strongly affect a person’s motivation and satisfaction. Although managers use extrinsic rewards directly, they have only indirect control over intrinsic rewards. A manager cannot tell an employee to experience intrinsic rewards such as self-esteem or self-actualization.

The manager can only create a context or set of job experiences that lets the employee experience intrinsic rewards. Employees want to work in a system that is perceived as just and fair. Are your promotion and pay systems meeting their requirements? While not everyone seeks a paycheque as the sole reward, the key is linking pay to satisfaction, which does not mean the salary paid but the perception of fairness. If these policies are perceived as just and fair there is likely to be greater job satisfaction (Howe: 2003).

2.4.3 Meaningful individual rewards

Hitt et al (2006: 216) from their findings establishes that all the content theories propose that individuals vary on the specific outcomes they find motivating. Furthermore, expectancy theory implies that individuals assign different valences to outcomes. This means that by tailoring individual rewards to individual needs and desires, companies can create a competitive advantage in attracting and motivating associates.

One area in which this is obvious is the provision of benefits. An unmarried 28-year old associate with no children likely has different needs for retirement plans and insurance than a 50-year old-associate with three children in college, for example.

Howe (2003) is of the opinion that, the working environment is very important in terms of safety, health and wellness. Physical comfort, location heating, noise and
proficiency and professionalism are all-important contributors. Ensuring that your environment is complying with all legislation and listening to employee complaints is important here.

Some research has shown that if a person receives extrinsic rewards for performing an intrinsically satisfying task, he may attribute the performance to external forces, with a result in reduction in his/her intrinsic interest in the job. This suggests that relying too heavily on extrinsic motivators can cause people to lose any natural interest they have in performing their jobs. However, this position has been challenged by some researchers who argue that in work situations, extrinsic rewards are necessary for motivation of any kind of task (Hitt et al, 2006: 217).

2.4.4 Individual job redesign

This section deals with the way jobs are structured and is necessary to consider, as it will help to establish whether it plays a role in rewards and if it impacts on job satisfaction.

Early approaches to job design concentrated on the restructuring of individual jobs and the application of three main methods: (i) job rotation; (ii) job enlargement; and (iii) job enrichment (Mullins, 1996: 530). (See Fig. 2.4)

Figure 2.4: Main methods of individual job redesign

![Diagram of job redesign methods](image)

Source: Mullins, 1996: 530
**Job rotation** is the most basic form of individual job design. Job rotation involves moving a person from one job or task to another. It attempts to add some variety and help to remove boredom, at least in the short term. However, if the tasks involved are all very similar and routine, then once the person is familiar with a new task the work may quickly prove boring again (Mullins, 1996: 530).

Champoux (2006: 194) is of the opinion that job enlargement added duties and tasks to a job. People did not move from one job to another as they did with job rotation. Instead, duties and tasks were repackaged to make an individual’s job larger. Two or more jobs combined into a single new job. The duties, tasks, or jobs usually were at the same level.

Job enrichment is seen as an extension of job rotation and job enlargement. Studies by Katzell, Thompson, and Guzzo (1992), state employees tend to prefer jobs that give them opportunities to use their skills and abilities and offer a variety of tasks, freedom, and feedback on how well they are doing. Jobs that have too little challenge create boredom, but too much challenge creates frustration and a feeling of failure. Under conditions of moderate challenge, most employees will experience pleasure and satisfaction (Deepak, 2004).

Studies by Witt and Nye (1992), state that employees want a fair unambiguous pay system and promotion policies. Satisfaction is not linked to the absolute amount one is paid; rather, it is the perception of fairness. Similarly, employees seek fair promotion policies and practices. Promotion provides opportunities for personal growth, more responsibilities, and increased social status. Individuals who perceive promotion decisions are made in a fair and just manner are likely to experience satisfaction from their jobs (Deepak, 2004).

Attempts to improve intrinsic motivation must not only include considerations of job characteristics but also take into account of individual differences and attributes, and
people’s orientation to work. A popular and comprehensive model of job enrichment has been developed by Hackman and Oldham (Fig. 2.5). The model views job enrichment in terms of increasing five core job dimensions: skill variety, task identity, task significance, autonomy and feedback. These core job characteristics create three psychological states:

- experienced meaningfulness of the work;
- experienced responsibility for the outcomes of the work; and
- knowledge of the actual results of the work activities (Mullins, 1996: 531).

Figure 2.5: A job characteristics of work motivation

![Diagram of job characteristics of work motivation](image)

Source: Mullins, 1996: 532

The five core dimensions can be summarised as follows:

- **skill variety** – the extent to which a job entails different activities and involves a range of different skills and talents;
• **task identity** – the extent to which a job involves completion of a whole piece of work with a visible outcome;

• **task significance** – the extent to which a job has a meaningful impact on other people, either inside or outside the organisation;

• **autonomy** – the extent to which a job provides freedom, independence and discretion in planning the work and determining how to undertake it;

• **feedback** – the extent to which work activities result in direct and clear information on the effectiveness of job performance (Mullins, 1996: 532).

It has been observed that routine jobs are boring and they create a type of boredom and monotony. On the other hand, when jobs are challenging in nature, they create an environment of satisfaction. Findings of Jonge, Dollard, Dormann, LeBlanc (2000) provide renewed empirical support for the view that high-strain job (high demand, low control) are conducive to ill health (emotional exhaustion, health complaints). Further, it appears that active job (high demands, high control) give rise to positive outcome (job challenge, job satisfaction) (Deepak, 2004).

2.4.5 Job enrichment and job satisfaction

Mullins (1996: 533) believes that in general, there appears little doubt that restructuring the nature of work itself, and providing job enrichment by making it more interesting and challenging, does increase job satisfaction. However, it also appears that interest in job design and job satisfaction is consistently lower with those at the lower rungs of the hierarchical ladder and that satisfaction arises as a function of the level of organisation.

Employees should be able to understand where they fit into the business. They should know the importance of what they do, how it affects other people, parts of the business and the consequences on other people of both good and bad performances of their duties. This can be accomplished by requesting them to work a day or more at a
variety of tasks as part of an orientation process. Some production units require a person to work one day each month in some other part of the business other than their normal duties (Barrie, 2001).

According to Mullins (1996: 535) it is however important to remember that not all workers are necessarily seeking an enriched, more demanding or more challenging job. There will always be some workers who do not wish to accept greater responsibility or autonomy. They appear to prefer simple and routine work, and to accept a high level of direction and control by management.

Having said this, it is a well known fact that all individuals are different. The personality of individuals is therefore important to consider when it comes to establishing whether different personality types will have an impact on job satisfaction when placing individuals in positions.

2.5 PERSONALITY

According to Hewstone, Fincham & Foster (2005: 294) in 400 BC, Hippocrates, a physician and a very acute observer, claimed that different personality types are caused by the balance of bodily fluids. The terms developed are still sometimes used today in describing personality. Phlegmatic (or calm) people were thought to have a higher concentration of phlegm; sanguine (or optimistic) people had more blood; melancholic (or depressed) people had high levels of black bile; and irritable people had high levels of yellow bile.

But how do we define ‘personality’? Within psychology two classic definitions are often used:
According to Allport (1961) as cited by Hewstone et al (2005: 294) “personality is a dynamic organization, inside the person, of psychophysical systems that create the person’s characteristic patterns of behavior, thoughts and feelings”.

Child (1968) presents the following definition: “more or less stable, internal factors… make one person’s behavior consistent from one time to another, and different from the behavior other people would manifest in comparable situations” (Hewstone et al, 2005: 294).

Werner (2007: 55) believes there is a growing appreciation of the fact that intelligence or technical skills alone do not ensure success, but that personality variables such as interpersonal skills, emotional intelligence, communication skills, self-control and integrity largely determine how well a person applies him or herself in a chosen field, team or task. This new appreciation also explains the emphasis currently placed on cross-field outcomes in education in South Africa.

It was found that suppression of unpleasant emotions decreases job satisfaction and the amplification of pleasant emotions increases job satisfaction. The understanding of how emotion regulation relates to job satisfaction concerns two models:

1. Emotional dissonance. Emotional dissonance is a state of discrepancy between public displays of emotions and internal experiences of emotions, that often follows the process of emotion regulation. Emotional dissonance is associated with high emotional exhaustion, low organizational commitment, and low job satisfaction.

2. Social interaction model. Taking the social interaction perspective, workers’ emotion regulation might beget responses from others during interpersonal encounters that subsequently impact their own job satisfaction. For example:
The accumulation of favourable responses to displays of pleasant emotions might positively affect job satisfaction (Job satisfaction, 2009).

Hewstone et al (2005: 430) from their findings established that when we consider some of the major factors affecting individuals at work, how they are selected, socialized, developed through training and affected by the behavior of their bosses and peers, we begin to see how pervasive the effects of our work experience can be in our lives.

The jobs we do shape us by offering us a sense of growth, commitment and satisfaction, or they can alienate us, creating chronic feelings of anxiety and directly affecting our health and wellbeing. The influence of work in colouring every aspect of our lives is profound.

2.5.1 Determinants of personality

Champoux (2006: 108) is of the opinion that behavior geneticists do not view emerging behaviors, abilities, predispositions, and other characteristics of the personality as solely a function of genes. They see personality development as an involved series of interactions between as person’s genetically based predispositions and influences from the person’s social environment. Although some aspects of personality can come from inborn qualities, others are learned. Modern personality researchers largely agree that personality develops from an interaction of internal qualities and the external environment.

2.5.1.1 The Big Five personality model

From studies conducted by McShane and Von Glinow (2000) and Robbins (2000) as cited by Werner (2007: 55), it states that extensive and intensive research during recent years has condensed long and confusing lists of personality traits into five basic
personality dimensions. These five dimensions and their meanings are represented in Table 2.1. The associated characteristics describe a person who has scored high on the particular dimension. A person who scored low will exhibit opposite characteristics. For example, the person who scored low on extroversion will be reserved, quiet, submissive and withdrawn (in other words, an introvert).

The Judge et al (1997) study as cited by Neubert (2004) produced interesting results considering the research on job satisfaction and the five-factor model. The results of the research suggests that extraverted individuals are more satisfied in the workplace, because work gives them an opportunity to experience an optimal level of arousal, whereas introverted individuals are less satisfied in the workplace due to too much stimulation.

Perhaps another factor in absenteeism is that, although introverts may be less satisfied in the workplace, they go to work anyway. This behaviour might imply either that introverts are more conscientious or simply that introverts have no compelling reason not to go to work (whereas extraverts may have friends who urge them to skip work and go see a movie). This conclusion is debatable, however, because introverts might be tempted to skip work to avoid the extra stimulation and might perhaps stay home and read a book (a book on psychology, no doubt). Judge and his colleagues will likely continue their research and perhaps provide answers in the future (Neubert, 2004).
Table 2.1  The dimensions of the big five personality model

<table>
<thead>
<tr>
<th>Personality Dimension</th>
<th>Description</th>
<th>Associated characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extraversion</td>
<td>How comfortable does the person feel in relationships?</td>
<td>Outgoing, talkative, assertive, interactive</td>
</tr>
<tr>
<td>Agreeableness</td>
<td>To what extent does the person comply with others?</td>
<td>Cooperative, good-natured, trusting, warm</td>
</tr>
<tr>
<td>Conscientiousness</td>
<td>How reliable and meticulous is the person?</td>
<td>Responsible, organized, persistent, achievement-orientated</td>
</tr>
<tr>
<td>Emotional stability</td>
<td>How resilient is the person under stressful situations?</td>
<td>Relaxed, secure, confident, controlled</td>
</tr>
<tr>
<td>Openness to Experience</td>
<td>To what extent does the person seek new experiences?</td>
<td>Imaginative, inquisitive, broad-minded, intellectual</td>
</tr>
</tbody>
</table>

Source: Werner, 2007: 56

2.5.2  Psychometrics

The author believes that psychometrics and the tests used (psychometric testing), for individuals, will assist in establishing whether personality types will influence the job satisfaction of these individuals.

According to Martin (2005: 145) “psychometrics is the process of mental measurement through the application of tests of personality or characteristic such as ability or aptitude”.

Two main reasons that psychometric tests are used. The first is to undertake scientific research into particular characteristics of people, for example to understand personality. The second is to enable decisions relating to people to be made, for example, who to appoint to a particular job. There are many tests available that can offer insights into aspects of individual difference. They include tests of particular skills, abilities,
intelligence, aptitudes, job preferences, psychological functioning and extroversion/introversion. Test batteries such as the 16PF seek to test a broad range of dimensions of individual difference within the one instrument. By having high caliber employees, companies can reduce the need for further and unnecessary expenditure on additional recruitment and reap financial rewards in the form of improved productivity (Evaluating the use of psychometrics, 2009).

Hitt et al (2006: 169) believe that personality characteristics may change to some degree, and situational forces may at times overwhelm the forces of personality. People can adjust to their situations, particularly those who are high self-monitors. An introverted person may be somewhat sociable in a sales meeting, and a person with an external locus of control may on occasion accept personal responsibility for his failure. Furthermore, some people can be trained or developed in jobs that seem to conflict with their personalities. Fit between an individual’s personality and the job does, however, convey some advantages.

Overall, the purpose of measuring personality is to know that some people may fit a given job situation better than others. For those who fit less well, we may want to provide extra help, training, or counseling before making the decision to steer them toward another position or type of work (Hitt et al, 2006: 169).

2.5.3 Perception and attitudes

In this section the impact of perception and attitudes on job satisfaction will be considered. This aim of this is to hopefully give further insight and to establish whether personality influences job satisfaction.

2.5.3.1 Perception
Martin (2005: 151) believes that there are at least two ways in which perception and individual difference could be associated. First, perceptions could be influenced by factors located within the personality. Second, personality could at least in part be formed by the ways in which people perceive and interact with the world around them. Figure 2.6 in describing a simplified model of person perception reflects the first of these possibilities. One of the factors influencing the perception of other people is indicated as the perceiver’s characteristics. In other words, who we are influences the ways in which we relate to and interpret other people. The second possibility is through environmental influences on personality development.

2.5.3.2 Attitudes

Champoux (2006: 105) is of the opinion that an attitude is “a learned predisposition to respond in a consistently favorable or unfavorable manner with respect to a given object.” An attitude object can be anything in a person’s environment, including physical objects, issues, ideas, events, and people. The evaluative or effective part of the definition is central to the concept of attitude. It conceptually distinguishes an attitude from other psychological concepts such as need, motive, and trait.

Figure 2.6: Person perception: a simplified model

Source: Martin, 2005: 94
2.5.4 Career choice and personality

Studies by Holland (1985), as cited by Swanepoel (2003: 400) states personality (including values, driving forces and needs) is an important determinant of career choice.

Holland (1985) based his theory on four primary points of departure:

- In our culture most people can be categorised as one of six types – realistic, investigative, social, conventional, enterprising and artistic. Each type is established through a unique interaction between various sociocultural, personal and physical environmental factors. Each individual belongs primarily to one of these personality types, but many also exhibit characteristics of the other types. In this way a profile is derived which could indicate that individual’s personality pattern.

- There are six similar environmental types: realistic, investigative, social, conventional, enterprising and artistic. In each environment there are individuals of similar personality types. Each environment also has certain limitations, and individuals of the same personality type group together according to the same environmental models.

- People seek out environments which will allow them to practise their capabilities and abilities, to express their attitudes and values and to accept problems and roles.

- A person’s behaviour is determined by the interaction between a personality and an environment. Being aware of an individual’s personality pattern and
the type of environment he/she prefers could facilitate a prediction with regard to career

- choice, career stability and career performance, as well as educational and social behaviour.

2.5.5 Benefits of understanding personality

Werner (2007: 57) is of the opinion that a general knowledge of personality contributes to a better understanding of human behavior in the workplace and specifically fosters an appreciation for diversity. Managers who have knowledge of and appreciate personality differences will not try to change employees who are different from them, but will understand these differences and utilise them in situationally appropriate ways. The manager will assign a creative employee projects and tasks that require creative thinking, and place an employee who is very sociable in a position where he or she can work with people, such as customers.

The Type A personality is characterized by impatience, a chronic sense of time urgency, enhanced competitiveness, aggressive drive, and often some hostility. The Type B personality lacks these Type A characteristics. Individuals with a Type A personality have been shown to report more work stressors and strain than individuals with the Type B personality. Specifically, Type A individuals report more psychic complaints and responsibility for people, higher levels of quantitative workload and more overtime worked per day, and higher diastolic blood pressure. They also report a higher incidence of stressful events and recent life changes, and are more likely than Type Bs to evaluate their jobs as stressful (Hagihara, Tarumi & Morimoto, 1998).

In the next section, “leadership” will be introduced and discussed. Literature will assist in determining whether leadership styles of superiors or leaders have an impact on the job satisfaction of employees who report to them.
2.6 LEADERSHIP

Werner (2007: 288) states that leadership is generally defined as the social process of influencing people to work voluntarily, enthusiastically and persistently towards a purposeful group or organisational goal. Leadership is not restricted to a formal position or formal authority; anybody or any level in the organisation can exert influence on others. Organisations are trying to establish a broader leadership culture through the introduction of self-managed work teams.

Ever since the late 1980s the world order has been characterised by extraordinary degrees of transformation, manifested by rapid political change, economic restructuring, adaptation to new rules of (international) competition, dynamic technological advancement and intense changes in social order (Visser, de Coning & Smit, 2004).

We are living in times that are characterised by radical change, immense volatility and international dynamics. South African businesses have to cope with increasing international competition, powerful information technology, political transformation and customers that have become more sophisticated and demanding. Leadership is the key factor in determining whether South Africa will be able to capitalise on the opportunities that evolve from these changes (Werner, 2007: 287).

Howe (2003) is of the opinion that “People don’t quit companies. They quit managers.” While certainly not the exhaustive reason for turnover, presently this opinion is widely held by leadership authors and management consultants. Turnover is not about pure statistics; there is a need to put people first and ensure that business has a human face. Today, where there is heightened uncertainty about world events, the falling stock market, and employee layoffs, people are seeking organizations where they can have a voice and can be recognized for their personal contribution in a supportive working environment.
Their immediate supervisor has a great impact on their value system’s fit with the organization and their level of job satisfaction; two factors which can determine if it is worth staying with their employer or leaving for greener pastures.

According to Howe (2003) most HR practitioners and leaders of organizations would instinctively say that people leave because of the following reasons:

- There are better opportunities elsewhere.
- It is difficult to work here.
- Never did fit in.
- Can’t get ahead.
- Poor management.

2.6.1 Perspectives of leadership

Werner (2007: 289) believes various leadership perspectives have developed over the years and a number of theories or models have developed within these perspectives. De Vries (2005: 15) as cited by Werner (2007: 289) states that leadership models vary from perceiving leadership as consisting of personal and behavioural characteristics (trait theories), to a process by which a leader attempts to influence the member of a group (process theories), to a product of environmental constraints (situational theories).

Trait theories as well as situational theories will be discussed below. Other approaches to leadership will also be discussed.

Superior-subordinate communication is an important influence on job satisfaction in the workplace. The way in which subordinate’s perceive a supervisor’s behavior can positively or negatively influence job satisfaction.
Individuals who dislike and think negatively about their supervisor are less willing to communicate or have motivation to work whereas individuals who like and think positively of their supervisor are more likely to communicate and are satisfied with their job and work environment (Job satisfaction, 2009).

2.6.2 Blake and Mouton’s grid (trait theory)

According to Hitt et al (2006: 287) building on the work of the researches at Michigan and Ohio State, as well as on their own research, Robert Blake and Jane Mouton proposed a classification of leadership styles calls the managerial grid. They defined two dimensions of leader behavior: concern for people and concern for production.

Martin (2005: 353) is of the opinion that Blake and Mouton produced a more systematic approach to the identification of generic styles. A grid is the usual way to represent the relationship between the two factors used in the model. Since it was originally published in 1964, the work has been revised several times, most recently as The Leadership Grid (Blake and McCanse, 1991). Figure 2.7 illustrates the model with the five main leadership styles indicated within it.

Martin (2005: 353) believes the term ‘concern’ is used in this context as reflecting emphasis in something rather than implying welfare or friendship based perceptive. The score for individuals along each scale would be identified through an analysis to the responses to a questionnaire. Looking at the five leadership styles indicated in the model:

1. **Impoverished management.** This style would be typified by a low concern for both people and production. Such a leader would be considered as remote from their subordinates and with little interest in achieving the business goals set for their department or section.
2. Authority-compliance management. This style would be typified through a very high concern for production but very low concern for people. Such a leader would rely on the application of standard procedures and policies to determine action rather than the possible contribution from staff.

3. Country-club management. This style would be typified by a very high concern for people but with low levels of concern for production. Such a leader would be concerned with a need to create harmony and avoid to create conflict thereby allowing subordinates to get on with the job.

4. Middle of the road management. This style is typified through a medium level of concern for both people and production. Keeping everyone happy is a typical approach of such individuals.

5. Team management. This style is typified by an equally very high concern for both people and production. Managers with this profile seek to create teams with seek to create teams in which both the need of individuals and the search for output become integrated (Martin, 2005: 353).
2.6.3 Hersey and Blanchard’s situation approach (situational theory)

Werner (2007:296) states Hersey and Blanchard published the situational leadership model in 1977. The main contingency factor in this model is follower readiness or maturity. Follower readiness is defined as the extent to which a follower is able to (ability) and has confidence to do the task (willingness).

Task behaviour, according to Hersey et al. (2001:117), cited by Werner (2007: 297) implies the degree to which leaders are likely to organize and spell out the tasks of groups members.
Relationship behaviour implies the degree to which leaders are likely to maintain interpersonal relationships between themselves and group members by providing open channels of communication, socio-emotional support, psychological stroking and facilitating subordinates’ behaviour.

Four readiness levels are identified:

- R1 - low readiness refers to subordinates who are unwilling or unsure of how to execute a task, and do not have the necessary ability to do it.
- R2 - low to average readiness refers to subordinates who do not have the ability to execute a task, although they are willing and confident enough to do it.
- R3 - average to high readiness refers to subordinates who have the ability to execute the task, but are unwilling or unsure of how to do it.
- R4 – high readiness refers to subordinates who have the ability and confidence to execute the task, and are unwilling to do it.

There are similarities between this approach and that of Blake and Mouton. From the two basic styles (task and relationship behaviour) emerge four actual styles when the situation variable of subordinate readiness is added to the model as in Figure 2.8. The four actual styles of leadership are:

1. **Telling.** If the subordinates display a low level of readiness to be willing and able to achieve the task then the leader should adopt a task-oriented style by telling subordinates what is expected from them.

2. **Selling.** This style would be most appropriate where the subordinates display moderate levels of readiness towards the task to be achieved.
3. *Participating.* Where medium levels of subordinate readiness towards the task are found it is possible for the leader to lean towards the relationship aspects of the situation in terms of style.

4. *Delegating.* With high levels of subordinate readiness there is an opportunity to delegate much of the responsibility for both task and relationship dimensions. The leadership then becomes the facilitation rather than managerial (Martin, 2005: 355).

Figure 2.8: Hersey and Blanchard’s situational model of leadership

Source: Werner, 2007: 297
The leadership style most appropriate can be determined by drawing a perpendicular line on the continuum from the identified readiness level to where it crosses the bell-shaped curve in Figure 2.8.

2.6.4 House’s path-goal leadership theory (situational theory)

Champoux (2006: 283) is of the opinion that **Path-goal theory** sees the leader’s role as affecting a subordinate’s motivation to reach desired goals. The leader affects a subordinate’s motivation by using rewards when the subordinated reaches the desired goals, being supportive while the subordinate is trying to reach goals, making intrinsically motivating task assignments, and clearing barriers to goal accomplishment. The theory’s name summarizes what a leader does-clearing subordinates’ paths so they can reach desired goals.

A leader’s behavior can enhance a subordinate’s motivation and increase a subordinate’s job satisfaction.

Path-goal theory proposes the following four leader behaviors:

- **Directive:** Directive leader behavior focuses on what must be done, when it must be done, and how it must be done. This behavior clarifies performance expectations and the role of each subordinate in the workgroup.

- **Supportive:** Supportive leader behavior includes concern for subordinates as people and the needs they are trying to satisfy. Supportive leaders are open, warm, friendly, and approachable.

- **Participative:** Participative leader behavior includes consultation with subordinates and serious consideration of subordinates’ ideas before making decisions.
• **Achievement-oriented**: Achievement-oriented leader behavior emphasizes excellence in subordinate performance and improvements in performance. An achievement-oriented leader sets high performance goals and shows confidence in people’s abilities to reach those goals (Champoux, 2006: 283).

Martin (2005: 359) believes this contingency approach is based on the notion that individual leaders are capable of changing their style to match the needs of the situation. The two situational factors are:

1. **Subordinate characteristics.** Leader acceptability depends to a significant extent on the degree to which subordinates perceive leader behaviour as a source of present or future satisfaction.

2. **Demands facing subordinates.** Leader behaviour would motivate performance in subordinates if the satisfaction of subordinate need were dependent on their performance in the work itself and/or other aspects of the work environment.

Figure 2.9 shows the structure of path-goal theory. The four leader behaviors are described as a “repertoire” to emphasize that the leader chooses among the behaviors (Champoux, 2006: 284).

Figure 2.9: Path-goal model of leadership

Source: Martin, 2005, 360
2.6.5 Transformational leadership

Several studies (Bass, 1990: 21-22; Den Hartog, Van Muigen and Koopman, 1997: 20; Hinkin and Tracey, 1990: 105; Humphries and Einstein, 2003: 86; Pounder, 2001: 6), as cited by Visser, de Coning and Smit (2004) characterise the transformational leader as someone who achieves results in one (or more) of the following ways by exerting, executing and accomplishing the key elements of transformational leadership through:

- charisma (idealised influence) by providing a vision and sense of mission, instilling pride, gaining respect and trust;

- inspiring and communicating high expectations by using symbols to focus efforts and expressing important purposes in simple ways;

- intellectually stimulating staff by promoting intelligence, rationality and careful problem-solving; and, catering for individual consideration by giving personal attention, treating each employee individually, coaching and advising,

whereas Tichy and Ulrich (1984:66) argue that ‘… [the] transformational leader must possess a deep understanding of organizations and their place in society and the life of individuals … [and] … they need to understand concepts of equity, power, freedom, and the dynamics of decision-making’.

Good teamwork is essential to job satisfaction. If workers are part of properly functioning teams, then they feel they are needed. Furthermore, along with a sense of belonging is a sense of accomplishment. Team members need to feel that they are actually contributing to the collective goal of the team.
If a team member feels as though he or she is doing trivial work while others are doing more meaningful work, then team unity will deteriorate. Leaders with proper skills in motivation, who stimulate and challenge subordinates, are referred to as transformational leaders (Neubert, 2004).

Leadership can impact on job satisfaction in many ways. Individuals, who are not happy with the way they are led, could be those who are dissatisfied with their jobs. Concern for production, more than the concern for people by leaders could also lead to job dissatisfaction. Different types of leadership styles exist and different situations may require different leadership approaches. Bearing this in mind, it is important for leaders to know this as it could promote and maintain job satisfaction, which could ultimately be for the benefit of the organization.

2.7 CONCLUSION

This research paper deals with some aspects the author believes impact on job satisfaction. From the literature presented in this chapter there is evidence that various factors affect job satisfaction of individuals and all are in some way inter-linked together. In other words, they cannot be treated in silos. For example paying individuals great salaries might not be enough to ensure job satisfaction if issues such as effective leadership is ignored. Therefore, this supports the argument that employee job satisfaction requires a holistic approach by the organization.

A lack of personal satisfaction is a frequent reason many people speak of when quitting a job. What is personal satisfaction? What can a manager do to develop levels of satisfaction in people on jobs? Fortunately there are many things that can be done to provide working conditions where satisfaction can develop. There are no assurances that it will develop but at least conditions encouraging the development of satisfaction can be maintained in the work place (Barrie, 2008).
By taking proactive actions to improve job satisfaction, a supervisor or manager can help reduce turnover and retain key staff. Provide recognition, never underestimate the importance of good, old-fashioned day-to-day feedback. Employees welcome the “pat on the back” for a job well done because the time taken for personal feedback is disappearing from many organizations. People who are uncertain about where they stand with their current employer are receptive to the lure of another organization. Giving feedback, in a constructive manner, creates respect for the employment relationship (Howe, 2003).

Do not allow your job dissatisfactions to go unresolved for long. Job satisfactions and dissatisfactions are barometers of your adjustment to work. They may lead to something worse—job loss, accidents, even mental illness. Depression, anxiety, worry, tension, and interpersonal problems can result from, or be made worse by job dissatisfaction. So, it is important to work out a solution if your job is making you unhappy (Dawis, 1992).

Having discussed the factors which could have an impact on job satisfaction throughout this chapter, the author has developed a suggested model as shown in Figure. 2.10. This model summarizes the factors impacting on job satisfaction.
FIGURE 2.10 Suggested model for enhancing Job Satisfaction

- Recruitment & Selection
- Rewards
  - Financial Rewards
  - Esteem Rewards
  - Job Design Rewards
- Individual Personality
- Leadership Characteristics

JOB SATISFACTION
CHAPTER 3: RESEARCH DESIGN AND METHODOLOGY

3.1 INTRODUCTION

In chapter 1 the following primary objective for this research study was presented;

The relationship between recruitment and selection procedures and job satisfaction. The study also investigated the relationship between rewards offered by firms and individual personality as well as the relationship between leadership characteristics and job satisfaction.

In order to solve the primary objective for the study, the following secondary objectives were devised:

(i) A review study of recruitment and selection procedures was conducted to establish whether it impacts on job satisfaction.

(ii) A review study of rewards offered by firms was conducted to establish whether they have any influence on job satisfaction. Financial, esteem as well as job design rewards were looked at to ascertain whether any recommendations can be made to improve job satisfaction of individuals.

(iii) A review study of individual personality was conducted to establish whether it impacts on job satisfaction.

(iv) A review study of the leadership characteristics of superiors was done to see how it impacts on job satisfaction of subordinates.
In chapter 2, the literature relating to the secondary objectives were discussed in depth. In this chapter the research methodology and design used to solve these objectives will be discussed.

3.2 RESEARCH METHODOLOGY.

In chapter 2 various reasons with reference to the secondary objectives mentioned as to why job satisfaction among individuals could be influenced were discussed. To solve the secondary objectives, the author had to investigate the perceptions of the staff of the selected company to assess whether or not the issues discussed in chapter 2 were prevailing at the selected company.

The researcher chose the survey method to conduct the investigation. A survey is a positivistic methodology whereby a sample of subjects is drawn from a population and studied to make inferences about the population (Collis and Hussey, 2003:66).

According to Collis and Hussey, (2003:66) having decided on a sample, it is necessary to decide how to ask the survey questions. The alternatives are face-to-face or telephone interviews or questionnaires.

In this case the researcher chose to use questionnaires as a method to ask the survey questions. Questionnaires are a popular method for collecting data. A questionnaire survey is cheaper and less time-consuming than conducting interviews, and very large samples can be taken (Collis and Hussey, 2003: 174).

3.3 DEVELOPMENT OF THE QUESTIONNAIRES

According to Collis and Hussey (2003: 173) questionnaires are associated with both positivistic and phenomenological methodologies. A positivistic approach suggests that
closed questions should be used, whereas a phenomenological approach suggests open-ended questions.

The questions in the questionnaires were structured in the same manner as the factors impacting on job satisfaction discussed in chapter 2. The questions posed under each section seek to reveal whether the factors discussed in chapter 2 were prevailing at the selected company.

There were 2 questionnaires in total which were for different categories of respondents. The two categories were:

- Questionnaire for Staff, except HR staff – See Appendix A;
- Questionnaire for HR staff – See Appendix B.

### 3.4 THE PILOT STUDY

Collis and Hussey (2003: 175) are of the opinion that it is essential that you pilot or test your questionnaire as fully as possible before distributing it. At the very least, have colleagues or friends read through it and play the role of respondents, even if they know little about the subject.

In this case the researcher chose to test the questionnaire at the selected company, from the two categories previously mentioned. The researcher then excluded these individuals from the responding to the final questionnaires.
3.5 SAMPLE SIZE AND SELECTION

Sampling was conducted with 35 individuals. Due to the large number of departments at the selected organization, the author decided it was best to get participation from employees from all the departments. HR staff were given a different questionnaire as these individuals are likely to have some experience of the phenomena under study.

3.6 COLLECTION OF DATA

On completion of the questionnaires, electronic mail (email) was used to distribute them to participants, respondents with no email facility were handed the questionnaires by their colleagues. The participants were requested to complete the attached questionnaires and return them to the researcher. Most of the respondents responded using the email media. Respondents with no email facility returned questionnaires using the facsimile media.

3.7 CAPTURING AND EDITING OF DATA

All the questionnaires received were captured into a spreadsheet document. The spreadsheets were divided into 2, i.e. staff and HR staff. This information was then used to generate bar graphs for analysis.

3.8 ANALYSES OF DATA

The analysis of the graphs from the results is covered in chapter 4.

3.9 RESPONSE RATE
A total of 35 questionnaires were distributed to participants. The response rate for the survey is shown on Table 3.1.

Table 3.1: Response Rate

<table>
<thead>
<tr>
<th>Total Questionnaires</th>
<th>Total Response</th>
<th>Response Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>35</td>
<td>31</td>
<td>89%</td>
</tr>
</tbody>
</table>

The participants that did not respond were from 3 departments. One from the HR department, 1 from the Properties department and 2 from the Fibres department.

3.10 CONCLUDING REMARKS

In this chapter the methodology used to gather the information for the research was discussed. In chapter 4 the results from the survey will be analysed to determine whether the factors impacting on job satisfaction discussed are prevailing at the selected company.
CHAPTER 4: RESULTS PRESENTATION AND DISCUSSION

4.1 INTRODUCTION

In chapter two, certain theories and factors which impact on job satisfaction was discussed. In chapter three the methodology was described on how the study was carried out to assess whether the environment at BKB Limited meets the requirements discussed in chapter two. This chapter will present the results of the empirical study carried out at BKB Limited.

The questionnaires were structured as follows:

- Section A – Demographic Information;
- Section B1 – Leadership characteristics of superiors;
- Section B2 – Rewards offered to employees;
- Section B3 – Personality of individuals;
- Section B4 – Recruitment and Selection procedures;
- Section C – General.

The questionnaires were distributed to two different groups. The groups were divided into:

- Staff in different departments, except the HR department;
- HR staff only.
4.2 ANALYSIS AND INTERPRETATION OF THE DEMOGRAPHIC INFORMATION FOR BKB LTD

4.2.1 Gender

The staff respondents comprised 50 percent males and 50 percent females. In the HR department respondents comprised 14 per cent males and 86 percent females. This is seen in Figures 4.1 and 4.2 above.
4.2.2 Race

From figure 4.3 it can be seen that 79 percent of the staff respondents are white, while respondents who are coloured, asian and black comprise of 9, 8 and 4 percent respectively. With the HR department respondents comprise of 57 percent white and 43 percent coloured as seen in figure 4.4.
4.2.3 Age

From the figures shown above it is seen that the majority of staff respondents are made up of individuals between the ages of 49 years and 59 years, 38 percent of them. It is also interesting to note that HR staff respondents between the ages of 39 years and 48 years also have the majority of respondents with 72 per cent. This may give an indication that tenure has a role to play in this (job satisfaction).
4.2.4 Qualifications

As seen from figure 4.7 above the qualifications of staff comprise mostly of a matric certificate with 50 percent of respondents having this qualification. This is not a positive sign as the staff of BKB Limited does not seem to feel it is important or necessary for them to further their studies. Generally there is a widespread of qualifications among the HR staff respondents as seen in figure 4.8 above.
4.2.5 Departments

Respondents from staff of all departments answered the questionnaire. The different departments within BKB Limited are shown in figure 4.9 above.

Figure 4.9: Departmental representation of Staff respondents
4.2.6 Experience

As seen in figure 4.10 above a phenomenal 54 percent of the staff respondents have more than 15 years experience with BKB Limited. This could be an indication that there is generally good job satisfaction for these respondents. It could also be a lack of qualifications for them to pursue careers elsewhere as half of these respondents only have a matric qualification. Respondents from the HR staff generally have an even spread of experience in the time spent within the HR department. This is shown in figure 4.11 above.
4.3 ANALYSIS AND INTERPRETATION OF FACTORS IMPACTING ON JOB SATISFACTION

4.3.1 Section B1 - Leadership

4.3.1.1 Statement 1.1:

a) The Staff views on this statement, “I have confidence that management is leading BKB in the right direction” are shown in Figure 4.12 below.

Figure 4.12: Staff views on statement 1.1

![Bar chart showing the percentage of staff views on statement 1.1.]

Figure 4.13: HR staff views on statement 1.1

![Bar chart showing the percentage of HR staff views on statement 1.1.]

The HR Staff views on this statement, “I have confidence that management is leading BKB in the right direction” are shown in Figure 4.13.

As shown in Figures 4.12 and 4.13 the majority of the respondents agree that they have confidence that management is leading BKB in the right direction.

4.3.1.2 Statement 1.2:

a) The staff views on this statement, “Management cares about my needs” are shown in Figure 4.14.

Figure 4.14: Staff views on statement 1.2
b) The HR staff views on this statement, “Management cares about my needs” are shown in Figure 4.15.

The majority of staff respondents disagree that management cares about their needs, while with the HR staff the majority of the respondents agree that management cares about their needs. From this statement it is important to note the literature in chapter 2 which states that individuals who dislike and think negatively about their supervisor are less willing to communicate or have motivation to work. The opposite occurs when individuals like and think positively of their supervisor.

4.3.1.3 Statement 1.3:

a) The staff views on this statement, “Management is very open and honest” are shown in Figure 4.16.
b) The HR staff views on this statement, “Management is very open and honest” are shown in Figure 4.17.

On statement 1.3 the majority of respondents disagree that management is very open and honest. It could be noted that with the HR staff there is a smaller percentage who disagree compared to that of staff not belonging to this department. The literature in chapter 2 states that superior-subordinate communication is an important influence on job satisfaction in the workplace, and the way in which subordinates perceive a supervisor’s behavior can positively or negatively influence job satisfaction.
4.3.1.4 Statement 1.4:

a) The staff views on this statement, “My immediate manager is good at getting people to work together to meet a common goal” are shown in Figure 4.18.

![Figure 4.18: Staff views on statement 1.4](image)

b) The HR staff views on this statement, “My immediate manager is good at getting people to work together to meet a common goal” are shown in Figure 4.19.

![Figure 4.19: HR staff views on statement 1.4](image)
On statement 1.4, the majority of the respondents believe that their immediate manager is good at getting people to work together to meet a common goal. This also confirms the comment made above that the majority of the respondents agree that they have confidence that management is leading BKB in the right direction.

4.3.1.5 Statement 1.5:

a) The staff view on this statement, “Managers use their high position to get the work done by staff” are shown in Figure 4.20.

![Figure 4.20: Staff views on statement 1.5](image)

![Figure 4.21: HR staff views on statement 1.5](image)
b) The HR staff view on this statement, “Managers use their high position to get the work done by staff” are shown in Figure 4.21.

The majority of respondents agree that managers use their high position to get the work done by staff. Authority-compliance leadership discussed in chapter 2 is indicative of what the majority of respondents feel toward this statement.

4.3.1.6 Statement 1.6:

4.3.1.6 Statement 1.6:

a) The staff views on this statement, “I often feel like quitting because of my immediate superior” are shown in Figure 4.22.
b) The HR staff views on this statement, “I often feel like quitting because of my immediate superior” are shown in Figure 4.23.

On statement 1.6, 50 percent of respondents from the staff disagree, while with HR staff they unanimously disagree that they feel like quitting because of their immediate superior.

4.3.1.7 Statement 1.7:

a) The staff views on this statement, “Management listens to and considers my views” are shown in Figure 4.24.
b) The HR staff views on this statement, “Management listens to and considers my views” are shown in Figure 4.25.

On this statement, 50 percent of respondents from the staff agree, while with HR staff they unanimously agree that management listens to and considers their views. Also mentioned in the literature this can have a positive or negative impact on job satisfaction.
4.3.1.8 Statement 1.8:

a) The staff views on this statement, “My manager is more concerned about results than for me as a person” are shown in Figure 4.26.

Figure 4.26: The staff views on statement 1.8

b) The HR staff views on this statement, “My manager is more concerned about results than for me as a person” are shown in Figure 4.27.

Figure 4.27: The HR staff view on statement 1.8

The respondents are divided on statement 1.8, with the majority of all respondents mostly in disagreement. With reference to the literature on leadership, section 2.6 in
Chapter 2, individuals are more likely to respond positively to a leadership style where the concern for people is more than that, than the concern for production.

4.3.1.9 Statement 1.9:

(a) The staff views on this statement, “Management embraces the company values and thus provides a good example for employees to follow” are shown in Figure 4.28.

![Figure 4.28: The staff views on statement 1.9](image)

(b) The HR staff views on this statement, “Management embraces the company values and thus provides a good example for employees to follow” are shown in Figure 4.29.

![Figure 4.29: The HR staff view on statement 1.9](image)
The majority of the respondents agree on this statement, which is a positive sign that the leadership of the management at BKB is a good example for employees.

4.3.1.10 Statement 1.10:

a) The staff views on this statement, “My immediate manager and I regularly review and update my goals” are shown in Figure 4.30.

Figure 4.30: The staff views on statement 1.10

b) The HR staff views on this statement, “My immediate manager and I regularly review and update my goals” are shown in Figure 4.31.

Figure 4.31: The HR staff view on statement 1.10
The majority of the respondents from the staff agree on this statement, whereas staff from the HR department are divided on statement 1.10.

4.3.1.11 Statement 1.11:

a) The staff views on this statement, “My immediate manager asks for upward feedback on his/her management style” are shown in Figure 4.32.

Figure 4.32: The staff views on statement 1.11

b) The HR staff views on this statement, “My immediate manager asks for upward feedback on his/her management style” are shown in Figure 4.33.

Figure 4.33: The HR staff view on statement 1.11
The majority of all the respondents disagree on this statement and feel that their immediate manager does not ask for upward feedback on his/her management style.

With the last two statements of this section, statements 1.10 and 1.11 the literature is evidence that reviewing goals and asking for feedback is important as people who are uncertain about where they stand with their current employer are receptive to the lure of another organization. It also states that giving feedback, in a constructive manner, creates respect for the employment relationship.

4.3.2 Section B2 – Rewards

4.3.2.1 Statement 2.1:

a) The staff views on this statement, “I get rewarded when I perform well” are shown in Figure 4.34.

Figure 4.34: The staff views on statement 2.1
b) The HR staff views on this statement, “I get rewarded when I perform well” are shown in Figure 4.35.

The majority of the respondents from staff, 50 percent, disagree on this statement and feel they are not rewarded when they perform well. With the respondents from the HR staff it is noted that 86 percent of them agree that they are rewarded when they perform well.

As discussed in the literature in chapter two, at the minimum employees expect to be rewarded and to be treated fairly, this will enhance job satisfaction of individuals which will ultimately be of benefit to the organisation. It is therefore beneficial for organizations to find ways of rewarding employees well in a way that is meaningful to them so that they will, in the end, be of value to the organisation. Having said this, employees should also show appreciation by giving the best they can to the organizations they work for.
Statement 2.2:

a) The staff views on this statement, “The rewards are meaningful to me” are shown in Figure 4.36.

![Figure 4.36: The staff views on statement 2.2](image)

b) The HR staff views on this statement, “The rewards are meaningful to me” are shown in Figure 4.37.

![Figure 4.37: The HR staff view on statement 2.2](image)

On statement 2.1, the respondents from the staff are similar to that of the previous statement, with 57 percent of them not agreeing on the statement.
With the respondents from the HR staff it is noted that 100 percent of them agree that the rewards are meaningful to them.

4.3.2.2 Statement 2.3:

a) The staff views on this statement, “My work is challenging” are shown in Figure 4.38.

Figure 4.38: The staff views on statement 2.3

Figure 4.39: The HR staff view on statement 2.3
b) The HR staff views on this statement, “My work is challenging” are shown in Figure 4.39.

The response to statement 2.3 was unanimous as shown in Figures 4.38 and 4.39.

This is a positive response as literature in chapter 2 states that employees tend to prefer jobs that give them the opportunity to use their skills and abilities and offer a variety of tasks. It also states that jobs that have too little challenge create boredom, but too much challenge creates frustration and a feeling of failure.

4.3.2.3 Statement 2.4:

a) The staff views on this statement, “My total remuneration package matches the responsibilities I have” are shown in Figure 4.40.

![Figure 4.40: The staff views on statement 2.4](image-url)
b) The HR staff views on this statement, “My total remuneration package matches the responsibilities I have” are shown in Figure 4.41.

The majority of both sets of respondents disagree with this statement with 50 percent and 72 percent from the staff and HR staff respectively. The literature in chapter 2 states that employees want a fair unambiguous pay system and promotion policies. Satisfaction will then not only be linked to the amount one is paid, but rather to the perception of fairness. This poses a challenge to individuals responsible for the formation of structuring remuneration packages.

4.3.2.4 Statement 2.5:

a) The staff views on this statement, “I am happy with my benefits (provident fund, Medical aid, etc.) at BKB” are shown in Figure 4.42.
b) The HR staff views on this statement, “I am happy with my benefits (provident fund, Medical aid, etc.) at BKB” are shown in Figure 4.43.

The majority of both sets of respondents agree with this statement with 50 percent and 86 per cent from the staff and HR staff respectively.

4.3.2.5 Statement 2.6:
a) The staff views on this statement, “Money is the only motivator for me” are shown in Figure 4.44.

![Figure 4.44: The staff views on statement 2.6](image)

b) The HR staff views on this statement, “Money is the only motivator for me” are shown in Figure 4.45.

![Figure 4.45: The HR staff view on statement 2.6](image)

The results on statement 2.6 are mixed. The majority of all respondents do however disagree that money is the motivator for them. Literature also reveals that one mistake that managers often make is to overemphasize extrinsic rewards such as salaries,
bonuses, job titles and underemphasize intrinsic rewards; exciting and challenging work, promotion opportunities and feelings of accomplishment.

4.3.2.5 Statement 2.7:

a) The staff views on this statement, “My physical working conditions (workplace, heat, light, noise, etc.) are good” are shown in Figure 4.46.

![Figure 4.46: The staff views on statement 2.7](image)

b) The HR staff views on this statement, “My physical working conditions (workplace, heat, light, noise, etc.) are good” are shown in Figure 4.47.

![Figure 4.47: The HR staff view on statement 2.7](image)
All respondents unanimously agree to statement 2.7. Only a small percentage disagree that their physical working conditions are good, a good opportunity for management to find out what this is in order to keep their staff happy.

4.3.2.6 Statement 2.8:

a) The staff views on this statement, “If I were offered the same job, at the same pay, at a different organization, I would not leave BKB” are shown in Figure 4.48.

Figure 4.48: The staff views on statement 2.8

Figure 4.49: The HR staff view on statement 2.8
b) The HR staff views on this statement, “If I were offered the same job, at the same pay, at a different organization, I would not leave BKB” are shown in Figure 4.49.

The response to statement 2.8 is in line with the respondents view to statements 2.4 and 2.7.

4.3.3 Section B3 – Personality

4.3.3.1 Statement 3.1

a) The staff views on this statement, “I feel my personality type is aligned to the industry in which I find myself working in” are shown in Figure 4.50.

Figure 4.50: The staff views on statement 3.1
b) The HR staff views on this statement, “I feel my personality type is aligned to the industry in which I find myself working in” are shown in Figure 4.51.

The staff respondents have a high percentage of those individuals who agree to the statement, while in the HR department the respondents are divided in their views. This however should not be surprising as these individuals do not have much to do with tangible products.

At this point it is important to refer to the literature discussed in chapter 2. The literature revealed that some people can be trained or developed in jobs that seem to conflict with their personalities. It is also important to know that fit between an individual’s personality and the job does, however, convey some advantages.

4.3.3.2 Statement 3.2

a) The staff views on this statement, “I enjoy the type of work I do at BKB” are shown in Figure 4.52.
b) The HR staff views on this statement, “I enjoy the type of work I do at BKB” are shown in Figure 4.53.

It is clear from the figures, 4.52 and 4.53 that the respondents, especially from the HR staff enjoy the type of work they do at BKB.

4.3.3.3 Statement 3.3
a) The staff views on this statement, “I feel the type of work I do creates anxiety and stress” are shown in Figure 4.54.

![Figure 4.54: The staff views on statement 3.3](image)

b) The HR staff views on this statement, “I feel the type of work I do creates anxiety and stress” are shown in Figure 4.55.

![Figure 4.55: The HR staff view on statement 3.3](image)

All the respondents are divided on statement 3.3, though most of them disagree that the type of work they do creates anxiety and stress. The literature also revealed that the jobs individuals do, shape them by offering a sense of growth, commitment and satisfaction,
or it can alienate them, creating chronic feelings of anxiety and directly affecting their health and wellbeing.

4.3.3.4 Statement 3.4

a) The staff views on this statement, “I feel the type of work I do suits my personality” are shown in Figure 4.56.

Figure 4.56: The staff views on statement 3.4

b) The HR staff views on this statement, “I feel the type of work I do suits my personality” are shown in Figure 4.57.

Figure 4.57: The HR staff view on statement 3.4
The majority of the staff respondents agree on this statement, while with the HR staff respondents the majority agree, though this percent is not much higher than that of the respondents who disagree with the statement. Literature suggests that extraverted individuals are more satisfied in the workplace because work gives them an opportunity to experience an optimal level of arousal, whereas introverted individuals are less satisfied in the workplace due to too much stimulation.

4.3.3.6 Statement 3.5

a) The staff views on this statement, “I feel optimistic about work and my personal life” are shown in Figure 4.58.
b) The HR staff views on this statement, “I feel optimistic about work and my personal life” are shown in Figure 4.59.

All respondents unanimously agree on statement 3.5. Only a small percentage of them disagree with the statement. As mentioned in chapter 2, individuals will benefit if they know that the suppression of unpleasant emotions may decrease job satisfaction and the amplification of pleasant emotions may increase job satisfaction.

4.3.3.7 Statement 3.6

a) The staff views on this statement, “Every day I have the opportunity to do what I am best at” are shown in Figure 4.60.
b) The HR staff views on this statement, “Every day I have the opportunity to do what I am best at” are shown in Figure 4.61.

The majority of all respondents agree with this statement which is in line with statement 3.2 and also a good sign that the respondents are eager to get to work to be productive.
4.3.4 Section B4 – Recruitment and Selection

4.3.4.1 Statement 4.1

a) The staff views on this statement, “My career path at BKB is clear to me” are shown in Figure 4.62.

Figure 4.62: The staff views on statement 4.1

![Chart showing staff views]

b) The HR staff views on this statement, “My career path at BKB is clear to me” are shown in Figure 4.63.

Figure 4.63: The HR staff view on statement 4.1

![Chart showing HR staff views]
All respondents are somewhat divided on this statement, with the majority of them in agreement that their career path at BKB is clear to them. This could be improved by individuals enquiring to management on this issue.

4.3.4.2 Statement 4.2

a) The staff views on this statement, “My job description is clear to me” are shown in Figure 4.64.

![Figure 4.64: The staff views on statement 4.2](image)

b) The HR staff views on this statement, “My job description is clear to me” are shown in Figure 4.65.

![Figure 4.65: The HR staff view on statement 4.2](image)
Almost all respondents agree on this statement, only 8 and 4 percent of staff disagree and strongly disagree respectively that their job description is not clear to them. As revealed in chapter 2, the writing of job descriptions and is often a cumbersome process, which is often neglected in organisations. It is good though, to see that almost all of the respondents from this organisation agree that their job description is clear to them.

4.3.4.3 Statement 4.3

a) The staff views on this statement, “Recruitment and selection policies are handled fairly when employees apply for positions internally” are shown in Figure 4.66.

Figure 4.66: The staff views on statement 4.3

Figure 4.67: The HR staff view on statement 4.3
b) The HR staff views on this statement, “Recruitment and selection policies are handled fairly when employees apply for positions internally” are shown in Figure 4.67.

The majority of staff disagree with this statement. It could be that they are not well informed or do not make the necessary arrangements to obtain the policies. It is interesting to note that with the HR staff that probably have more knowledge on this issue; the majority of them are in agreement with this statement. Literature in chapter 2 reveals that the organizations recruitment policy must be clarified as soon as possible to all stakeholders involved, this includes employees.

4.3.4.4 Statement 4.4

a) The staff views on this statement, “I am encouraged by my superior to apply for positions higher than my current grade if they become available. (if suitably qualified)” are shown in Figure 4.68.

**Figure 4.68: The staff view on statement 4.4**
b) The HR staff views on this statement, “I am encouraged by my superior to apply for positions higher than my current grade if they become available. (if suitably qualified)” are shown in Figure 4.69.

Most of the respondents from the staff do not agree with this statement, 39 percent disagree, while 13 percent strongly disagree.

This should be of concern to the HR department as well as to management. Respondents from the HR staff mostly agree to this statement.

4.3.4.5 Statement 4.5

a) The staff views on this statement, “I believe my ability to carry out tasks assigned to me matches the current needs of the organisation” are shown in Figure 4.70.
b) The HR staff views on this statement, “I believe my ability to carry out tasks assigned to me matches the current needs of the organisation” are shown in Figure 4.71.

A positive response from all respondents on statement 4.5. The confidence shown is a good sign of the respondents willing to accomplish what is best for the organization.

4.3.4.6 Statement 4.6

a) The staff views on this statement, “I am suitably qualified to do my job” are shown in Figure 4.72.
b) The HR staff views on this statement, “I am suitably qualified to do my job” are shown in Figure 4.73.

Almost all respondents agreed that they are suitably qualified to do their jobs. Only 4 percent of respondents from the staff strongly disagreed that they were suitably qualified to do their jobs. It is important to note what the literature in chapter 2 revealed. This is that the qualification of an employee must match his or her job. If the individual feels that their qualification is not matched with the job, he or she will naturally be dissatisfied.
4.3.4.7 Statement 4.7

a) The staff views on this statement, “BKB develops people for long-term careers” are shown in Figure 4.74.

Figure 4.74: The staff view on statement 4.7

b) The HR staff views on this statement, “BKB develops people for long-term careers” are shown in Figure 4.75.

Figure 4.75: The HR staff view on statement 4.7

The respondents from the staff are divided on this statement, while respondents from the HR staff mostly agree on the statement with only 14 percent not agreeing to the
statement. Enquiries to these respondents as to why they feel this way, could be made by management. It is interesting to know that the literature in chapter 2 states that a major objective of the human resource management function is to provide the best match possible between the current and future needs of the organization and the people working within it.

4.3.5  Section C – General (Other comments)

4.3.5.1. In this section the respondents were asked to comment on the following question:

“What improvements do you think should be considered to make you happier at BKB?

a) Staff comments:

- More opportunities to improve oneself to contribute to the company
- Higher salaries, increased benefits and incentives
- Better cooperation between departments will make everybody happier
- Teamwork is good, although it can be improved
- Skills transfer and the ability to be able to transfer individuals between departments, thus learning new skills
- Communication
- Remuneration policies, market-related remuneration
- Leaders should be more open with the development of the organization
- To be treated equally and to be paid for your knowledge

b) HR staff comments:

- Market related salaries
• Technology to be upgraded constantly
• IT efficiency
• Undercover parking for vehicles
• Cafeteria

4.3.5.2. In this section the respondents were asked to comment on the following question:

“In your opinion, what factors impact on job satisfaction of employees at BKB?”

a) Staff comments:

• Salaries
• Leadership
• Stress
• Honesty, disrespect to fellow employees, ignorance and friendliness
• Appreciation, recognition for good work done, not necessarily monetary
• Communication between management and staff
• How you are treated by management
• Financial and non-financial rewards
• Consequent actions of management
• Non flexible working hours

b) HR staff comments:

• Market related salaries
• Recognition for doing good work, not necessarily money
• Adequate training
• Increased incentives, good communication

4.3.5.3. In this section the respondents were asked to comment on the following question:

“Is there anything that you would like to suggest which you feel will make your job more satisfying?”

a) Staff comments:

• End users of PC’s should take responsibility and less of their tasks will end up at IT
• Train people in communication skills
• Salary must be according to the job you do
• A new computer program for the Trading division, ensuring efficiency, thus more job satisfaction
• Positive comments for work well done, recognition
• The person in charge of the department should have the final say
• Better training, better communication
• Recognition for what you know, not who you know
• Leaders and managers should take responsibility, they are paid for it
• Computer programme for auctions to be installed

b) HR staff comments:

• Promotion opportunities, shareholders to invest more in HR for they are the biggest asset to any company
• A new computer
• Flexi hours
Figures 4.76 and 4.77 below summarise the issues raised on the comments made in questions 1 – 3 of this section:

Figure 4.76: Summary of comments by staff

Figure 4.77: Summary of comments by HR staff
4.4 CONCLUDING REMARKS

The response to the questions and statements were answered with honesty and consistency. The comments made by the respondents were very comprehensive. All of the questions asked by the researcher which were used in the questionnaire were linked to the literature in chapter 2. Various factors impact on job satisfaction. In chapter 2, the author chose four of the various factors for this study.

The factors selected were that of recruitment and selection, rewards offered by employers, personality of employees and leadership characteristics of superiors.

From the findings in this chapter it is noted that rewards are the most prominent factor which impacts on job satisfaction of the respondents at BKB. The rewards referred to in this case are that of financial remuneration. This is followed by communication as the majority of respondents disagree that management is not open and honest. As mentioned earlier in this chapter, the literature in chapter 2 states that superior-subordinate communication is an important influence on job satisfaction in the workplace. In the following chapter detailed recommendations as well as the conclusion will be looked at.
CHAPTER 5: CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

In this chapter the author will seek to provide solutions to the main problem and the sub-problem of this study. The chapter will also provide recommendations based on the findings of this research.

5.2 RESOLUTION OF THE MAIN PROBLEM

The main problem posed in chapter one of this research was:

To what extent do factors such as recruitment and selection, rewards offered to individuals, individual personality as well as leadership characteristics of those in leadership positions, impact on job satisfaction.

In order to solve the main problem, the following sub-problems were devised:

- Sub-problem 1:
  - What does the literature research process reveal about job satisfaction?
  - Sub-problem 2:
    - What strategies, if any, are used by BKB Limited, (the sample selected) to enhance job satisfaction?
  - Sub-problem 3:
    - How can the results obtained from the resolution of sub-problems one and two (above) be combined to list various strategies which will enhance the job satisfaction of employees within BKB Ltd?
Sub-problems one and two were addressed in chapters two and four respectively, where different theoretical literature was discussed. In this chapter, the aim will be to resolve sub-problem three by putting forward recommendations that are based on the literature review and the results in chapter four. By solving these sub-problems, the main problem would therefore be resolved.

5.3 PROBLEMS AND LIMITATIONS

There were no major problems and limitations encountered during this research. The only issue was that two questionnaires were returned past the due date. Due to time constraints the researcher could not use the information supplied by the two individuals who submitted their questionnaires past the due date.

5.4 FINDINGS OF THE RESEARCH PROJECT

The results of this research reveal the following.

Leadership: Most of the staff are generally happy with the leadership of the company and have confidence that management is leading the company in the right direction. The results also show that most of the staff are pleased to know that management listens to and considers their views. HR staff agree that management cares about their needs, whereas the non HR staff are in disagreement with the issue. All staff also agree that management is not open and honest and that they use their high position to get the work done by staff. The majority of all staff are also of the opinion that their immediate does not ask for upward feedback on his/her management style.

Rewards: Most of the staff (HR and general) are not happy with their salaries and believe that their total remuneration package does not match the responsibilities they have. They do, however believe that money is not the only motivator for them. They
also believe that their work is challenging and that their physical working conditions are good, all this showing positive intrinsic rewards. Almost all of the staff will not accept employment elsewhere at the same level of pay, proving that money is basically the only reward that does not satisfy them.

**Personality**: The results discussed in chapter 4 revealed that most of individuals who responded to the questionnaire agreed that their personality type suits the work they do, and that they have the opportunity to do what they are best at. They also feel optimistic about their work and personal life.

**Recruitment and Selection**: Job descriptions of almost all the staff are clear to them. It is agreed by the HR staff that recruitment and selection policies are handled fairly when employees apply for positions internally. The majority of the other staff however, does not agree with the statement. Almost all HR staff believe that BKB develops people for the long term, whereas almost half of the other staff disagree with the statement.

The results of the general questions asked in Section C are shown in chapter 4, with Figures 4.76 and 4.77 showing the words appearing most. Salaries earned came up the most with respondents not being satisfied with what they earned.

### 5.5 RECOMMENDATIONS

Based on the results shown in chapter four and the literature review in chapter two, the following recommendations have been formulated to assist and give guidance to BKB Ltd in enhancing the job satisfaction of their employees.

- Improve communication with all staff by giving regular feedback about what is happening with the business as a whole;
• If not already done, workshops between departments should be held regularly to promote information sharing. Staff should be encouraged to read newsletters to get to know more about the organisation;

• Management should avoid staff to think they are authority-compliant leaders who use their positions to get results from the staff, as the concern for production over that of the concern for staff is a negative impact on job satisfaction;

• Improvement of salary structures and finding innovative means of packaging the salaries to make them more attractive;

• It is clear that salaries are not the sole reward for everyone; the key is linking pay levels to satisfaction. This does not mean the amount of remuneration, but the perception of fairness; and

• If the salaries paid are perceived to be fair, there is likely to be greater job satisfaction;

• Although psychometrics is used at the company it is suggested that the analysis thereof should be carefully looked at. This will assist in deciding who to appoint to a certain job or department. Though when aligning the personality type of an individual to the industry one works in does not do much justice, it does seem to impact on job satisfaction in some way;

• Non HR staff should be made aware of the organizations recruitment and selection policies and how it fits into the strategic long-term plan of the organisation, the knowledge in the clarity thereof should be known by management;

• If suitably qualified, candidates applying for promotions should be given the opportunity by their immediate superiors, individuals who perceive they are given a fair opportunity are likely to experience satisfaction from their jobs.
5.6 CONCLUDING REMARKS

With the current global economic conditions we are facing it would be difficult and irresponsible for any company to disregard the importance of retaining good, reliable and knowledgeable employees. This is one of the reasons that the study investigated factors impacting on job satisfaction. The approach seeks to minimize staff turnover and as a result of this, shows ways of improving the bottom line, by avoiding unnecessary recruitment, selection and placement fees.

It is known that in these tough times acquiring a new job is not as easy as it used to be, due to the fact that individuals are now holding on to their positions, satisfied with them or not. Though if more and more organizations are made aware of the importance of job satisfaction, in tough times or not, think of the possibilities. Factors such as increased productivity, better operating profits, less shrinkage as a result of less or no theft, sabotage or just plain negligence could be achieved to improve the economic growth of organizations as well as our country.

In a case where staff leaves organisations due to circumstances beyond the control of management, at least they will know they had the systems in place to make it easier to retain those individuals.
REFERENCE LIST


## APPENDIX A

### Questionnaire: BKB Ltd Staff

### Section A - Demographic Information

Please supply the following information by marking with an “X” in the appropriate box.

1. **Your gender?**
   - Male
   - Female

2. **Are you?**
   - Asian
   - Coloured
   - White
   - Black
   - Other (specify)

3. **What is your age?**
   - 18-28
   - 29-38
   - 39-48
   - 49-59
   - 60+
4. What is your highest qualification?

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<thead>
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<th>Qualification</th>
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<tbody>
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<td>Matric</td>
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<td>National Certificate</td>
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<td>National diploma</td>
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<tr>
<td>B.Tech</td>
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<tr>
<td>Bachelor’s Degree</td>
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<tr>
<td>M.Tech</td>
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<tr>
<td>Masters degree</td>
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<tr>
<td>Other (specify)</td>
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5. In which department are you employed?

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<th>Department</th>
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<tr>
<td>Finance</td>
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<tr>
<td>Fibre Marketing</td>
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<tr>
<td>Trading</td>
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<td>Logistics</td>
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<td>Corporate</td>
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<td>HR</td>
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<td>IT</td>
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<td>Livestock</td>
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<td>Fibres</td>
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<td>Properties</td>
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6. How many years of experience do you have with BKB?

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<th>Experience Range</th>
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<td>0-12 months</td>
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<td>1-3 years</td>
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<td>4-6 years</td>
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<td>7-10 years</td>
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<td>11-14 years</td>
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<tr>
<td>15+ years</td>
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</table>
Section B – Factors impacting on Job Satisfaction

Please respond to the following statements by marking an “X” in the appropriate box.

<table>
<thead>
<tr>
<th>No.</th>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
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<tbody>
<tr>
<td></td>
<td><strong>B1 – Leadership</strong></td>
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<tr>
<td>1.1</td>
<td>I have confidence that management is leading BKB in the right direction.</td>
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<tr>
<td>1.2</td>
<td>Management cares about my needs.</td>
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<tr>
<td>1.3</td>
<td>Management is very open and honest.</td>
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<td>1.4</td>
<td>My immediate manager is skilled at getting people to work together to meet a common goal.</td>
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<td>1.5</td>
<td>Managers use their high position to get the work done by staff.</td>
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<td>1.6</td>
<td>I often feel like quitting because of my immediate superior.</td>
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<tr>
<td>1.7</td>
<td>Management listens to and considers my views.</td>
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<td>1.8</td>
<td>My manager is more concerned about results than for me as a person.</td>
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<tr>
<td>1.9</td>
<td>Management embraces the company values and thus provides a good example for employees to follow.</td>
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<tr>
<td>1.10</td>
<td>My immediate manager and I regularly review and update my goals.</td>
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<tr>
<td>1.11</td>
<td>My immediate manager asks for upward feedback on his/her management style.</td>
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</tbody>
</table>
### B2 – Rewards

2.1 I get rewarded when I perform well.

2.2 The rewards are meaningful to me.

2.3 My work is challenging.

2.4 My total remuneration package matches the responsibilities I have.

2.5 I am happy with my benefits (provident fund, Medical aid, etc.) at BKB.

2.6 Money is the only motivator for me.

2.7 My physical working conditions (workplace, heat, light, noise, etc) are good.

2.8 If I were offered the same job, at the same pay, at a different organisation, I would not leave BKB.

### B3 – Personality

3.1 I feel my personality type is aligned to the industry in which I find myself working in.

3.2 I enjoy the type of work I do at BKB.

3.3 I feel the type of work I do creates anxiety and stress.

3.4 I feel the type of work I do suits my personality.

3.5 I feel optimistic about work and my personal life.

3.6 Every day I have the opportunity to do what I am best at.
### B4 - Recruitment and Selection

<p>| | |</p>
<table>
<thead>
<tr>
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<tr>
<td>4.1</td>
<td>My career path at BKB is clear to me.</td>
</tr>
<tr>
<td>4.2</td>
<td>My job description is clear to me.</td>
</tr>
<tr>
<td>4.3</td>
<td>Recruitment and selection policies are handled fairly when employees apply for positions internally.</td>
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<tr>
<td>4.4</td>
<td>I am encouraged by my superior to apply for positions higher than my current grade if they become available. (if suitably qualified)</td>
</tr>
<tr>
<td>4.5</td>
<td>I believe my ability to carry out tasks assigned to me matches the current needs of the organisation.</td>
</tr>
<tr>
<td>4.6</td>
<td>I am suitably qualified to do my job.</td>
</tr>
<tr>
<td>4.7</td>
<td>BKB develops people for long-term careers.</td>
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</table>

### Section C – General

<p>| | |</p>
<table>
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<tr>
<th></th>
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<tbody>
<tr>
<td>1</td>
<td>What improvements do you think should be considered to make you happier at BKB?</td>
</tr>
<tr>
<td>2</td>
<td>In your opinion, what factors impact on job satisfaction of employees at BKB?</td>
</tr>
<tr>
<td>3</td>
<td>Is there anything that you would like to suggest which you feel will make your job more satisfying?</td>
</tr>
</tbody>
</table>

Thank you for participating in answering this questionnaire.
APPENDIX B

Questionnaire: BKB Ltd HR Staff

Section A - Demographic Information

Please supply the following information by marking with an “X” in the appropriate box.

1. Your gender?
   - Male
   - Female

2. Are you?
   - Asian
   - Coloured
   - White
   - Black
   - Other (specify)

3. What is your age?
   - 18-28
   - 29-38
   - 39-48
   - 49-59
   - 60+
4. What is your highest qualification?

<table>
<thead>
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<th>Qualification</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Matric</td>
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<tr>
<td>National Certificate</td>
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<tr>
<td>National diploma</td>
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</tr>
<tr>
<td>B.Tech</td>
<td></td>
</tr>
<tr>
<td>Bachelor’s Degree</td>
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<tr>
<td>M.Tech</td>
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<tr>
<td>Masters degree</td>
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<tr>
<td>Other (specify)</td>
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</tr>
</tbody>
</table>

5. How many years of experience do you have within the BKB HR Department?

<table>
<thead>
<tr>
<th>Years of Experience</th>
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</tr>
</thead>
<tbody>
<tr>
<td>0-12 months</td>
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<tr>
<td>1-3 years</td>
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<tr>
<td>4-6 years</td>
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<tr>
<td>7-10 years</td>
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<tr>
<td>11-14 years</td>
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<tr>
<td>15+ years</td>
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</tbody>
</table>
Section B – Factors impacting on Job Satisfaction

Please supply the following information by marking with an “X” in the appropriate box.

<table>
<thead>
<tr>
<th>No.</th>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<tr>
<td><strong>B1 – Leadership</strong></td>
<td></td>
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</tr>
<tr>
<td>1.1</td>
<td>I have confidence that management is leading BKB in the right direction.</td>
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<tr>
<td>1.2</td>
<td>Management cares about my needs.</td>
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<td></td>
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<tr>
<td>1.3</td>
<td>Management is very open and honest.</td>
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<tr>
<td>1.4</td>
<td>My immediate manager is good at getting people to work together to meet a common goal.</td>
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</tr>
<tr>
<td>1.5</td>
<td>Managers use their high position to get the work done by staff.</td>
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<tr>
<td>1.6</td>
<td>I often feel like quitting because of my immediate superior.</td>
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<tr>
<td>1.7</td>
<td>Management listens to and considers my views.</td>
<td></td>
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<tr>
<td>1.8</td>
<td>My manager is more concerned about results than for me as a person.</td>
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<tr>
<td>1.9</td>
<td>Management embraces the company values and thus provides a good example for employees to follow.</td>
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<tr>
<td>1.10</td>
<td>My immediate manager and I regularly review and update my goals.</td>
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<tr>
<td>1.11</td>
<td>My immediate manager asks for upward feedback on his/her management style.</td>
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</tr>
<tr>
<td>B2 – Rewards</td>
<td>2.1 I get rewarded when I perform well.</td>
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<td>----------------------------------------</td>
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<tr>
<td></td>
<td>2.2 The rewards are meaningful to me.</td>
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<td></td>
<td>2.3 My work is challenging.</td>
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<td></td>
<td>2.4 My total remuneration package matches the responsibilities I have.</td>
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<tr>
<td></td>
<td>2.5 I am happy with my benefits (provident fund, Medical aid, etc.) at BKB.</td>
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<tr>
<td></td>
<td>2.6 Money is the only motivator for me.</td>
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<td></td>
<td>2.7 My physical working conditions (workplace, heat, light, noise, etc) are good.</td>
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<td></td>
<td>2.8 If I were offered the same job, at the same pay, I would not leave BKB.</td>
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<tr>
<td>B3 – Personality</td>
<td>3.1 I feel my personality type is aligned to the industry in which I find myself working in.</td>
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<td></td>
<td>3.2 I enjoy the type of work I do at BKB.</td>
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<td></td>
<td>3.3 I feel the type of work I do creates anxiety and stress.</td>
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<td></td>
<td>3.4 I feel the type of work I do suits my personality.</td>
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<td></td>
<td>3.5 I feel optimistic about work and my personal life.</td>
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<tr>
<td></td>
<td>3.6 Every day I have the opportunity to do what I am best at.</td>
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<tr>
<td>B4 - Recruitment and Selection</td>
<td>4.1 My career path at BKB is clear to me.</td>
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</tbody>
</table>
4.2 My job description is clear to me.

4.3 Recruitment and selection policies are handled fairly when employees apply for positions internally.

4.4 I am encouraged by my superior to apply for positions higher than my current grade if they become available.
   (if suitably qualified)

4.5 I believe my ability to carry out tasks assigned to me matches the current needs of the organisation.

4.6 I am suitably qualified to do my job.

4.7 BKB develops people for long-term careers.

Section C – General

1 What other improvements do you think should be considered to make you happier at BKB?

2 In your opinion, what factors impact on job satisfaction of employees at BKB?

3 Is there anything that you would like to suggest which you feel will make your job more satisfying?

Thank you for participating in answering this questionnaire.