

**AN INVESTIGATION INTO JOB SATISFACTION LEVELS OF
EMPLOYEES IN THE
NORTH WEST HOUSING CORPORATION**



BY

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SUPERVISOR PROF: SAM LUBBE

**AN INVESTIGATION INTO JOB SATISFACTION LEVELS OF
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GADIFELE RAHABA MOGOTSI


**A MINI-DISSERTATION IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER IN
BUSINESS ADMINISTRATION.**

**GRADUATE SCHOOL AT THE NORTH WEST UNIVERSITY
(MAFIKENG CAMPUS)**

SUPERVISOR PROF: SAM LUBBE

DECLARATION

I Gadifele Rahaba Mogotsi declare that; "An investigation into Job Satisfaction Levels of Employees in the North West Housing Corporation" in Mafikeng is my own work that has not been submitted before for any other examination in any other University; that all sources I have used or quoted have been indicated and acknowledged as complete reference. It is submitted for the Degree of Master in Business Administration at the North West University, Campus Mafikeng.

Signed: 

Date: 30 Nov 2011

DEDICATION

- ✦ To my late parents, James & Sannie Nchoe
- ✦ To my dear husband, Paul Mogotsi
- ✦ To my son Kabelo & daughter Kelebogile Mogotsi
- ✦ To my all mighty God

This achievement is dedicated to my late parents and my dear husband, children and to all my brothers and sister, nephews, and nieces who supported me spiritually throughout my studies when things were really bad.

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To my late parents, my special mother, Sannie Nchoe who took care of my children, prepared food for them, did the domestic work in the house, gave them words of wisdom which motivated me to achieve my academic goals. Sadly, during my last year of studying for the MBA degree, she passed away. My late father too, James Nchoe, deserves special thanks for all the love he gave to all of us and the dedication, devotion and encouragement. Like my mom, he will always be with me in my prayers and dreams.

To my siblings and my aunts Dikeledi and Serola who encouraged me to complete this dissertation, thank you a million times. To the Lutheran Church Women's League and Church Choir you have been wonderful, keeping me in your prayers and for supporting me. You gave me confidence that with God anything is possible. God bless you.

I dedicate this dissertation to my husband, Paul who had a 'part-time wife' during the cold winter nights; he was motivating me to keep on pushing. My two angels, Kabelo and Kelebogile for the many sacrifices they have made during the period when I was attending classes coming home late. Mom has motivated us that dreams are not just dreams; dreams are meant to be a reality, and you are a perfect example of someone achieving their dream, thanks mommy".

Lastly without God I wouldn't have managed, all thanks and appreciation goes to the Man above us who has shown his mercy to be with me and guided me in the correct path.

ABSTRACT

This research seeks to understand and explain job satisfaction levels, dissatisfaction and turnover at the North West Housing Corporation in the Department of Local Government and Traditional Affairs. It is a six-fold study; with level one addressing the background of the study paying particular attention to a number of areas which include the statement of the problem, objectives of the study, research questions and others. Secondly it looks at the background of the North West Housing Corporation and how it was established. Thirdly this study presents the background theory of this research in terms of the various approaches and theories pertaining to the subject of job satisfaction, controversies and raging academic debates that seek to push the thinking of the subject forward. Fourthly, it addresses the methodology adopted in this research. Fifthly, it presents empirical descriptive and analytical empirical findings of the research. Lastly, it presents the overall conclusion of this study. It is important to recognise that by paying particular attention to job satisfaction levels, dissatisfaction and turnover at the North West Housing Corporation, using approaches and theories developed elsewhere, this study breaks new ground in pushing the thinking around this topic in ways in which others have not appreciated. The method used by the researcher was a questionnaire to collect data from the respondent.

From the literature survey, it was established by this research that the work performance of employees does help an organisation to improve service delivery. Alongside this various approaches and theories to job satisfaction were survey at great detail in this research. The relationship between job satisfaction and employee was also addressed within the context of the literature survey in this study. Inconsistencies within the literature concerning turnover were also found especially with regard to the uncertainty surrounding both definition and measurement of job satisfaction. Within this context, it was found that the concept of job satisfaction was strongly connected to an employee's intention to leave present employment which triggered turnover within that particular organisation. The literature survey of this research is very broad and wide paying particular attention to the raging debates and controversies around the topic under study in ways that contribute to the understanding of the social science disciplines.

The empirical findings of this research have been presented in ways that strengthen the

understanding and explanation of job satisfaction, dissatisfaction and turnover. It was found that the human resource management did not adequately address aspects relating to the job satisfaction of its employees and that negatively impacted on productivity. This study sought to attribute this failure to the transformation process that was under way at the time when the research was undertaken. It follows therefore that this research could not confirm the notion that job satisfaction was connected to an employee's intention to leave present employment and therefore resulting in turnover within the Corporation as suggested by the survey literature. The inconsistencies found in the literature were confirmed when tested against the research findings of this study. This study established that there was turnover, with some employees moving out of the Corporation, but for reasons that could not be explained by any single factor. It is therefore noteworthy that the empirical findings of this study are presented in ways that contributes to the understanding and explanation of the topic under study.

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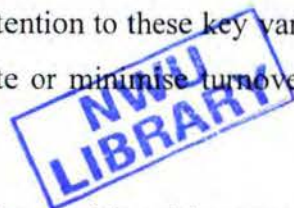
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Chapter One

Overview of the study

1.1 Introduction

Job satisfaction is an important predictor of job quits and absenteeism, and has significant effects on key economic variables such as productivity, profits and GDP, among others (Blanchflower & Oswald, 2007). A connection has been found between the job satisfaction levels and commitment of employees to the turnover (Tutuncu & Kozak, 2007 *cited* in Deery, 2008). It is therefore assumed that a focused attention to these key variables at work place can enhance employee's performance and eliminate or minimise turnover. And directly create a sustained organisation or department.



In the South African Public Service, little has been achieved in more qualitative terms to link the above variables to employees' job satisfaction. This appeared to have happened despite the critical importance of the employees to the service delivery in particular the government's mandate to deliver quality service. Of critical importance is the fact that the Public Service employs a thousand people at a high cost to the state, but appears not to be getting the returns (Molale, 2004).

This Chapter includes an overview of the study and a description of the background of the study. This is followed by the problem statement. The research objectives of the study are expressed by showing the primary objective and as well as the specific objectives of the study, addressing the purpose of the study. The rationale of the study is described followed by a section that looks at the key words used. The research design has been explained in three parts namely; research methods, sample design, analysis, and the data collection instruments. The geographical limit and parameters of the study have been detailed in the scope of the study proceeded by the layout of the entire research, ending with a conclusion.

1.2 Statement of the problem

The North West Housing Corporation (NWHC) which falls under the Department of Local Government and Traditional Affairs continues to experience high turnover of employees in key units. Given the importance of employees to organisational success weighed against the costs of recruitment, the prevailing turnover trend cannot be left unattended. To this end, everything possible must be done to establish casual factors that drive employees either to resign or leave the employment through transfer.

Following the new political dispensation of 1994, many employees have been recruited and employed with the sole purpose of enhancing the ability of the North West Housing Corporation to render quality delivery of service. Recruitment of staff at taxpayers' cost has involved features such as induction, training, retraining, and allocation of benefits (Housing subsidy), medical schemes, and travelling allowance and in some cases accommodation. Despite these monumental efforts on the part of the NWHC, many employees have chosen either to resign or seek transfers elsewhere. To substantiate the above situation, since the year 2009 the following components in the NWHC have experienced turnover of staff (Department of Provincial and Local Government, 2006):

- Property and Development components,
- Communications components,
- Corporate Service components, and
- Finance components.

The components in question constitute a NWHC that is responsible inter alia, to ensure the realisation of goals of the Developmental Local Government in the province, experienced a high turnover of both middle and senior managers. At one stage five middle managers within a component that have a staff complement of fourteen (14) resigned. This turnover of thirty five percent (35%) left a huge gap in the staffing level of the division (Department of Provincial and Local Government, 2006).

1.3. Problem statement

The picture painted in section 1.2 has left the North West Housing Corporation and the Department of Local Government in disarray. The incapacity to deliver key service by the NWHC can be ascribed to serious shortage of staff due to the high turnover. What is of critical importance and relevance to this research are fundamental factors that contribute to low job satisfaction and subsequent turnover experienced by the organisation.

Issues relating to low salaries and adverse low working conditions have been raised. Other issues have included the capacity of employees to carry out their charge. Any responses to the set of issues would be inadequate without understanding the leadership and accountability frame-work within the Department. This is the case because leaders are appointed in the public sector primarily to deliver a particular service or mandate. And such service cannot be delivered without the effective management of people. By implication, the leadership in the public sector should be held accountable for effective service delivery.

In the light of the above; it remains within the scope of this research to investigate the role of leadership at corporate level to the low job satisfaction level of employees. This approach is informed by the importance of leadership and management in the effective utilisation of the human capital. This calls for more insight in al behaviour of both employees and management.

1.4. Research objectives

There is a moral obligation on the part of the NWHC to curb employee's turnover in order to render quality service delivery. This is because the failure to render quality service is not only a danger to the state but also a threat to the new found democracy in the country. Of critical importance, the failure to render quality service to the citizens can result in popular uprising (mass protests) thus causing instability.

The primary objective of this study is to investigate the levels of job satisfaction within the NWHC under the Department of Local Government and Traditional Affairs and the impact

that the current state of job satisfaction may have on the delivery of service. The primary objective can be divided into the following distinct specific objectives.

1.5. Specific objectives of the study

The following are specific objectives addressed by this study:

- To examine whether the current working conditions and salary structure can be connected to the productivity of the NWHC.
- To determine factors that can contribute to job satisfaction of employees in the NWHC.
- To determine whether there is any mismatch between the employees' personal profiles and the job design.
- To determine the relationship between employees' job satisfaction and their performance turnover.
- To examine why employees continue to resign from the Department despite improvement in the basic conditions of service.

1.6. Research questions

From the literature reviewed, several thoughts have been thoroughly discussed and reviewed, however the following research questions still remain:

1. Are the prevailing working conditions and salary structure in the NWHC connected to productivity?
2. Are there any mismatch between the employees' personal profiles and the job design in the NWHC?
3. Are employees resigning due to the lack of improvement in the basic conditions of service or is it because of job satisfaction?

1.7. Rationale of the study

The significance of the study is that it will improve the productivity of the NWHC through enhanced job satisfaction of employees. Employees and relevant decision-makers of the Corporation and the Department of Local Government and Traditional Affairs will have a clear understanding of the reasons behind the relationship between the employee's job satisfaction level and turnover. Such discourse would perhaps explain where, how and with what effects employee's job satisfaction level affects the organisation as a whole and service delivery in particular. The study will contribute to human resource management policies with other relevant policies in the NWHC and the Department of Local Government and Traditional Affairs aimed at the improvement of delivery of service. NWHC and the Department of Local Government and Traditional Affairs can use the study as a model to deal with employee job satisfaction management in the future.

1.8. Key words

North West Housing Corporation; Job Satisfaction; Delivery of Service; Human Resource Management; Performance Management; Local Government; Traditional Affairs; Behaviour; Corporate Governance.

1.9. Research design and method

Research design refers to the overall approach that is followed in a study to address the research question. Research design is a researcher's plan, structure and strategy developed to obtain answers to their questions and to control variance. The research question for this study emerges from the main problem identified. The research method used was a scientific method of obtaining knowledge. This method applied a systematic investigation of the problem.

This was a desk and field research that investigated the job satisfaction, dissatisfaction and turnover at the NWHC. The following constitute the practical research experiences encountered by the researcher. Out of the 80 respondents, the majority 55 (68.75%) indicated

that the survey of the Corporation was properly conducted while 15 (18.75%) indicated that the survey was not conducted properly. The high number of respondents who responded affirmatively suggests most of the respondents may have been involved in the implementation of the survey. Of those who responded negatively, it is expected that this may have consisted of respondents who were not directly involved with the implementation of the survey.

1.10. Sample design and analysis

The units of analysis were individual, groups and in the Corporation, which falls under the Department of Local Governments and Traditional Affairs located in Mafikeng. The sample unit was randomly selected. The sampling technique used was the proportionate random stratified sample. Using a simple random sampling in each stratum, each employee in the stratum had an equal chance to be selected into the sample, as such making the sample representative of the population. The consideration of the employee's demographics within a particular work place was made; therefore it would be ideal to use a random stratified sample proportional to the designation of the target population. The target population was one hundred employees of the organisation. A sample of eighty employees was selected to conduct the study.

Data were analysed by means of tables, charts, graphs and inferential statistics. Statistical analysis will be conducted during the study and conclusions and recommendation are made thereafter.

1.11. Data collection instruments

The record method or unobtrusive measures of data collection were used. Self-administered questionnaires were used to collect the primary data for quantitative analysis. The collection of the primary data was by means of the questionnaire to the workforce who are beneficiaries of the proper use and management of public assets and the delivery of service within Mafikeng. The secondary data gathering was conducted by reading relevant literature including

government policy of public finance management, professional magazines, newspapers, journals, legislation and dissertations.

1.12. Scope of the study

The geographical parameter of the study is Mafikeng; the capital of the North West province. The study is limited to employees within the NWHC of the Department of Local Government and Traditional Affairs. The NWHC is a specific charged with housing in the Department of Local Government and Traditional Affairs and is situated at Garona Building. The targeted population was top, middle, lower management and subordinate employees.

1.13. Plan of the study

This chapter gives the reader the general picture pertaining to the fundamental importance that is introduction to the background of the study, research problem, the research objectives are determined.

Chapter 2 reflects the literature review for the study. The literatures review relates to the current topic and previous studies conducted based on employee job satisfaction and its impact on the level of service delivery at Local Government level.

Chapter 3 outlines the research methodology followed in the study, with the necessary rationale, the research design and analysis followed in the current study. The aspects to be covered are research design, sampling, measuring instrument and data analysis.

The response rate is dealt with in Chapter 4 and the results of the study are presented and interpreted in relation to the objectives of the research, which were spelled out in Chapter 1.

In Chapter 5 the outcome of the study is discussed, conclusions are drawn and recommendations are made to remedy and corrective measures of the research problem.

1.14. Conclusion

The goal of this chapter was to introduce the main problem of this study as well as the background of the problem in general terms and detailed statement of the problem is given. Five objectives of the study are outlined, research design is dealt with, the research design is exploratory and mainly quantitative that is indicating the methods sampling technique and the targeted population that will be used to conduct the study. The structured self administered questionnaire method will be an instrument to collect data.

Job satisfaction is vital in every organisation including the public service. The success of the organisations in ensuring that they achieve their strategic goals depends mainly on the effectiveness and efficiency of individual performance. The management of employees is a fundamental part of effective service delivery. The public sector needs to put emphasis on increasing the effectiveness of policies and use of resources, plus improvement on performance in order to receive value for money (PMDS Policy of North West Provincial Government No 13: 2007).

In Chapter Two a literature review is made to place the research problem in the context of the theoretical background of job satisfaction in the public sector with specific reference to the NWHC under the Department of Local Government and Traditional Affairs. The exhibitions of available studies on job satisfaction focus on service delivery and strategic planning will be reflected.

Chapter Two

Overview of the organisation

2.1 Introduction

North West Housing Corporation (NWHC) falls under the Department of Local Government and Traditional Affairs. NWHC was established in terms of the North West Housing Corporation Act of 1982 (The NWHC Act Section 2 of the Act). Under the Act, the Corporation was mandated to provide quality housing for the local community, who constitute the customers of the Corporation.

A high turnover of employees in key units was experienced within the NWHC. Given the importance of employees to organisational success and the costs of recruitment; the turnover trend could not be left unattended. To this end, everything possible had to be done to establish causal factors that drove employees either to resign or leave the employment through transfer.

The NWHC was unable to provide quality customer service as anticipated by its customers. This involved the inability of the Corporation to maintain proper customer records and other relevant information in respect of the status of their properties. Management had focused on changing the computer systems and neglected to consider factors that affected employees' job satisfaction and their leadership style that served as a barrier for the organisation to render service delivery.

2.2 Background of North West Housing Corporation (NWHC)

The North West Housing Corporation (NWHC) was established in terms of the North West Housing Corporation Act, Section 2, with a mandate to administer the North West Provincial Government old stock of state houses that were built during the Bophuthatswana regime. The NWHC customers needed to continuously be updated with relevant account statements and other information necessary for the North West Provincial Government subsidies.

The NWHC Act, under Section 19 (1) allowed the NWHC to evaluate, establish and make appraisals, on a continuous basis, the position regarding homelessness and housing in the Province as regards shelter, accommodation and housing. The Act further mandated the NWHC to investigate, plan, prepare, commission and execute schemes and programmes for the provision of shelter, accommodation and housing within the Province.

The NWHC gives advice and renders physical assistance and other assistance to any local, regional or rural authority and any private person with regards to shelter, accommodation and housing, urban or rural planning, development and service and facilities of a technical nature connected with any form of shelter, accommodation and housing. The Corporation has been charged with the promotion and the provision of accommodation and housing on a provincial level, as well as individual-home ownership.

Recommendations to the Executive Council as regards all matters connected with shelter, accommodation and housing form part of the mandate of the NWHC. This includes advice and provision of financial, physical and other assistance to the Government of the Province as regards housing, urban and rural planning, development and services and facilities of a technical nature connected with shelter, accommodation and housing, urban and rural planning or development (North West Housing Corporation Act, 1982).

The NWHC has not been without challenges with regards to its mandate. In an effort to address some of the complaints from the customers, the Corporation decided to improve the administration of housing stock and debtor's management. They commissioned the development of a third computerised system herein referred to as the housing system. The computer system was installed, tested and implemented, and employees trained to use the new system. However, issues of employees' job satisfaction and leadership style were not taken into consideration as the focus was primarily on changing systems to render quality customer service.

The South African Constitution mandates all government departments, provincial administrations and other agencies of which the Corporation forms part to ensure that people in their areas have at least the basic services they need, because such services have a direct and immediate effect on the quality of lives of the people in their respective communities.

Achievements of the NWHC include the successful establishment of the Fixed Asset Register and the facilitation of home ownership. Other achievements included the renovation of flats and the establishment of peaceful relationship with tenants and their representatives regarding prices and related issues. The NWHC also managed to put in place issues of security to address tenants concerns and managed to adjust historic prices and replaced them with non-conflict prices for flats and houses.

A number of challenges faced by the NWHC included the lack of information communication technology infrastructure, lack of policies, and strained relations with stakeholders. This resulted in most people in the public seeing the Corporation as a no go area. The Corporation operated within a very challenging environment characterised by political, social and economic pressures resulting from years of neglect and instability. At the political level, the NWHC has had a number of developmental challenges. The single most challenging factor for the Corporation remains the question of how to break away from the tainted past and convince the public that it has been restricted (Department of Provincial and Local Government, 2006).

Reports from management indicated that in Mafikeng, the problems had been resolved. The challenges were attended to and most had been resolved. It was observed that staff morale was high. The South African Municipal Workers Union was content. Customers were satisfied with the performance of the Corporation and management was satisfied with its performance. They were on schedule to realise the mandate and the board was satisfied. The provincial government through the Department of Developmental Local Government and Housing was also satisfied with the performance. The turnaround strategy of the NWHC was in place. Both the debtors and rental books had been brought up to date and the auditor general was expected to present an audit report for up to 2005 about the activities of the Corporation.

A turnaround programme was implemented in the NWHC aimed at bringing change within the institution's shape and size. The major intention of the turnaround was to improve the Corporation's tainted past and to position itself as a preferred world class provider of affordable housing. The turnaround strategy was also meant to achieve normalisation of the institution in order for it to focus on its core mandate and generate revenue and cash flow to operate in a viable manner. Corrections of the undesirable past and creation of stability in the

business processes was essential. The other intention of the strategy included the essence to promote home ownership. The effort was to ensure that tenants become owners of properties they occupied. This came from the backdrop of many people who had no adequate opportunity to own property and thus missed out on the opportunity to create wealth for themselves through property ownership. Lastly, the strategy aimed to invigorate the property market in the province through provision of new developments. The Corporation being the principal owners of property in the province was enhanced and efficient performance in terms of market trade could develop economic potential for the province.

2.3 Conclusion

The chapter opened with an introduction that gave a brief background of the research. This was aimed at putting the perspective and purpose of the study in relation to the NWHC. The problem statement was briefly introduced. The remainder of the chapter addressed the background of the NWHC detailing the formation of the Corporation, challenges and the perception of management towards the Corporation.

The following chapter offers a review of literature relevant to the investigation of job satisfaction levels of employees in the NWHC. It is hope that puts the chosen topic into perspective with the relevant literature review.

Chapter Three

Literature Review

3.1 Introduction

The constructs of employee's job satisfaction and organisational commitment have been consistently found to influence employee turnover and have underpinned studies by Tutuncu and Kozak (2007) cited in Deery (2008). Employee satisfaction is a measure of how happy workers are with their job and working environment. Keeping satisfied workforce can be of tremendous benefit to any company, as satisfied workers will be more likely to produce more, take fewer days off, and stay loyal to the company (Cappelli, 2001:33). A study by Vermeeren, *et al.*, (2009) has proven that employees work performance could help organisation to improve service delivery.

The North West Housing Corporation (NWHC) is undergoing a period of transformation. The aim of this transformation is to improve and strengthen the delivery of services. However, human resource management expected to operate the transformation is still not in tune with the changes expected. Aspects relating to employee job satisfaction, which affect productivity, appear to be inevitably neglected. Therefore, this research aims at establishing the relationship between employee job satisfaction and the employee's performance as an important component towards the Corporation effectiveness in increased performance and efficiency.

The Key words used for search of literature are North West Housing Corporation; Job Satisfaction; Delivery of Service; Human Resource Management, Performance Management; Local Government; Traditional Affairs; Organisational Behaviour; Corporate Governance. Search engines used included Google scholar, Emerald and Business Source Complete.

The layout of the chapter starts with the definition of concepts and key words. This is followed by a section on job satisfaction as a concept. Factors that impact on job satisfaction are discussed followed by a section on job satisfaction as a variable and a section that discusses literature concerning components of job satisfaction. Literature on the approaches to

job satisfaction is followed by section discussing literature on theories on job satisfaction. Literature on the evaluation of job satisfaction and dissatisfaction is discussed ending with a discussion on job satisfaction and turnover. A conclusion detailing a summary of the literature studied and a brief inference drawn from the literature has been given.

3.2 Definition of concepts and key words

It is important to define terminology in research as this discharges confusion and gives better understanding, for both those who are new to the subject and those who are familiar with the subject.

Job satisfaction can be explained as the revenue of social capital. The idea of goal specificity of social capital, implies that a network with a given structure and content will have different impacts on various aspects of job satisfaction (Flap & Volker, 2001).

Mosadeghrad (2003) *cited* in Rad (2006) define job satisfaction as being an employee's affective reaction to a job, based on a comparison between actual outcomes and desired outcomes. Noting from definitions, it makes clear that job satisfaction varies from person to person and one single element does not result in job satisfaction, rather, it arises when all elements concerned are in harmony.

3.3 Job Satisfaction as a Concept

Job satisfaction or subjective well-being is generally derived from an experienced good as ordinal-variable taking discrete values. Assuming for simplicity that individuals compare their own situation with a single alternative, we write the satisfaction judgment for a binary answer levelled 'not satisfied' or 'satisfied' (Levy-Garboua & Montmarquette, 2004).

A number of reasons can be applied on the effect of job satisfaction of workers. Job satisfaction is a concept strongly connected to an employee's intent to leave present employment and therefore resulting in turnover within organisation (Coomber & Barriball, 2007). There are inconsistencies within the literature regarding turnover, which may be

attributed to the uncertainty surroundings both definition and measurement (Cavanagah, 1989 *cited in* Coomber & Barriball, 2007). Turnover is generally observed as the movement of staff out of an organisation, yet this consistently presents problems within turnover research (Coomber & Barriball, 2007).

Given that job satisfaction has been found to be related to performance within the work setting (Landeweerd and Bouman, 1988 *cited in* Lu, *et al.*, 2005), it is not surprising that the concept of job satisfaction has attracted much attention (Lu, *et al.*, 2005)

Job satisfaction and affective organisational commitment (AOC) are related. It should be noted however, that although job satisfaction and effective commitment (AOC) are related, they are distinct concepts. AOC is a broader, more global construct than job satisfaction. Meyer, *et al.*, (1993) *cited in* Kim and Brymer (2011) defined AOC as the degree to which an employee feels connected to the organisation. On the other hand, job satisfaction is a concept that concerns how an employee feels about a given job (Shin & Reyes, 1991 *cited in* Kim & Brymer, 2011).

The component of an employee's job satisfaction is likely to be positive after an employee's sufficient number of years at work, if individuals have rational expectations and capture rents on their job, while the future component gets smaller in absolute value as the remaining life at work diminishes. Sousa-Poza and Pousa-Poza (2000) *cited in* Levy-Garboua and Montmarquette (2004) compare average levels of job satisfaction between 21 developed countries and find a high level of satisfaction in all countries. Job satisfaction has been taken to be a direct measure of job's utility. For instance, in the social comparison theory suggested by Clark and Oswald (1996) *cited in* Levy-Garboua and Montmarquette (2004), most workers cannot be above the average. An equal number of satisfied and unsatisfied workers would be more in the spirit of a theory which equates satisfaction with utility. By contrast, the relatively high level of reported job satisfaction can be easily understood in the experienced preference frame work. Under certainty and stable preferences, a rational person would always be satisfied with a deliberate decision made in the past. It is merely the occurrence of surprises in the outcome and/or possibilities which make the posterior preference deviate from the prior (Levy-Garboua & Montmarquette, 2004).

Beyond these general concepts, however, researchers have taken numerous approaches to measuring congruence between majors and job fields as well as estimating the effects of congruence on job satisfaction (Sieger, *et al.*, 2011). The concept of psychological ownership as a factor that connects non-family employees' justice perceptions and their work attitudes has been established. Psychological ownership is defined as the state which individuals feel as though the target of ownership or a piece of that target is theirs (Pierce, Kostova, & Dirks, 2003, P. 86 *cited in* Sieger, *et al.*, 2011).

The conceptual domain of job satisfaction is broad, because it includes all characteristics of the job itself and the work environment, which employee's find rewarding, fulfilling and satisfying, or frustrating or unsatisfying, (Churchill, *et al.*, 1974 *cited in* Snipes, *et al.*, 2005). Operationally, job satisfaction consists of several facets, including satisfaction with the supervisor, work, pay, advancement opportunities, co-workers and customers. Job satisfaction measures of varying levels of specificity have been widely used in both theoretical and practical research. This principle is integral to the concept of employee empowerment (Snipes, *et al.*, 2005) consequently; Velthouse (1990) *cited in* Snipes, *et al.*, (2005) defines empowerment as an employee's belief in his/her ability to exercise choice.

The Job Satisfaction and Service quality (JSS) was developed specifically for service employee's (Spector, 1985 *cited in* Snipes, *et al.*, 2005). To substantiate the scale measured under the JSS, conceptually distinct facets of job satisfaction, the individual items were factors analysed using principal components analysis. The model uses both varimax and equimax rotation methods to produce seven job satisfaction and service quality interpretable factors (Snipes, *et al.*, 2005).

The concept of value incorporates sacrifices and other additional benefits. In a research that observed the relationship between the two, the conclusion is that value is the consequence of quality (Caruana, *et al.*, 2000 *cited in* Gil, *et al.*, 2008) and value can be understood as a higher order construction, referring to the link between value and satisfaction due to the natural affinity between the two concepts. (Woodruff & Gardai, 1996:86 *cited in* Gil, *et al.*, 2008) as both are formed on the basis of evaluative judgments, it is difficult to clearly differentiate between them and price has arisen as the discriminate element (Gil, *et al.*, 2008).

There have been continuous attempts to improve job satisfaction through improved Health Safety Environment and ergonomics. Health Safety Environment and ergonomics have proved superior over the conventional Health Safety and Environment (HSE). HSE integrated the structure of human and organisational systems with a conventional HSE system. The result was an enhanced reliability, availability, maintainability, and safety (Azadeh, *et al.*, 2011). Employees with and without leadership responsibility conceptualise on the HSE concept and different aspects of HSE culture (Hivik, *et al.*, 2009. Hassim and Hurme (2010) present an inherent occupational health index for assessing the health risks of process in respect of job satisfaction of employee.

Job satisfaction cannot be understood or studied independently. To help understand its connection and relationship with other dynamics, the next section therefore discusses other factors that impact on job satisfaction.

3.4 Factors that Impact on Job Satisfaction

In order to have the main factors of production input, at high quality and effective levels, the input must be qualified. It therefore means the importance of workers' and managers' rules cannot be ignored in high quality education of manpower. Satisfaction and dissatisfaction in worker's and manager's works affect their performance. In this regard identification of employee's job satisfaction level is important (Eyupoglu & Saner, 2009).

The theory of the Hertzberg's two-factor (Hertzberg, *et al.*, 1959 *cited in* Pedrycz, *et al.*, 2011) is considered the ancestor of many of the models of job satisfaction. Hertzberg, *et al.*, 1959 introduced two sets of factors that impact on job satisfaction; the Hygiene factors and the Motivators. The Hygiene factors impact on employee's dissatisfaction where as the motivators on the satisfaction. This theory has the merit to have explicitly introduced many of the factors of job-satisfaction (Pedrycz, *et al.*, 2011)

The Minnesota Satisfaction Questionnaire (MSQ) is one of the most widely used instruments in the measurement of job satisfaction (Scarpello and Campbell, 1983 *cited in* Eyupoglu & Saner, 2009) and its validity and reliability has been proven over the 40 years that it has been

in use. To measure the job satisfaction of the academician's the short form the Minnesota Satisfaction Questionnaire (Weiss, *et al.*, 1980 *cited in* Eyupoglu & Saner, 2009) was used. The MSQ short form consists of 20 items/facets which measure three types of job satisfaction, namely overall job satisfaction, intrinsic satisfaction, and extrinsic satisfaction. Of these 20 facets, 12 measure intrinsic factors/occupational conditions (ability, utilisation, achievement, activity, authority, creativity, independence, moral values, responsibility, security, social status, social services, and variety and six of them measure extrinsic factors/environmental conditions (advancement, company policies and practices, compensation, recognition, supervision-human relations, and supervision-technical). The aggregate of the intrinsic and extrinsic facets plus the two facets co-workers and working conditions (20 facets) measure overall job satisfaction (Eyupoglu & Saner, 2009).

Job satisfaction may vary according to marital status. Shea, *et al.*, (1970) *cited in* Lam, *et al.*, (2001) contend marital status seems to have little influence on job satisfaction. Both married and non-married women in both black and white groups expressed the same degree of satisfaction with their jobs when occupational category was controlled. Wild (1970) *cited in* Lam, *et al.*, (2001) argued that job satisfaction was more prevalent among single workers. Research has consistently showed that married employee is more satisfied with their jobs than their unmarried co-workers (Keller, 1983; Federico & Lundquist, 1976 *cited in* Lam, *et al.*, 2001). It may be that conscientious and satisfied employees' are more likely to be married or that marriage changes employee's expectations of work (Lam, *et al.*, 2001).

Some recent papers have also examined the impact of skill mismatches on satisfaction. Battu, *et al.*, (1997) *cited in* Viera (2005) conclude that job satisfaction is significantly adversely affected by mismatches. Belfield and Harris (2002) *cited in* Viera (2005) find only limited support for the argument that job-matching explains higher job satisfaction. Johnson and Johnson (2002) *cited in* Viera (2005) observe a negative relation between job satisfaction and perceived over-qualification in a longitudinal analysis. Finally Allen and van der Velden (2001) *cited in* Viera (2005) argue that skill mismatches are good predictors of job satisfaction (Viera, 2005).

A study conducted by Heslop, *et al.*, (2002) revealed that men who reported neither satisfied or dissatisfaction with their jobs consumed more alcohol and smoked cigarettes each week than men who were very satisfied with their jobs. Men who reported less satisfaction with their job also smoked a greater number of cigarettes each day than those who were very satisfied with their jobs. Job satisfaction was similarly emphasised as the individual's own perception and evaluation of the impact of events or situations (Heslop, *et al.*, 2002).

Burnout is one such job related stress that research has found to have significant impacts on various job related outcomes (Boles, *et al.*, 1997; Singh *et al.*, 1994 *cited in* Rutherford, *et al.*, 2009). Burnout is a psychological syndrome or condition that manifests in reactions to chronic stress experienced by people who provide services (Maslach & Jackson, 1981 *cited in* Rutherford, *et al.*, 2009).

Consequently, understanding non-family employees' justice perceptions and impact pro-organisational outcomes on the individual level is a topic of essential relevance to family firms. In recent years a few conceptual works on justice perceptions in family firms have merged (Sieger, *et al.*, 2011). This suggests that there is a need for a more thorough understanding of the various factors that affect industrial work design which in turn have a direct impact on operational performance and productivity (Das, 1999 *cited in* Sieger, *et al.*, 2011). Work design research can also contribute to further knowledge in the field by applying what is already known and by adopting a more holistic approach to the research (Holman, *et al.*, 2002 *cited in* Sieger, *et al.*, 2011).

The next section discusses literature related to job satisfaction as a variable. This expounds on its interrelation and puts the concept in perspective with other factors as discussed in the earlier section.

3.5 Job Satisfaction as a variable

Coomber and Barriball (2007) attest to the intricacy of job satisfaction as a phenomenon, considering its many facets. A summary of disciplinary perspectives contributing to the understanding of employee turnover behaviour was provided by Mueller and Price (1990) *cited in* Coomber and Barriball (2007). This included an economic examination or discourse

that emphasises individual choices and labour market variables; sociological research emphasizing characteristics of the work environment and content and psychological research which emphasised individual variables and cognitive processes. Ivin and Evans (1995) *cited* in Coomber, *et al.*, (2007) developed this concept into a model for their matter-analytical study on job satisfaction and turnover.

Fang (2001) *cited* in Coomber, *et al.*, (2007) contends that supervisor satisfaction is one of the most significant predictors of turnover intention. Differences towards technologies between sales people and sales managers can bring about negative emotions among sales people and lower effectiveness; this however has not been directly linked to core psychological variables such as job satisfaction and perceived performance (Gomann, *et al.*, 2005 *cited* in Cho & Chang, 2008).

Clark and Oswald (1996) *cited* in Levy-Garboua and Montmarquette (2004) have identified job satisfaction as an economic variable. Self-reported job satisfaction is a subjective variable. It is easy to collect in survey and can be related to the hedonic value of jobs and appears to be a good predictor of quits and union membership. Using subjective variables without knowing what they mean can also be dangerous and misleading. Hence, most economists have cast doubts on the use of subjective of this type. The traditional attitude of economics is not defensible in the long run, however, because it cannot be rational to ignore available information of value (Levy-Garboua & Montmarquette, 2004).

Wage gap can be used as a variable. The wage gap is first defined as the residual of an earnings function that explains the annual wage by weeks worked, part time, education, a quadratic of years of potential experience, socio-economic work status (in three categories), marital status (in three categories), and other variables used in the job satisfaction equation. This is a slight departure from other studies (Clark & Oswald, 1996 *cited* in Levy-Garboua & Montmarquette, 2004) though by regressing earnings rather than log earnings because the contributing hidden variable is additive in wage gaps (Levy-Garboua & Montmarquette, 2004).

Satisfaction relates to dynamic uncertainty. It takes unforeseen events, or surprises, to have workers wish to move away from their own past decision and report a variable satisfaction with job overtime. Job satisfaction is deeply rooted in one's experience while quits will be taking place in the future (Levy-Garboua, *et al.*, 2007).

Demirtas (2010) observes that there are no significant differences in terms of professional seniority and the branch of specialty variables. There is however relationship between job satisfaction and life satisfaction (Ho & Au, 2006). There are 13 predictors of satisfaction which are the personal attribute variables or personality traits such as age, years of experience and locus of control, and organisational variables such as supervisor, communication, commitment, stress, autonomy, recognition poor communication, fairness and professionalism (Güleryüz, *et al.*, 2008). Snipes *et al.*, (2005) contend that job satisfaction consists of several facets, including satisfaction with the supervisor, work, pay, advancement opportunities co-workers, and customers.

There is a relationship between job satisfaction and very different variables (Ho & Au, 2008), like service quality (Hartline & Ferrel, 1996 *cited* in Demirtas, 2010), performance (Luthans, 1995:129 *cited* in Demirtas, 2010), demographics, job, and personality characteristics (Miller, *et al.*, 2009 *cited* in Demirtas, 2010). Job satisfaction is found to be a mediator between emotional intelligence and organisational commitment (Güleryüz, *et al.*, 2008).

Whilst the job satisfaction levels are expected to demonstrate meaningful differences depending on age variable along with professional seniority, the results show that this is not the case. The highest job satisfaction level is seen in teachers having a professional seniority of 6-10 years (Demirtas, 2010).

Job satisfaction is an organisational variable which should be understood and constantly monitored for the welfare of an organisation. In fact, most organisations' ought to wisely monitor the satisfaction levels of their employees (Terpstra & Honoree, 2004 *cited* in Eyupoglu & Saner, 2009). Thus job satisfaction is a significant attribute required of all employees within an organisation (Oshagabemi, 2003).

Communication, work sustainability and work environment influence job satisfaction differently. The variables might be mutually dependent resulting in an undesired redundancy in this framework, though for example, work environment and communication might depend on each other as good communication is facilitated by comfortable work conditions. If this be the case, job satisfaction is affected more by communication in good environment than by communication and good environment. The variable for job satisfaction (JS) is defined by a direct question related to how employees feel about their jobs while for those who work, communication and work environment have a set of detailed questions whose average defines the corresponding variable (Pedrycz, *et al.*, 2011).

Numerous variables workers' have commitment to their jobs. These are as follows: personal variables such as educational background, age, experience; job related variables such as the difficulty of the job, self-image, the need for job satisfaction, the need for security, occupational prestige, the need for professional achievement, self-efficiency (Reichers, 1985 *cited in* Karsl & Iskender, 2009). In addition, the perceptions about alternative jobs and job-related and organisation variables such as group norms, rewards and costs job-related tensions, job-satisfaction performance and involvement all affect commitment to an organisation's performance (Balay, 2000 *cited in* Karsl and Iskender, 2009).

Hicks and Gullert (1981) *cited in* Karsl and Iskender (2009) observe that motivation is a key factor to make employees useful for the organisation. Motivation has an active character. It is achieved through meeting the personal motives or needs. Quantity of individual performance is a function of the efficiency of motivation. Sometimes individuals are positively motivated if their expectations are realised and the needs are satisfied. However, negative motivation takes place when expectations are not fulfilled and the needs are not satisfied. Both cases affect the productivity of individuals (Karsl & Iskender, 2009).

Among all variables, opportunity for self-actualisation was rated and considered as the most important variable. In the case where pay is below an employee's expectations money can become more important than interesting work or job satisfaction. However, where pay is above their expectations, then an interesting job became more important (Lam, *et al.*, 2001).

There are specific effects of different job satisfaction facets, such as satisfaction with pay, satisfaction with supervision and satisfaction with working conditions on customer service quality perceptions. Previous studies have found a significant and positive relationship between global job satisfaction and service quality (Hartline & Ferrell, 1996; Schneider and Bowen, 1985 *cited in Snipes, et al., 2005*).

Previous job satisfaction research has shown that facet scales respond differently to treatments and may provide more in-depth information on the relations between job satisfaction and other variables. Knowledge of which specific job satisfaction facets contribute most to service quality has both conceptual and management implications (Snipes, *et al.*, 2005).

The issue of job satisfaction as an interrelated variable with other employee dynamics has been discussed above. To help understand the structure of job satisfaction as a variable on its own is discussed in the following section which looks at the components that make up job satisfaction.

3.6 Components and approach to Job Satisfaction

A pattern of attitudinal differences exists between part-time and full-time workers in the retail sector, arising from the low quality of part-time jobs, which entail low pay, low job security, low promotion opportunities. The psychological contract theory the framework used for exploring the job satisfaction of retail workers (Conway & Briner, 2002).

Conway and Briner (2002) provided a mixed support for the utility of the psychological contract as a theoretical framework. This supports the argument that significant differences for part-time and full-time employees can be observed in satisfaction with pay and job security. Existing literature suggests that part-time workers face low wages and job in security. Consequently, if part-time employees' perceive themselves to be treated differently from full-time employees' in terms of pay and security, then it is likely to affect how they perceive their psychological contract (Conway & Briner, 2002).

A significant number of contributions present value as an advance of quality and so, it becomes a macro-concept which includes quality. Thus, quality components are important elements of value although service value also includes other components. These other elements would consider both the price paid for the service and the other costs incurred by the customer on acquiring the service (Gil, *et al.*, 2008).

Having introduced components of job satisfaction, issues pertaining to approaches to job satisfaction are discussed in literature contained in the following sub-section. It is hoped that this will put the previous sub-section on components into perspective.

3.7 Approaches to Job Satisfaction

The global approach to measurement of job satisfaction is applied when there is an overall interest to job assessment. The facet approaches can determine which particular aspects of the job are producing satisfaction or dissatisfaction for the individual and are, therefore, important in determining areas for improvement. Facets of job satisfaction can involve any aspect of the job and those frequently assessed include pay, co-workers, supervisors, organisational factors and work environment (Stamps and Piedmonte, 1986 *cited in* Coomber & Barriball, 2007).

Whilst definitions can provide a broad understanding of what job satisfaction entails, it remains a complex concept illustrated by the multiple approaches that have been applied in various studies. Different theories present differing conceptualisations of job satisfaction that can be categorised as content or process theories (Cambell, *et al.*, 1970 *cited in* Coomber & Barriball, 2007). Herzberg's (1966) *cited in* Coomber and Barriball (2007) motivator hygiene theory and Maslow's (1970) Hierarchy of Needs demonstrates the content theories, and attempts to identify needs or values to be realised in order for an individual to be satisfied at work. For instance, Hertzberg (1966) *cited in* Coomber and Barriball (2007) identified maintenance and motivating factors related to peoples' attitudes to work; maintenance or 'dissatisfies' such as pay and associated benefits, organisational policies and working environment; and motivating factors including recognition, achievement and self-satisfaction (Coomber & Barriball, 2007).

Following their review of research on congruence, Spokane, *et al.*, (2000) *cited* in Viera (2005) identified the importance of longitudinal, causal approaches to studying the effects of congruence on vocational outcomes and called for increased attention to the possibility that mediating factors exist. Only then, can a theory that is most valuable for career and vocational counselling be approached (Wolniak, & Pascarella, 2005).

This makes the overall satisfaction equation computationally unattractive and yields results that are not easily interpretable. Freeman (1978) *cited* in Skalli, *et al.*, (2008) shows that a categorical (in this case job satisfaction) can be linearised by transforming it to z-scores. This transformation has computational advantages for the approach used on the study. The results in job satisfaction and transformation and the z-scores regarding job satisfaction have been found to remain partial (Skalli, *et al.*, 2008).

Further research should be conducted to test models in the context of occupations and to explore factors that may moderate the predictive utility of particular variables in a model such as predictor-criterion correspondence, facet versus general job satisfaction idiographic versus homothetic approaches to goal assessment and solitary versus socially embedded work contexts (Lent, *et al.*, 2011).

The notion of value, from a marketing approach, has a clear subjective orientation with most authors attributing an evaluative judgment to it (Woodruff, 1997 *cited* in Gil, *et al.*, 2008). Furthermore, value is not inherent to services rather it is experienced by the customers and therefore perceived by them (Gil, *et al.*, 2008).

The variety approaches indicates a certain amount of confusion which may have arisen due to the dual processes that are result focussed which have marked the contributions in the literature. Most definitions in the literature correspond to the first approach (Giese & Cote, 2000 *cited* Gil, *et al.*, 2008) although some of more recent contributions support the idea that satisfaction is a global measure of a set of satisfaction with previous specific experiences. According to Jones and Suh (2000) *cited* in Gil, *et al.*, (2008), defining satisfaction in this way provides a better explanation for behavioural intentions.

The following section looks at literature related to theories on job satisfaction. These theories will assist in the explanation of job satisfaction. The section also attempts to explain the different types of qualities that affect job satisfaction.

3.8 Theories on Job Satisfaction

A number of theoretical models have been developed to explain job satisfaction. All of these models have qualities of diverse set of predictors, like job characteristics, affective dispositions, and person environment. Job satisfaction has received immense theoretical and practical attention, as it is an attitude that affects job performance (Watt & Greguras, 2004 *cited in* Giannikis & Mihail, 2011) and withdrawal behaviours of employees absenteeism, tardiness, and turnover (Ley, 2003). It is important that a considerable body of job satisfaction research studies focuses on the possible differences between fulltime and part-time workers (Giannikis & Mihail, 2011).

Pagan (2011) pays particular attention to the relationship between disability and health status in order to check if the effect of disability on job satisfaction is just an aspect of the widely-analysed negative influence of health on job satisfaction or not. To estimate the determinants of job satisfaction for non disabled, the theoretical framework developed by Clark and Oswald (1996) *cited in* Pagan (2011), which is based on the definition of the individuals' is used.

Together with definitions, two main themes run through these theories: that job satisfaction has an effective component, concerned with the feeling of satisfaction, and a perceptual component which is an evaluation of whether one's job meets one's needs (Tovey & Adams, 1999 *cited in* Coomber & Barriball, 2007). This is particularly relevant when appraising the reasons why different studies utilise differing measurement approaches, and provides rationale for this occurrence (Coomber & Barriball, 2007).

These constructs were arrived at from innovation-diffusion theory, social cognitive theory and technology acceptance models (Rogers, 1995 *cited in* Cho & Chang, 2008). Prior studies try to reveal that the factors that facilitate the adoption of technologies, innovation resistance in intra-organisational diffusion can be focused on as the relationship between innovation

resistance and job-related constructs like job satisfaction and perceived performance (Cho & Chang, 2008).

In view of the fact that there are innovations being forced upon organisational members, it will be useful to have insights on the after effects of innovation resistance from both a theoretical and a practical standpoint in short. Many companies that adopt technologies need to determine innovation resistance reducing strategies for their members to be used appropriately (Rogers, 1995 *cited in* Cho & Chang, 2008).

Levy-Garboua and Montmarquette (2004) comment on theory of job satisfaction which is in line with stylized facts and yields new testable implications. This theory involves no fundamental departure from the conventional theory of choice and utility. The theory is consistent with the robust finding that relative utility matters for satisfaction judgments.

Restricting focus on job satisfaction enforces the theoretical predictions because the relevant sub utility then is the expected present value jobs. The main prediction that is tested is that job satisfaction correlates with wage gaps experienced in the past and present and that, resulting from discounting, effects of given wage gap decline with working experience. This analysis is derived from Hamermesh (1997) *cited in* Levy-Garboua and Montmarquette (2004), the first economist to regress job satisfaction of the current wage gap, and may be seen as economic adaption of the goal-achievement gap theory suggested by Michalos (1980) *cited in* Levy-Garboua and Montmarquette (2004) in the psychological literature.

Articulating job satisfaction as a preference for the experienced job relative to contemporaneous outside opportunities, gives an exact measure of the work's inclination to quit and directly authenticate the wealth maximisation theory of job separation (Levy-Garboua & Montmarquette, 2004).

Judge, *et al.*, (2010) have investigated a number of moderators of the relationship between pay and job satisfaction. Despite the popular theorising, results suggest that pay levels are marginally related to job satisfaction (Judge, *et al.*, 2010). There exists confusion with respect to the pay level-job satisfaction; the relationship comes from reviews of the literature where Heneman (1985) *cited in* Levy-Garboua and Montmarquette (2004) concluded that the

reliability of the pay-level satisfaction relationship is probably the strongest finding regarding the cause of pay satisfaction. Gerhart and Milkovich (1992) *cited* in Levy-Garboua and Montmarquette (2004) also noted that pay level is a key feature of reimbursement design and strategy because of its consequences for attitudinal objectives. Conversely, Spector (1997), *cited* in Levy-Garboua and Montmarquette (2004) concluded that pay on its own is not a very strong factor in job satisfaction. This was supported by Pfeffer (1998) *cited* in Levy-Garboua and Montmarquette (2004) who expressed that literally hundreds of studies and scores of systematic reviews of incentive studies consistently document the ineffectiveness of external rewards.

Therefore the relationships of pay level can be compared with job and pay satisfaction when both variables are reported by the same source when pay and satisfaction were independently reported. The correlation between pay level and job satisfaction and between pay level and satisfaction appear to generalise across moderator variable categories. The pay level job satisfaction correlation in the United States is estimated at $r=0.15$ compared to lower level employees in other countries (Levy-Garboua & Montmarquette, 2004). This theory has the merit to have explicitly introduced many of the factors of job satisfaction that are currently experienced (Pedrycz, *et al.*, 2011).

The most popular theory of job satisfaction was given by Herzberg, Mausner and Snyderman (1959), Herzberg, *et al.*, (1959) who argued that job satisfaction and dissatisfaction depend on substantially different sets of work-related conditions and are therefore influenced by different factors. Brief (1998) *cited* in Petrides, *et al.*, (2002) reconsidered job satisfaction as reflected and recommended that positive and negative effects are likely to be autonomous of each other. There exists a possibility that job satisfaction is not necessarily the opposite of job dissatisfaction (Brief, 1998 *cited* in Petrides, *et al.*, 2002).

In the two-factor theory, workers have two major types of needs; hygiene and motivator. Hygiene needs are said to be satisfied by certain conditions called hygiene factors or dissatisfies. These include among others supervision, interpersonal relations, physical working conditions, salary, benefits, job security, which concern the circumstance in which the job is performed. Job dissatisfaction develops in those cases where hygiene factors are not present

from one's work environment. On the other hand, when hygiene factors are present, such as when workers notice that their pay is fair and that their working conditions are good, barriers to job satisfaction are removed. However, the fulfilment of hygiene needs cannot in itself result in job satisfaction, but only in the reduction or elimination of dissatisfaction (Hertzberg, *et al.*, 1959 cited in Petrides, *et al.*, 2002).

Motivator needs are satisfied by what Hertzberg, *et al.*, (1959) observed as motivator factors or satisfiers like achievement, responsibility or advancement. On the other hand, hygiene factors are linked to the circumstance of work; motivator factors involve the nature and context of work. In comparison with hygiene factors, which result in a neutral state where neither satisfaction nor dissatisfaction exists, the occurrence of motivator factors is presumed to arise in job satisfaction. In the state where recognition, responsibility, and other motivator factors are missing from a job, the product will not be dissatisfaction, as with the absence of hygiene factors, but rather the same neutral state associated with the presence of hygiene factors. The theory furthermore entails that if motivator factors are present and hygiene factors absent, the job incumbent will still be dissatisfied (Petrides, *et al.*, 2002).

Two-factor theory as stated by Hertzberg, *et al.*, (1959) introduced interest for job enrichment scheme, which entailed the plan of tasks in a manner that incorporated the prospect for personal achievement, recognition, challenge and individual growth such as job rotation and enlargement. Job enrichment programs gave workers enhanced responsibility and autonomy in performing their usual jobs with appropriate feedback on their performance Petrides, *et al.*, (2002). Locke (1976) cited in Petrides, *et al.*, (2002) argues that studies in the 1970s failed to give evidence in support of the two-factor theory and reviewers became very critical of Hertzberg's methods, conclusions and discount of individual differences.

Research made earlier failed to present support for the theory or replicate Hertzberg's findings (Hulin, 1971 cited in Petrides, *et al.*, 2002) and it was shown that both types of factors could influence both satisfaction and dissatisfaction. Korman (1971 cited in Petrides, *et al.*, 2002) concluded that disconfirming evidence had effectively laid the Hertzberg theory to rest. More importantly, many studies that have tried to distinguish between the two types of factors have found them highly correlated (Petrides, *et al.*, 2002).

Theoretical models suggest that employee personality traits are potential cause of both job satisfaction and job performance (Bowling, 2007). Given this conclusion, we next consider the results in light of relevant theoretical and conceptual considerations in deriving models that have better reflect the true factor structure for each of the two groups. Consistent with the general prediction, the current results indicated that the blue and white collar groups appear to perceive individual job facets in qualitatively different ways. These results appear to have several significant theoretical and practical implications (Hu, *et al.*, 2010).

The following section discusses literature pertaining to the evaluation of job satisfaction. Elements of human behaviour and index are used to explain the different forms of evaluation of job satisfaction.

3.9 Evaluation of job satisfaction

Although previous studies have shown that older workers tend to be more satisfied with their jobs than younger workers, no job satisfaction differences have been analysed by disability status for this particular age group. Uppal (2005) and Pagan and Malo (2009) are especially relevant because they go further than a simple descriptive analysis of the relationship between disability and job satisfaction and estimate job satisfaction models for Canada and Spain, respectively (Pagan, 2011).

The job descriptive index (JDI) initially developed by Smith, Kendall and Hulin (1969) was used to evaluate job satisfaction. It was later revised by constructing an additional job in general (JIG) scale to reflect the global, long-term evaluation of the job (Balzer, *et al.*, 1997 cited in Coomber & Barriball, 2007). The revised instrument was used to measure job satisfaction perceived by employees in relation to six facets namely; Work Itself, Promotion, Pay, Supervision, Co-workers, and Job In General (Coomber & Barriball, 2007).

Second, the psychological contract theory as a framework for evaluating the level of not only general job satisfaction, but also facets of job satisfaction. Originally, in order to evaluate the effect of work status (full-time part-time) on general job satisfaction and facets of satisfaction, a series of analysis of covariance were conducted (Conway & Briner, 2002).

Other general personality traits besides the Five Factor Model characteristics have been found to be related both to job satisfaction and performance. Core self-evaluations (Judge, *et al.*, 1997 *cited in* Bowling, 2007), which is a relatively broad personality characteristic consisting of self-esteem, general self-efficacy, emotional stability, and locus of control, has been found to be related to both satisfaction and performance. A recent meta-analysis found corrected correlations ranging from 24 to 45 between core self-evaluation and job satisfaction and from 19 to 26 between core self-evaluation and job performance (Judge & Bono, 2001).

The meta-analytic data came from both previously-published meta-analyses and from original meta-analyses. Previous analyses provided data for the relationships between the Five Factor Model traits (Ones, 1993 *cited in* Bowling, 2007), and job satisfaction (Judge, *et al.*, 2002), the Five Factor Model traits and job performance (Barrick, *et al.*, 2001 *cited in* Bowling, 2007), the relationships between the four core self-evaluations (Judge, *et al.*, 2002), the relationships between core self-evaluation and job satisfaction and job performance (Judge & Bono, 2001), and the relationship between job satisfaction and job performance. The sample-weighted mean corrected correlations from these studies were used in all analyses. All correlations were corrected from unreliability in both the predictor variables (Judge, *et al.*, 2001).

Measurements of each facet materialise for the white-collar workers, in general, suggested that these individuals possess more differentiated and multidimensional evaluations of these job facets than do blue-collar workers. Discussion focuses on the measuring and implications of the findings. While such differences almost certainly do largely reflect objective qualities of the jobs, such comparisons may also be somewhat erroneous to the degree that the two groups evaluate these facets in discrepant manners. Indirect support for this differential conceptualisation derives from findings indicating that these groups think about their jobs and job experiences in somewhat discrepant ways (Hu, *et al.*, 2010).

Measurement of customer perception of service characteristics is the antecedent and origin of the process of service evaluation and each encounter contributes the same to the customer's general satisfaction and to their willingness to do business with the company again (Zeithami & Bitner, 2002). Thus, it is suggested that perceived value can be understood following the

proposal by Zeithaml (1988 *cited in* Zeithami & Bitner, 2002), as global evaluation that the customer develops concerning the usefulness of a product or service, based on the perceptions of what they received different to what they have been given. Thus, value is a positive function of what is received and a negative function of what is sacrificed, if needed it is possible to use the term value to describe perceptions that are exclusively positive or negative (Oliver, 1999 *cited in* Gil, *et al.*, 2008).

Many definitions describe satisfaction as an evaluation process, whose background can be clearly identified. Giese and Cote (2000) *cited in* Gil, *et al.*, (2008) disapprove of definitions which treat satisfaction as an evaluative process given that these definitions do not conclude on the character of this phenomenon. It is favoured to draw satisfaction as a summary affective response which varies in intensity, reflecting satisfaction as a holistic evaluative outcome (Gil, *et al.*, 2008). Motowidlo (1996) *cited in* Gil, *et al.* (2008) defined job satisfaction as judgments on the favourability of the work environment and Brief (1998 *cited in* Gil, *et al.*, 2008) defined it as an internal state which is expressed through effective and or cognitive evaluation of a job experience with some degree of approval or disapproval in other words, job satisfaction is similar to an attitude.

The primary intention in the relationships between a provider and its organisational customer, evaluated from this last perspective, is a set of personal interactions that take in a service episode or service encounters (Ravald & Gronroos, 1996 *cited in* Gil, *et al.*, 2008). Regression analysis has sometimes been used to evaluate the predictive capacity of service quality measurements (Angur, *et al.*, 1999 *cited in* Gil, *et al.*, 2008) or research the influence of perceived price and service quality on satisfaction and on loyalty (Lee & Cunningham, 2001), to determine the moderating role of value in satisfaction on loyalty (De Ruyter & Bloemer, 1999 *cited in* Gil, *et al.*, 2008).

Having discussed job satisfaction at length, the following section looks at literature pertaining to the converse. The section looks at literature on dissatisfaction. This will offer a comparison between job satisfaction and job dissatisfaction.

3.10 Dissatisfaction

Spagnoli, *et al.*, (2011) observe that a major goal of job satisfaction research has been the discovery of job satisfaction and dissatisfaction. What makes measuring job satisfaction difficult operationally is the possibility to be satisfied with some aspects of a job and at the same time be dissatisfied with others (Pagan, 2011).

Growing dissatisfaction in employees leads to increased chances for employees to search for other employment opportunities. The relationship between job satisfaction and intention to leave was found to be significantly different from zero and consistently negative. These findings were repeated in research with many authors concluding that increasing job satisfaction decreased rates of turnover (Saleh, *et al.*, 1965, Price Mueller, 198; Cavanagh and Coffin, 1992 *cited in* Coomber & Barriball, 2007). Contentment with the type of the job is the main condition by which human resources evaluate their job for both the short and the long term (Skalli, *et al.*, 2008).

Gender roles have resulted in tendency to specialise within households and due to tradition dissatisfied women are more likely than men in the labour market. Resolving this issue will provide additional insight into why women have higher levels of job satisfaction than men, particularly in the United States, Great Britain and Switzerland. More specifically, if it can be shown that relatively dissatisfied women are more likely to become non-employed than men, then the observed job satisfaction distribution in a population will be biased in women's favour (Poza-Sousa & Poza-Sousa, 2007). Knowledge on the perception of the effect of job satisfaction on labour turnover differs between men and women this can enhance an understanding of possible gender differences in a firm's attachment, which as, suggested can affect training, promotions, and wages (Booth & Francesconi, 1999 *cited in* Poza-Sousa & Poza-Sousa, 2007).

There is a strong relationship between ethical organisational standards and job satisfaction. Employees can be extremely dissatisfied with their work and organisation, to the extent of having medical and emotional ailments as a result of the dissatisfaction. The stress from

workplace dissatisfaction might even threaten their personal lives. The stress was directly linked with job satisfaction and exhaustion (Kang, 2010).

Kang (2010) argues the nature of the job alone does not determine the job satisfying or dissatisfying, but that it is also the opportunity that individuals have of what their job can offer. Extrinsic factors which the hygiene factors found to be dissatisfying also included; company policy, administration, supervision, salary, interpersonal relations and working conditions. Herzberg and Maslow's Motivation-Hygiene theory has dominated the study of the nature of job satisfaction, and formed a basis for the development of job satisfaction assessment (Kang, 2010).

Lu, *et al.*, (2005) observe that the global approach is used in the work place when the overall attitude is of interest while the facet approach is used to explore which parts of the job produce satisfaction or dissatisfaction. Aiken, *et al.*, (2001) *cited in* Lu, *et al.*, (2005) found job dissatisfaction among employees of a study was highest in the United States (41%) followed by Scotland (38%), England (36%), Canada (33%) and Germany (17%). Similarly, Adamson, *et al.*, (1995) *cited in* Lu, *et al.*, (2005) found that British employees perceived themselves to be more dissatisfied than Australian employees.

Tovey and Adams (1999) *cited in* Lu, *et al.*, (2005) identified that key sources of dissatisfaction included working relationships, particularly those with management, lack of staff, professional concerns about poor standards of care and external work pressure. Tzeng (2002) observes that expectation and reality may be a source of job satisfaction. Achievement motivation is the strength of an individual's desire to excel, to succeed on difficult tasks, and to do them better than others. High need achievers' strongly aspiration for success, tend to manoeuvre away from certain kinds of tasks, such as those that are easy, and then feel dissatisfied (Tzeng, 2002). Employees with high achievement motivation perform better in their work than those with low achievement motivation (Steers & Porter 1991 *cited in* Lu, *et al.*, 2005).

Most of the qualitative indicators used on job characteristics are based on the worker's own evaluation. The evaluation made by the worker of their own jobs may be affected by the

amount of job satisfaction. The amount of correlation found between these indicators and job satisfaction does not necessarily have to entail a casual relation, but may closely be due to the fact that they are two ways of measuring the same thing. The use of indicators of job quality not contaminated by the workers subjectively can be employed with the aim of avoiding this problem (Ilies & Judge, 2002).

The lack of job satisfaction in an organisation will lead to dissatisfaction among employees. This inevitably leads to employee turnover. The following section attempts to discuss literature that will put this assumption into perspective.

3.11 Job satisfaction and turnover

Many authors observe a decrease in employee turnover when a workforce is satisfied. This status as a predictor of intent to stay in employment has the secondary effect of decreasing turnover (Saleh, *et al.*, 1965; Blegen, 1993; Ivine and Evans 1995; Hellman, 1997 *cited in* Pagan, 2011). For this reason, prior studies related to Sales Force Automation (SFA) technology have tried to uncover the factors that influence a works' adoption and use of SFA technologies (Ahearne, *et al.*, 2005). These attempts aim to link the adoption of SFA technologies to individual traits, organisational characteristics, social influence, role perceptions and job fitness. SFA related research has mostly centred exclusively on the adoption of these technologies while overlooking the innovation resistance and negative emotions that salespeople could experience before or after their introduction (Cho & Chang, 2008).

This kind of adoption leads to innovation conflict towards change. Innovation conflict could be connected to psychological constructs such as job satisfaction and perceived performance. Despite the dominance of studies on this construct in other areas there is a scarcity of work on job satisfaction and perceived performance issues as they relate to adoption and innovation resistance of SFA technologies (Speier & Venkatesh, 2002). In current research there has been increased focus in determining the relationship between psychological contracts like job satisfaction, perceived performance and individual effort (Christen, Iyer, & Soberman, 2006 *cited in* Cho & Chang, 2008).

Muller and Price (1990); Nicholson (1997); Price and Muller (1986); Brook and Price (1989) cited in Pedrycz, *et al.*, (2011) have found a positive influence of group cohesion on job satisfaction and negative influence on turnover or absenteeism. Hackman and Lawer (1971) cited in Pedrycz, *et al.*, (2011) have investigated factors of job satisfaction as dealing with others at that place of employment warrants an employee to deal with other people or friendship opportunities. This is the degree to which a job permits workers to talk to each other on the job and to establish casual relationships at work (Pedrycz, *et al.*, 2011).

Karsl and Iskender (2009) observed that the level of motivation affects the institutional commitment and that level of institutional commitment changes according to motivation given by the administration. The level of motivation also affects the job satisfaction and high motivation causes high job satisfaction whereas low motivation leads to low job satisfaction. Hodson (2002) contends that job satisfaction is made up of three scales dependable with both the idea that employee's perceptions of job satisfaction represent a range of emotional states along multiple dimensions.

3.12 Conclusion

The chapter offered definitions of concepts and key words. A discussion on job satisfaction as a concept was offered. Factors that impact on job satisfaction were discussed followed by a discussion on job satisfaction as a variable. Literature concerning components of job satisfaction was discussed. The approaches to job satisfaction were followed by a section discussing literature on theories on job satisfaction. Literature on the evaluation of job satisfaction and dissatisfaction was discussed ending with a discussion on job satisfaction and turnover.

This chapter also described the importance of employee job satisfaction in general and briefly introduced the reader to various job satisfaction measurement instruments. At the end, this literature review chapter explained conceptual models developed by researchers that link cooperativeness of mergers to shifts in job satisfaction.

The next chapter looks at the research methodologies used to establish the current state of job satisfaction and dissatisfaction within the North West Housing Cooperation in Mafikeng. The section discusses the rationale for the choice of methodology for data collection and data analysis. The advantages and limitations associated with the three research methodologies, mixed research paradigm, the qualitative and quantitative are explored. Based on the relevance of the research paradigm investigated, a decision was made on the type of methodology implementation that yielded the required information.

Chapter Four

Research Methodology

4.1. Introduction

The purpose of this chapter is to provide a description of the research methods employed in this study, paying particular attention to the levels of job satisfaction and the impact that the current state of job satisfaction may have on the delivery of services within the North West Housing Corporation (NWHC) under the Department of Local Government and Traditional Affairs. Hartley (2004) defines research methodology as the method of connecting the research questions, objectives and the data collection, followed by an analysis and interpretation in a logical sequence.

The research problems highlighted in chapter one still remains unanswered. This chapter also discusses assorted literature on the research problem although no explicit solution was arrived at. It also presents a research methodology that serves as a mechanism to answering the research questions of this study. The study attempts to resolve the following research questions: 1. Are the prevailing working conditions and salary structure connected to the productivity of the NWHC? 2. Is there any mismatch between the employees' personal profiles and the job design in the NWHC? 3. Are employees resigning due to the lack of improvement in the basic conditions of service or is it because of job satisfaction?

Aspects receiving review under this chapter include the research methods employed, determined by the research problem and specific information required. The description starts from research design to indicate the whole plan of data collection process, the data collection procedures, the nature of the target population and data analysis including the job satisfaction level of employees.

4.2. Quantitative and qualitative research types

There are three main methodology classifications namely; quantitative, qualitative and mixed research methodology. The option of which methodology applies depends on the nature of data to be collected and the problem of the research. The quantitative methodology is suited for numerical data while the qualitative methodology is typically used where the data collected is verbal (Leedy & Ormrod, 2005).

A quantitative method involves a systematic approach of using numerical data for the purpose of possible correlation among two or more phenomenon. It examines the situation as it is and therefore does not lead to any addition to the investigation, nor does it provide the cause-and-effect relationship (Leedy & Ormrod, 2005). Quantitative methods are mostly concerned with the analysis of numerical data. Quantitative research manipulates variables, controls natural phenomena, and as such, it is impersonal and experimental. It is allied with systematic measurement, statistical analysis and mathematical models. The characteristics of conventional quantitative research are a centred on inference, confirmation, hypothesis testing, explanation, prediction, standardised data collection, and statistical analysis (Wang, 2003).

Under quantitative methods data is collected using multiple strategies, approaches, and methods whereby the resulting mixture or combination is expected to result in complementary strength and non-overlapping weaknesses (Brewer & Hunter, 1989). The failure to use quantitative methods by most researchers is because of the lack of skills to comprehend computational data and models or interpretation of statistical inferences.

Qualitative methods focus mainly on phenomena occurring in its natural settings and aims to study the phenomena in their complexity entirely (Leedy & Ormrod, 2005). Under qualitative analysis, the assumption is that there are differing views to a problem or phenomenon, and the use of this method delivers an accurate opinion of the matter studied. The researcher is required to dwell on the interpretation of the matter other than focusing on quantifying the situation (Creswell, 2003). Wang (2005) further states that qualitative research as the

methodology of study that produces descriptive data where people are written or spoken words and discernable. Qualitative data are generally based on themes that emerge through open-ended interviews, observations, or the review of various documents and audio visual materials such as videotapes, photographs, sounds, and even email and text messages (Creswell, 1994).

Peshkin (1993) asserts that qualitative research has the ability to:

- Enable the researcher to have fresh views concerning a specific phenomenon allowing the development of new concepts or theoretical perspectives and or draw complications pertaining with the phenomenon,
- Expose the nature of certain situations, settings, processes, relationships, systems or people,
- Give the researcher tools to judge the effectiveness of job satisfaction level of employees, and
- Encourage the researcher to test the validity of particular assumptions and theories.

Mixed methods research is formally defined as the class of research where the researcher mixes or combines quantitative and qualitative research techniques, methods, approaches, concepts or language into a single study. It is an expansive and creative form of research. It is inclusive, pluralistic, and complementary, and it suggests that researchers take a heterogeneous approach to method selection and the thinking about and conduct of research. The research question is important to determine the approach and that offers the best chance to obtain useful answers.

Many research questions and combinations of questions are best and most fully answered through mixed research solutions by mixed methods research, where both quantitative and qualitative research are important and useful. The goal of mixed methods research is not to replace either of these approaches but rather to draw from the strengths and minimise the weaknesses of both in single research studies and across studies (Johnson & Onwuegbuzie, 2004).

Table 4.1. The following is a comparison of the quantitative, qualitative and triangulation using a table

Quantitative	Qualitative	Mixed
Testing and validating already co-productivity-instructed theories about how (and to a lesser degree, why) phenomena occur.	Data based on the participants' own categories of meaning	Words, pictures, and narrative can be used to add meaning to numbers
Can generalise a research finding when it has been replicated on many different populations and subpopulations	It is useful for studying a limited number of cases in depth	Numbers can be used to add precision to words, pictures, and narrative
Useful for obtaining data that allow quantitative predictions to be made	It is useful for describing complex phenomena	Can provide quantitative and qualitative research strengths
Data collection using some quantitative methods is relatively quick (e.g., telephone interviews)	Provides individual case information	Researcher can generate and test a grounded theory
The research results are relatively independent of the researcher (e.g., effect size, statistical significance)	Responsive to changes that occur during the conduct of a study (especially during extended fieldwork) and may shift the focus of their studies as a result	Can answer a broader and more complete range of research questions because the researcher is not confined to a single method or approach
It may have higher credibility with many people in power (e.g., administrators, politicians, people who fund programs)	Data in the words and categories of participants lend themselves to exploring how and why phenomena occur	A researcher can use the strengths of an additional method to overcome the weaknesses in another method by using both in a research study
It is useful for studying large numbers of people.		Can provide stronger evidence for a conclusion through convergence and corroboration of findings

(Source: Johnson & Onwuegbuzie, 2004).

4.3. Research method (s) used in this mini-dissertation

For the purpose of this study the qualitative approach is the method used. The qualitative methodology can be used for observation studies, development designs, survey research and is best used in descriptive, interpretive, verification and evaluation studies (Leedy & Ormrod 2005). The choice to use the qualitative was arrived at based on the descriptive nature of the research and testing out of empirical findings against the theoretical findings.

4.4. Primary and secondary data

Primary data is first-hand information collected aimed specifically for the study conducted. Surveys and interviews can be used for the collection of data or information. Secondary data refers to data or information collected from previously gathered sources conducted for the purpose of a related study and subsequently used by other researchers. Secondary sources include data collected from sources such as journals, books, periodicals, and reports. Primary data is considered the closest to the actual study and secondary data as a level farther away from the study performed (Leedy & Ormrod, 2005). Cooper and Schindler (2003) on the other hand consider that secondary data provides background information and direction for a research.

This study, therefore, employs both primary and secondary data. As recommended by Leedy and Ormrod (2005), a research methodology is used for obtaining primary data based on a conducted survey. A survey is accomplished in order to gather primary data while secondary data is drawn from journals, reports and available literature in the academic field on the topic through specific data collection methods.

4.5. Methods of collecting primary data

Data collection is considered as the monitoring and communication process. In monitoring, the researcher does not need any response from subjects but inspects activities or nature of a material. In the communication type of data collection, the researcher questions the subjects

through interviews or telephone conversations, and self administered or self-reported instruments (Cooper & Schindler, 2003). Leedy and Ormrod (2005) contend that there is no straightforward answer to what is the best data collection instrument. The nature and purpose of the study will justify which method to use (Blankenship & Breen, 1993). This study will employ a survey for the purpose of data collection.

a) Survey

The characteristic of a survey is the collection of numeric or quantitative data from a given group using direct observation. A survey can be used for various reasons that can include one of the following (Leedy & Ormrod, 2005):

- Explore differences,
- Exploratory research, and
- Testing out theoretical models for identification of trends.

In this study it was necessary to collect both secondary and primary data. Secondary data was available from books, annual reports, archives and other departmental collections. The primary data was collected by conducting a survey with structured questionnaires. The questionnaires were distributed in person to a sample of respondents (employees) of the North West Housing Corporation (NWHC) to complete.

4.6. Questionnaires

Data collection comprised the gathering of data through the questionnaire at the NWHC. Questionnaires were considered as an option for this study because alternative methods such as personal interviews were costly in time and money. This constraint usually results in a small sample for study (Bless & Higson-Smith, 2000:108-109). Telephone surveys as an option were considered costly and therefore interviewing length of time a limitation. Using that as a basis, it was decided to use a self-administered structured questionnaire in conducting the present study. De Vos (2002:290) describes a questionnaire as an instrument with open or closed ended questions or statements to which a respondent had to react. Questions were

arranged in a definite order according to the researcher's choice. In close-ended questions, a series of possible answers were given from which the respondents had to make a choice. Open-ended questions allowed the respondents to give their own opinions, perceptions, and etcetera and did not restrict them to specific alternatives.

The questionnaire had three sections (Refer to Appendix A). The first part concerned the permission to use the respondent's answers for the academic research. The second section involved collecting biographical data on the respondents such as age, gender and qualifications. The third section contained specific questions pertaining to the job satisfaction levels of employees in the North West Housing Corporation. Responses required the respondent to indicate a yes or no answer (by way of agree, strongly agree and disagree, strongly disagree).

4.7. Population

Babbie, *et al.* (2003:112) describes a population for a study as that group (usually of people) about whom the researcher wants to draw inferences. However, with limited time and money, researchers are unlikely to study the entire body of relevant facts about the whole group of people under investigation. Therefore, the findings and conclusions in survey research are based on information gathered from a limited number of people from whom generalisations can be made about the whole number. The total population size of the North West Housing Corporation (NWHC) is hundred from which a sample of 80 respondents was selected.

4.8. Sampling methods

The selected group from the population is called a sample (Nachmias & Nachmias 1996: 201). When choosing a sample, the researcher often had to prepare a comprehensive list of all units in the target population that is called a sampling frame (Leedy & Ormond, 2005). A list of all participants required for the sample was sourced followed by a random selection of the sample. The population was divided into the following; senior management or directors,

middle level management, lower level management (supervisors) and lower level staff of the Corporation. After stratifying the population, the respondents were randomly selected from each stratum. By using simple random selection in each stratum, each employee had an equal chance to be selected into the sample, as such making it more representative of the population.

4.9. Ethical consideration pertaining to the study

According to Welman (2008) ethical issues are concerned with the values of honesty and frankness and personal integrity. Ethical issues are also the concern of ethical responsibilities to the subject of research such as consent, confidentiality and courtesy. In the first instance the researcher sought utmost care in the whole research process regarding intellectual ownership, citations and acknowledgement. In the second case, the researcher followed some procedures of ethics with the respondents such as consent from each respondent and freedom not to participate in the questionnaire or interview. In addition in the questionnaire the use of language and image has been done with care on some sensitive issues such as age, cultural diversity, disability, gender and sexual orientation (Welman, 2008).

4.10. Limitations

Survey techniques suffer from a number of shortcomings including the low response rate to questionnaires. This tended to impinge on the relevance of the research owing to lack of full representation.

- Other limitations arose where respondents were required to tick one of the possible answers and are not asked to give their true feelings,
- Survey respondents tended to provide socially acceptable answers or avoid strongly negative or positive views and stuck to compromise positions, and
- Some respondents deliberately and unnecessarily gave extreme opinions as their answers. Occasionally, response rates were also low and it took researchers extra time and expense to collect required number of responses,

4.11. Conclusion

This chapter described the research design and methodology used in this study. Further, it looked at instrumentation, research type, population, sampling method, and data gathering methods from a theoretical perspective.

A discussion of how these were applied in this study was also indicated. Justifications for the choices made were provided as well. Schaefer and Dlamini (1998) found significantly faster response times with e-mails surveys. However, the email survey approach was not appropriate for this research hence the questionnaire based approach that was personally administered. The next chapter looks at the research findings and analysis.

Chapter 5

Analysis of research results and analysis

5.1. Introduction

The survey conducted involved the study of North West Housing Corporation (NWHC) which falls under the North West Provincial Government (NWPG). The aim of this study was to investigate the job satisfaction levels of employees in the Corporation, and their subsequent impact on the challenges of service delivery in Mafikeng. The survey of the Corporation was aimed at achieving synergy that would lead to improved performance of the Corporation (SAICE 2006, Milford, *et al.*, 2001 as *cited* in Rust, 2009).

The research question being researched sought to determine whether the working conditions and salary structure in the Corporation was connected to productivity. Is there any mismatch between the employees' personal profiles and the job design in the Corporation? Are employees resigning due to the lack of improvement in the basic conditions of service?

This chapter discusses the research findings and provides analyses and interpretation of data by way of charts, graphs and tables, including a descriptive introduction based on the demographics of the respondents. This is followed by sections reflecting the findings of the employees' perception with regard to the impact of the job satisfaction levels at the North West Housing Corporation on delivery of service in Mafikeng.

5.2. Response rate

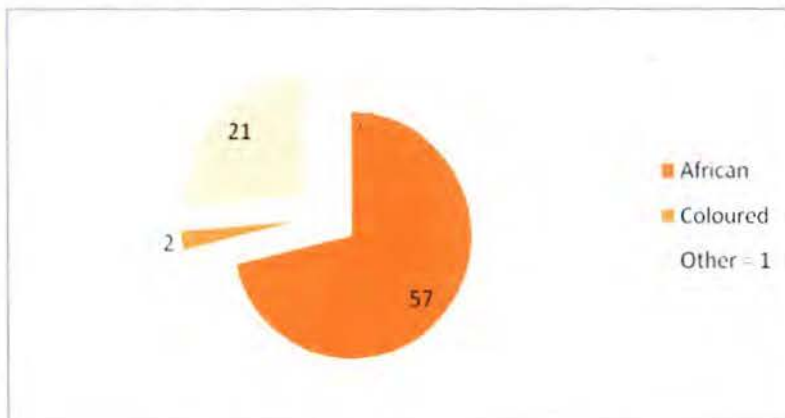
The following sections discuss the results of the survey. There were 80 questionnaires distributed to a population of 100 desired employees of North West Housing Corporation. There were 80 completed questionnaires using simple random sampling technique, all were completed satisfactorily. The data was summarised in terms of charts, graphs and tables. The researcher tried many times to show that the requirements for the sample were followed and

that it met the strict rules and was randomly selected. All names were allocated a number and numbers were drawn accordingly. Where a respondent did not complete a questionnaire, the next number was drawn and the questionnaire used. In this way the sample could be regarded as being representative.

5.3. Demographics

On demographics the results are captured on Figure 5.1 below showing the racial makeup of the respondents. The job profiles of the respondents, qualification profiles of the respondents, gender profiles of the respondents, age of the respondents, citizenships of the respondents, places where the respondents were brought up, years of services of employees, service delivery challenges, effective training of employees are contained in the following graphs and charts below.

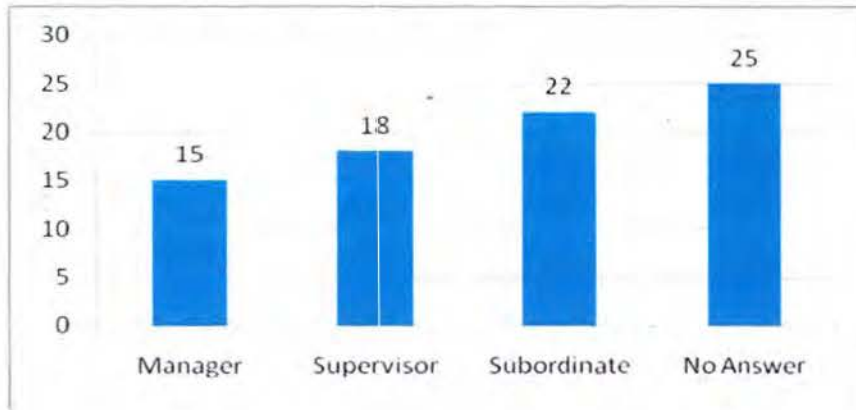
Figure 5.1 Race of the respondents



The Figure 5.1 above shows a large number of the respondents comprises of African people. Out of the 80 respondents 57 (71.25%) are African, whereby 21 (26.25%) are coloured and 2 (2.25%) are other. These results may suggest that the presence of a large number of African people at the Corporation emanates from the affirmative action policies currently in place in the civil service, which promotes the employment of more Africans. The policy has seen an increased exodus of other racial groups, especially among the white employees. It shows how much variation there is from the "average" (mean). A high standard deviation indicates that the data is spread out over a large range of values owing to the fact that the African component is

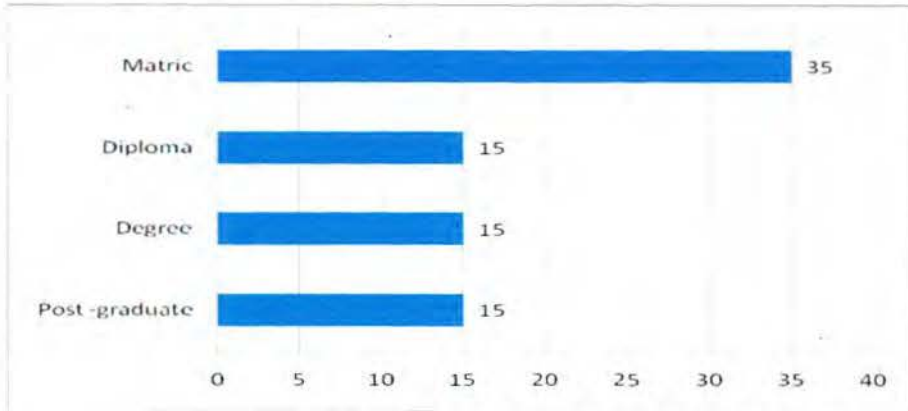
so large. This draws the sample out of proportion and its variability that confirms that it was picked at random. The concept of psychological ownership as a factor that connects non-family employees' justice perceptions and their work attitudes has been established. Psychological ownership is defined as the state which individuals feel as though the target of ownership or a piece of that target is theirs (Pierce, *et al.*, 2003, P. 86 cited in Sieger, *et al.*, 2011).

Figure 5.2 Types of jobs of the respondents



There were 25 (31.25%) respondents in Figure 5.2 who gave no answer to the question. This segment could have been made up of respondents who feared victimisation or respondents who actually did not understand the objective of the survey. As indicated in Figure 5.2 above, the highest number 22 (27.5%) of respondents comprised subordinates, followed by supervisors with 18 (22.5%). The targeted sample was mainly of employees who included managers and supervisors. The targeted employees had a better understanding of the effect of the survey of the Corporation. This was because of the experience actually gained through delivering services to the community. The number of managers in the Corporation compared to other positions was relatively small and therefore a response of 15 (18.75%) was representative of their category. Different theories present differing conceptualisations of job satisfaction that can be categorised as content or process theories (Cambell, *et al.*, 1970 cited in Coomber & Barriball, 2007).

Figure 5.3 Qualifications of respondents



The information shown in Figure 5.3 above indicates that most of the respondents 35 (43.75%) had a matriculation qualification. This was followed by 15 (18.75%) respondents with a diploma, 15 (18.75) with a degree, and 15 (18.75) with a post graduate qualification. The results indicate that most of the respondents in senior position of the Corporation had adequate qualifications. It can be suggested from the results that most of the respondents with matriculation qualification comprised of subordinate employees. The Minnesota Satisfaction Questionnaire (MSQ) is one of the most widely used instruments in the measurement of job satisfaction (Scarpello and Campbell, 1983 *cited in* Eyupoglu & Saner, 2009) and its validity and reliability has been proven over the 40 years that it has been in use..

Figure 5.4. The gender of the respondents

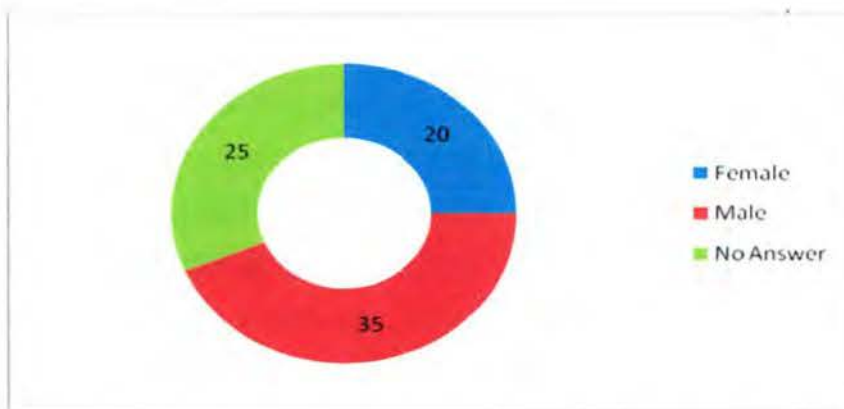
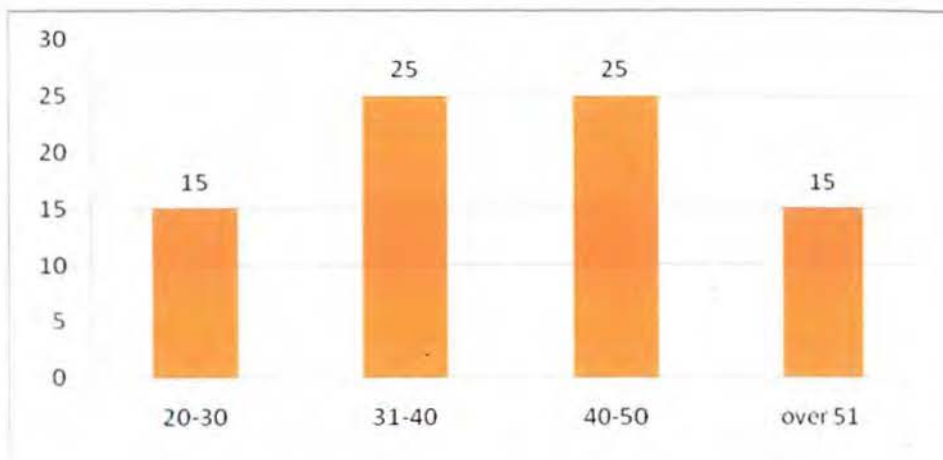


Figure 5.4 above indicates that 35 (43.75%) which as the majority were male employees while only 20 (25%) was made up of female employees. The results highlight a significant imbalance between male and female employees. This suggests a cause for concern considering

that there have been efforts aimed at employment equality, especially in the Corporation. The difference in the number of male employees compared to female may have been caused by the fact that the few female employees did not have the necessary qualifications to occupy senior positions. Job satisfaction may vary according to marital status. Shea, *et al.*, (1970) cited in Lam, *et al.*, (2001) contend marital status seems to have little influence on job satisfaction. Both married and non-married women in both black and white groups expressed the same degree of satisfaction with their jobs when occupational category was controlled.

Figure 5.5 Age of the respondents



The Figure 5.5 above shows a high number of respondents in their middle and older age category. Respondents were selected randomly within the Corporation. The intention was to target employees who were in decision-making positions such as directors, managers and supervisors. Most of such employees fell within the age range shown by the results. The lower age range was made up mostly of employees who occupy subordinate positions. North West Housing Corporation provides secure job security whereby most employees are willing to remain within the employment of the Corporation up until retirement. This was common most especially for non-technical skills. The situation may have been a cause for concern because most of the senior positions have employees almost reaching retirement age.

Figure 5.6 Place where the respondents grew up

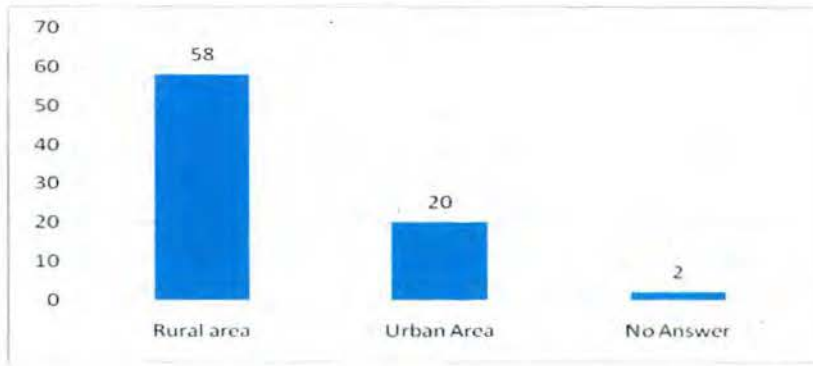


Figure 5.5 above shows that the majority of respondents grew up in the rural area. The results also shows that 20 (25%) of the respondents grew up in urban areas and 2 (2.5%) did not answer the question. This suggests that there is a need for a more thorough understanding of the various factors that affect industrial work design which in turn have a direct impact on operational performance and productivity (Das, 1999 cited in Sieger, *et al.*, 2011). Work design research can also contribute to further knowledge in the field by applying what is already known and by adopting a more holistic approach to the research (Holman, *et al.*, 2002 cited in Sieger, *et al.*, 2011).

Figure 5.7 Citizenship of the respondents

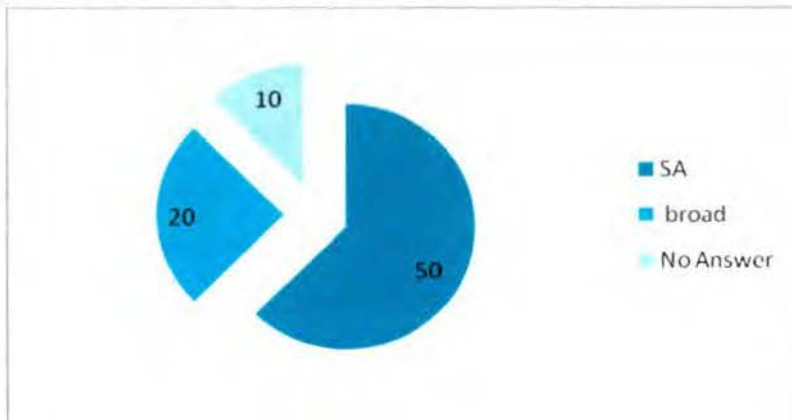
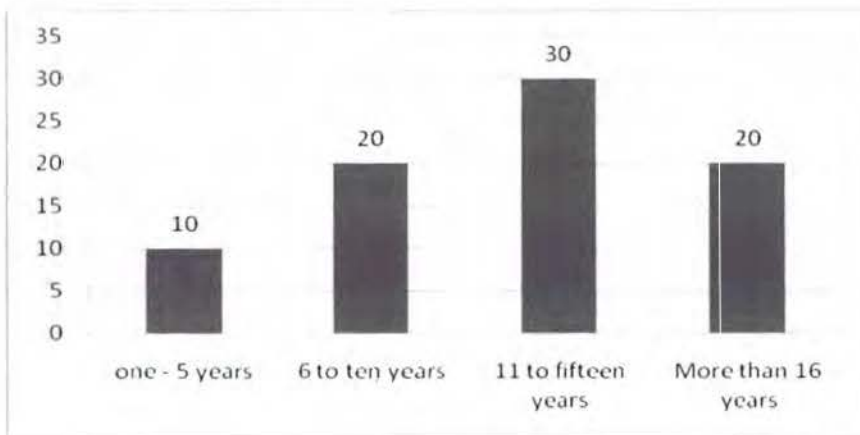


Figure 5.6 above indicate that citizens make up 50 (62.5%) of the positions in the Corporation. The results also showed that 20 (25%) of the positions were occupied by respondents from abroad. The term 'abroad' was used to signify positions occupied by employees who are non-citizens or foreigners. Employment regulations reserve most of the job opportunities for locals

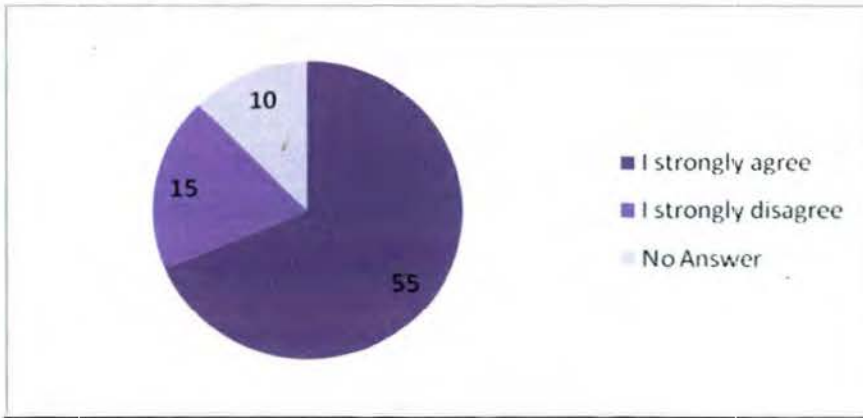
or citizens only. Foreigners are mostly allowed to occupy positions related to the provision of scarce skills. These included information technology and engineering skills. The 'abroad' category shown in Figure 5.6 above is therefore bound to be made up mostly by the scarce skills. Ten (10) (12.5%) respondents chose not to indicate their citizenship. This may have been composed mostly of foreign employees who may have felt prejudiced to reveal their origins. The notion of value, from a marketing approach, has a clear subjective orientation with most authors attributing an evaluative judgment to it (Woodruff, 1997 cited in Gil, *et al.*, 2008).

Figure 5.8 Years of service of the respondents



The results in Figure 5.8 below indicate that most of 30 (37.5%) of the respondents out of a sample of 80 had been in the service of the Corporation for a period between 11-15 years. There were 20 (25%) respondents who indicated that they had been employed between 6 and 10 years, and also 20 (25%) who had been employed for more than 16 years by the Corporation. Overall the results indicated some measure of job security for most of the respondents. There were 20 (25%) respondents who had been employed for more than 16 years in the Corporation. Conway and Briner (2002) provided a mixed support for the utility of the psychological contract as a theoretical framework. This supports the argument that significant differences for part-time and full-time employees can be observed in satisfaction with pay and job security.

Figure 5.9 NWHC is facing service delivery challenges relating from level of job satisfaction of employees



As can be seen from Figure 5.9 above, a total of 55 (68.75%) of respondents endorsed the level of their job satisfaction. They state that service delivery challenges were as a result of job satisfaction. An additional 15 (18.75%) also disagreed with the assertion that the Corporation was facing serviced delivery challenges as a result of the job dissatisfaction levels of the employees. These findings were repeated in research with many authors concluding that increasing job satisfaction decreased rates of turnover (Saleh, *et al.*, 1965; Price Mueller, *et al.*, cited in Coomber & Barriball, 2007).

Figure 5.10 Graph 5.6: NWHC has an effective training employee's policy

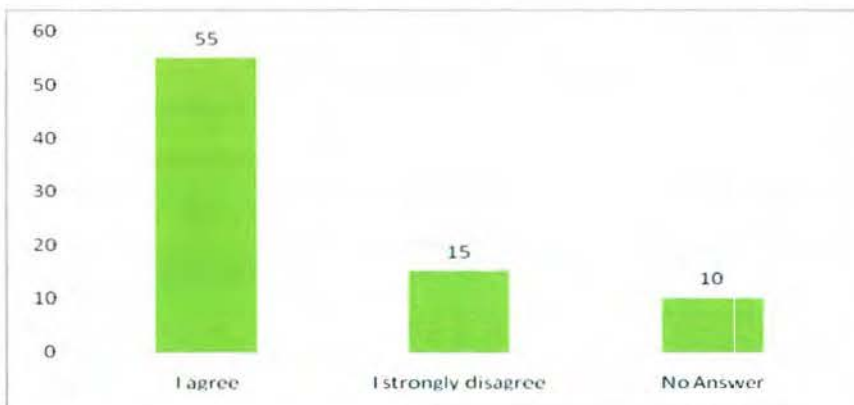
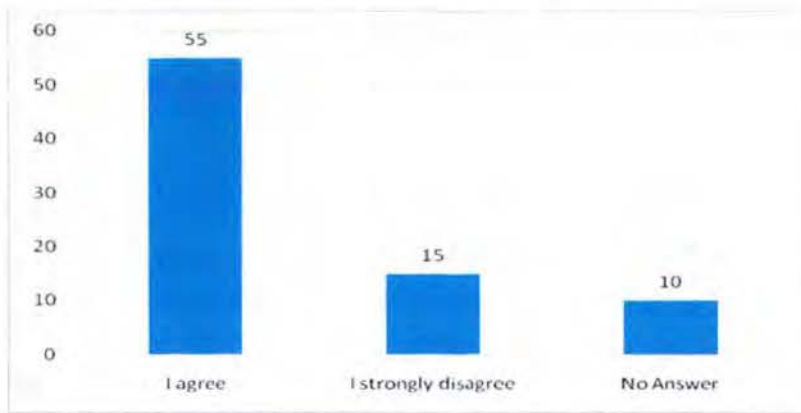


Figure 5.10 shows that the majority of respondents confirmed that the Corporation had an effective training policy for employees, hence the overall the results indicated some measure of job security for most of the respondents. Part of the targeted sample comprised decision-

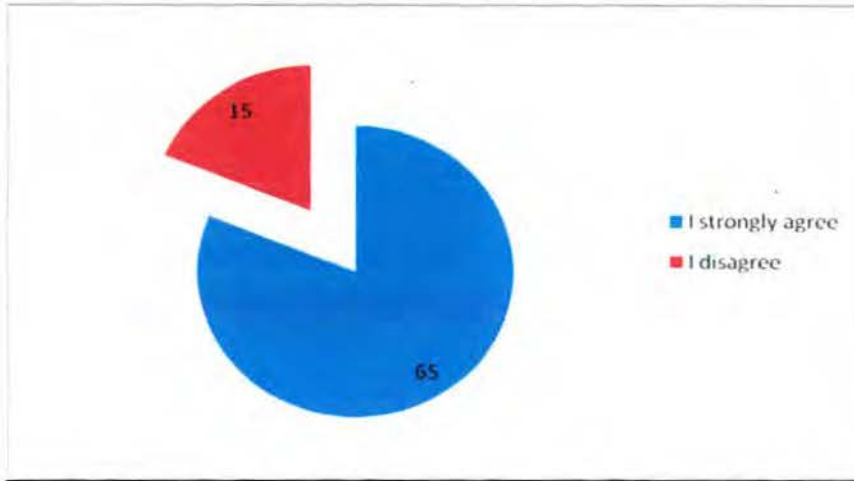
makers. The job security offered by NWHC complemented the two factor theory of motivation that states that people are motivated to work because of their unsatisfied needs, which included job security. To satisfy their needs individuals had to look for employment and secure work according to their skills, knowledge and potential (Smit & Cronje, 2004).

Figure 5.11 Are there opportunities available for employees to develop new skills necessary to operate the computer system?



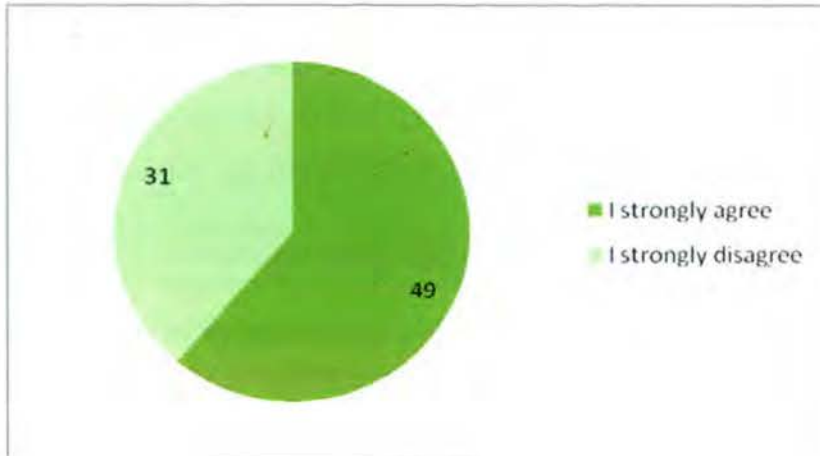
The role of senior managers includes team building and encouragement of some types of outcome and to discouragement others (Muller, 2006). There were 15 (18.75%) respondents as captured on Figure 5.11 who indicated that they strongly disagreed with the objective of the training. It may be assumed that this segment of respondents was made up of employees who were not directly involved with the formulation of the training strategy. These could have been mostly subordinate employees. There were 10 (12.5%) respondents who gave no answer to the question. This segment could have been made up of respondents who feared victimisation or respondents who actually did not understand the objective of the training. People need to understand the thinking that went into pertinent decisions that affected them (Kilfoil, & Groenewald, 2005). As can be seen on Figure 5.11 above, 55 (68.75%) respondents agreed with the assertion that there were opportunities for employees to acquire new skills to operate the computer system at the Corporation, with only 15 (18.75%) respondents against that notion. Of the total respondents, 10 (12.5%) disagreed with that assertion.

Figure 5.12 Service delivery achieved through performance of employees resulting from skills acquired through training that was offered by the NWHC.



The results in Figure 5.12 above indicates that 65 (81.25%) which is a majority of the respondents agreed with the assertion that service delivery was achieved as a result of the performance acquired through the skills training. Only 15 (18.75%) respondents disagreed with that assertion. It is important that celebration and reward needed to be managed as carefully and thoughtfully as any other aspect of change, as there is always the danger that celebration may turn into self-congratulation and complacency (Duck, 2001). A study by Vermeeren, *et al.*, (2009) proved that employees' work performance could help an organisation to improve service delivery. In terms of which this research confirms the relationship between employee job satisfaction and the employee's performance as an important component towards the Corporation effectiveness and increased performance and efficiency.

Figure 5.13 Training always emphasised to enable individuals to develop the necessary skills to improve performance



The results in Figure 5.13 above depict a negative outcome that suggests that training was not emphasised in the entire Corporation. This is illustrated by 49 (62.25%) respondents who indicated that there was no training emphasised. On the other hand, there were 31 (38.75%) respondents who strongly agreed that training of employees was vital for development of individual skills to improve performance. Knowledge on the perception of the effect of job satisfaction on labour turnover differs between men and women, thus enhanced the understanding of possible gender differences in a firm's attachment, which as, suggested can affect training, promotions, and wages (Booth & Francesconi, 1999 *cited* in Poza-Sousa & Poza-Sousa, 2007).

Table 5.1 Is the NWHC facing service delivery challenges resulting in the level of job satisfaction of employees?

I strongly agree	55
I strongly disagree	15
No Answer	10

The results in Table 5.1 above indicates the majority 55 (68.75%) of the respondents strongly agreed that the Corporation was facing service delivery challenges resulting from the level of job satisfaction. There were 15 (18.75%) respondents who disagreed with that assertion. There were 10 (12.5%) respondents who gave no answer to the question. The likelihood was that the respondents who felt there was no service delivery challenges at the Corporation response were those who were directly connected with the delivery of services. Those employees are likely to be directors whose assessment of a positive performance of delivery of services was in their favour. This also suggests that other employees (presumably subordinate employees) did not want to be victimised by giving their views. This status as a predictor of intent to stay in employment has the secondary effect of decreasing turnover (Saleh, *et al.*, 1965; Blegen. 1993; Ivine and Evans 1995; Hellman, 1997 *cited in Pagan, 2011*).

Figure 5.14 How satisfied are you with training you received for your job?

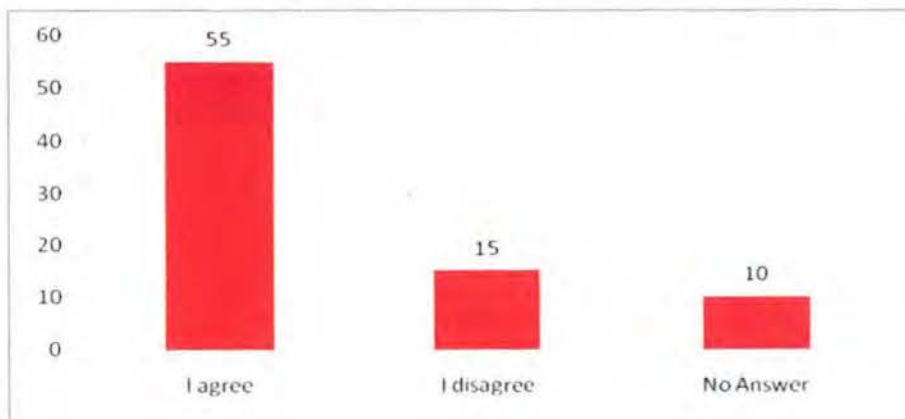
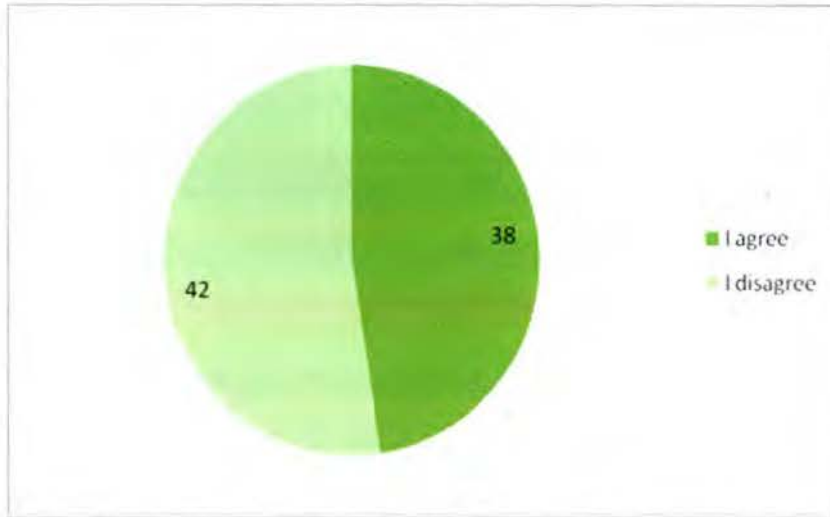


Figure 5.14 above shows that the majority of respondents confirmed that the Corporation had an effective training for employees, hence the overall the results indicated some measure of job security for most of the respondents. Part of the targeted sample comprised decision-makers. The job security offered by the Corporation complemented the two factor theory of motivation that states that people are motivated to work because of their unsatisfied needs, which included job security. Many authors observe a decrease in employee turnover when a workforce is satisfied. This status as a predictor of intent to stay in employment has the secondary effect of decreasing turnover (Saleh, *et al.*, 1965; Blegen. 1993; Ivine and Evans 1995; Hellman, 1997 *cited in Pagan, 2011*).

Figure 5.15 Can the current training required help you achieve the set strategic goals of the NWHC



There were 38 (47.5%) respondents as shown in Figure 5.15 above, who indicated that the training they received had the potential to assist in the achievement of the strategic goals of the Corporation. However 42 (52.5%) respondents disagreed with that assertion. The concept of training is essential to understand the logical reasons why organisations enhance it. Synergy in this context is defined as what is occurring when the Corporation can operate more efficiently effectively ((Henningsson & Carlsson, 2007). Achieving synergy through the attainment of the strategic goals of the Corporation would lead to improved performance and service delivery (SAICE 2006, Milford, *et al.*, 2001 as *cited* in Rust, 2009).

Figure 5.16 Is the current training received linked to the set objectives of the NWHC Framework

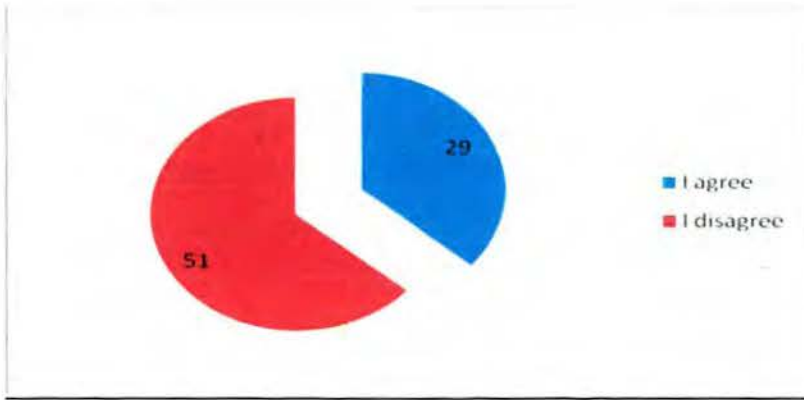
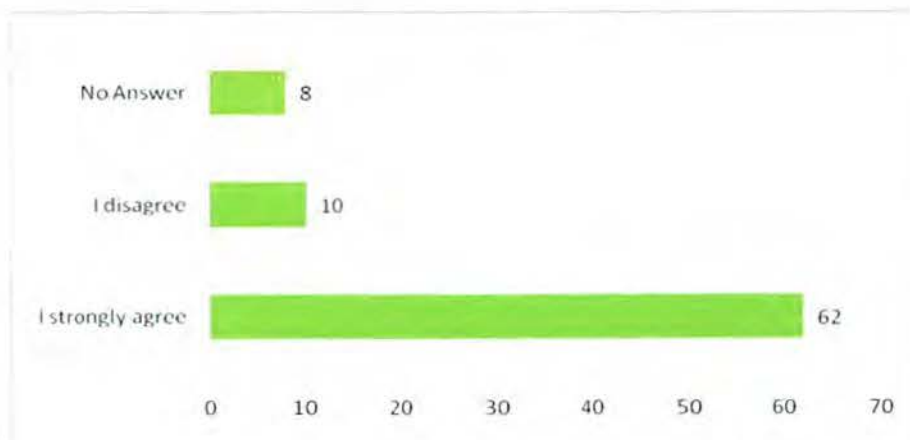


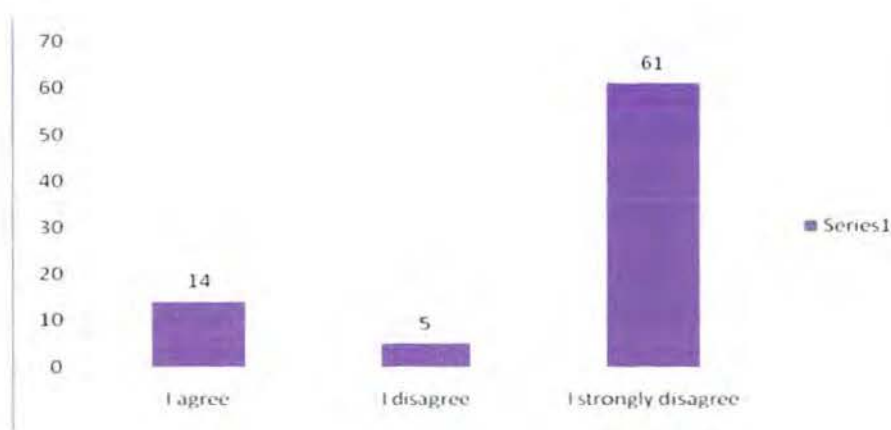
Figure 5.16 above shows that 29 (36.75%) respondents indicated that the training they had had a direct impact on the level of service delivery. The rationale for the training they received was aimed at improving service delivery in a faster and cost effective manner. Studies have shown that it has become important to allow organisations to operate more effective and efficient training through synergy (Henningsson & Carlsson, 2007). However, 51 (63.75%) respondents indicated that the current training would have a negative impact on the level of service delivery.

Figure 5.17. Can the working conditions and salary structure improve the dissatisfaction of employees and discuss their development plans?



For a study to be successful a key component is the alignment of the intended study to the strategic intent of the s being merged (Duck, 2001). Alignment of study intentions to strategy will help identify the strengths and weaknesses of the organisations or Corporations being merged. The majority of the respondents 62 (77.5%) as shown in Figure 5.17 indicated that the functions of the Corporation were well aligned and defined. There were 10 (12.5%) respondents who indicated that the functions of the Corporation were not aligned and defined. There were 8 (10%) respondents who did not answer the question. This could have been because of fear of victimisation or simple because the respondents did not understand or know the intended alignment of strategy and functions.

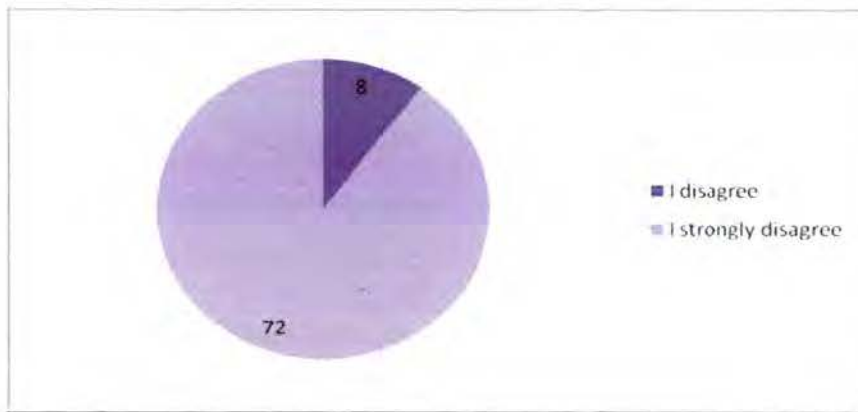
Figure 5.18 Do managers often sit down with employees and discuss their developments plan.



With regard to the question posed relating to whether or not managers discussed the development plans of the Corporation with their employees, Figure 5.18 below shows that the majority of the respondents 61 (76.75%) stated most strongly that managers did not sit down with employees to discuss the development plans of the Corporation. There were 14 (18.75%) respondents who indicated that management did engage employees on the development plans of the Corporation. A number of respondents may have indicated that there was no overlapping of functions in order to protect their current positions in the merged Corporation. There were 5 (6.25%) respondents who disagreed with the question. At the political level, the

NWHC has had a number of developmental challenges. The single most challenging factor for the Corporation remained the question of how to break away from the tainted past and convince the public that it had been restructured. Hicks and Gullert (1981) cited in Karst and Iskender (2009) observe that motivation is a key factor to make employees useful for the organisation. Motivation has an active character. It is achieved through meeting the personal motives or needs. Quantity of individual performance is a function of the efficiency of motivation.

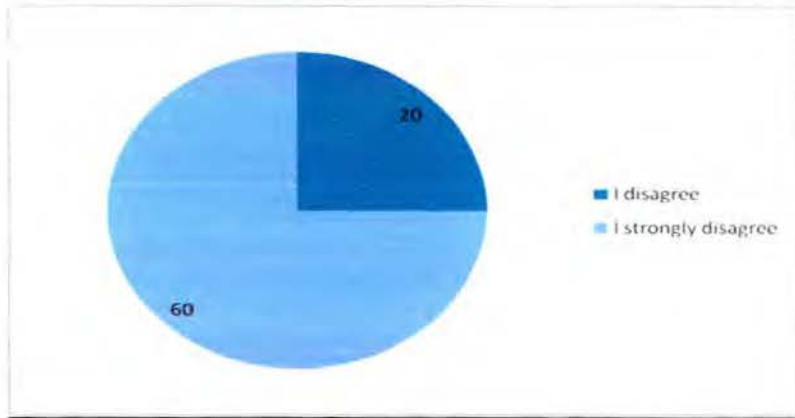
Figure 5.19 Do managers always use employee feedback to make improvement toward effective and efficient service delivery



In a study employees are the victims of the situation. Figure 5.19 below shows 72 (90%) of the majority respondents, strongly indicated that managers did not use employee feedback to contribute towards the effective and efficient functioning of the Corporation. It can be suggested that these respondents were not entirely happy with management of the Corporation. An additional 8 (10%) respondents confirmed the assertion that managers excluded their input by way of employee feedback in improving effective and efficient considerations at the Corporation. As explained by Pollack (2003), these respondents could be going through one of the various phases expected in changes brought about by organisational developments. Job enrichment programs give workers enhanced responsibility and autonomy in performing their usual jobs with appropriate feedback on their performance (Petrides, *et al.*,

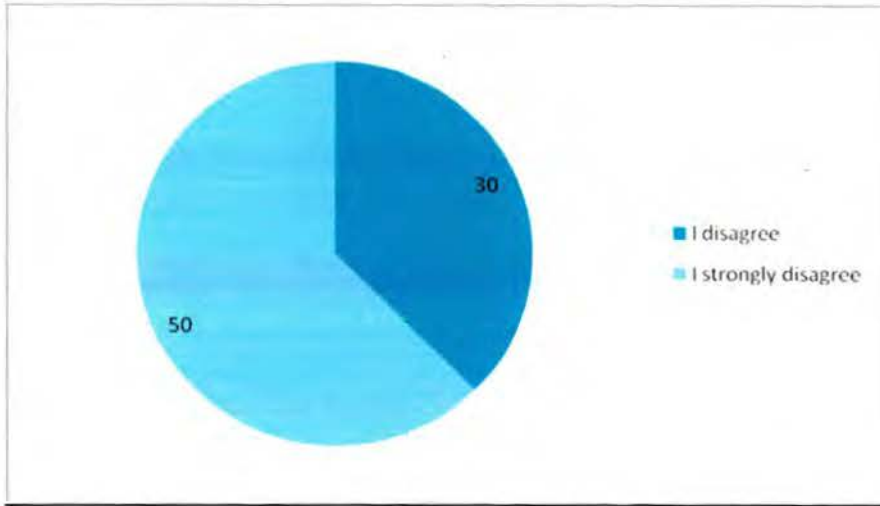
(2002). Locke (1976) *cited* in Petrides, *et al.* (2002) argued that studies in the 1970s failed to give evidence in support of the two-factor theory and reviewers became critical of Herzberg's methods and conclusions that discounted individual differences.

Chart 5.20 Is there a supportive and effective management that encourage individual performance



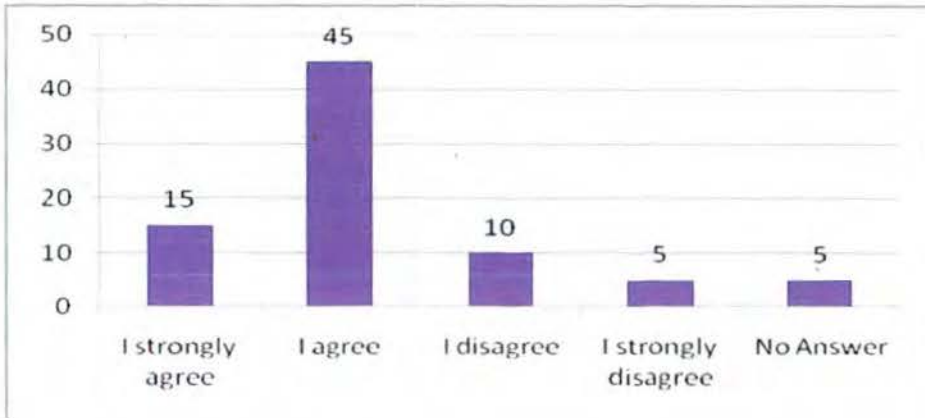
Supportive management encourages individual performance resulting in the objectives of the Corporation being attained. This may cause certainty in many employees resulting in higher levels of productivity. However, as clearly shown in the above Figure 5.20, 60 (75%) respondents indicated that the environment under which they worked was not supportive at all, with an additional 20 (25%) respondents confirming this assertion. In current research there has been increased focus in determining the relationship between psychological contracts like job satisfaction, perceived performance and individual effort (Christen, *et al.*, 2006 *cited* in Cho & Chang, 2008). Despite the dominance of studies on this construct in other areas there is a scarcity of work on job satisfaction and perceived performance issues as they relate to adaptation, innovation and resistance (Speier & Venkatesh, 2002).

Figure 5.21 How satisfied are employees with the recognition receive for doing a good job?



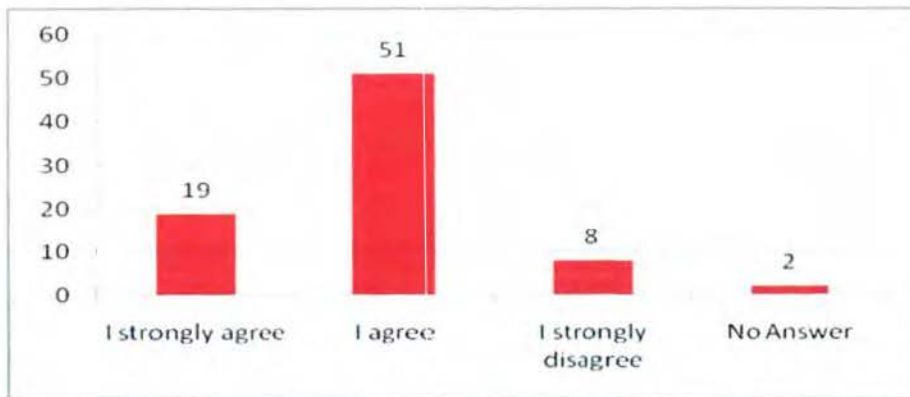
The majority of the respondents 50 (62.5%) indicated that they believed that the Corporation would assimilate all employees from the Corporation. There were 30 (37.5%) respondents who believed that the Corporation would not assimilate all employees from the former Corporations. The result is in line with results shown in Figure 5.21 above. This will entail lying off some employee, thereby failure to assimilate all employees. Two-factor theory as stated by Herzberg, *et al.*, (1959) introduced interest for job enrichment scheme, which entailed the plan of tasks in a manner that incorporated the prospect for personal achievement, recognition, challenge and individual growth such as job rotation and enlargement. Such discourse would perhaps explain where, how and with what effects employee's job satisfaction level affects the organisation as a whole and service delivery in particular

Figure 5.22 Are the available resources being adequately distributed for the purpose of training employees?



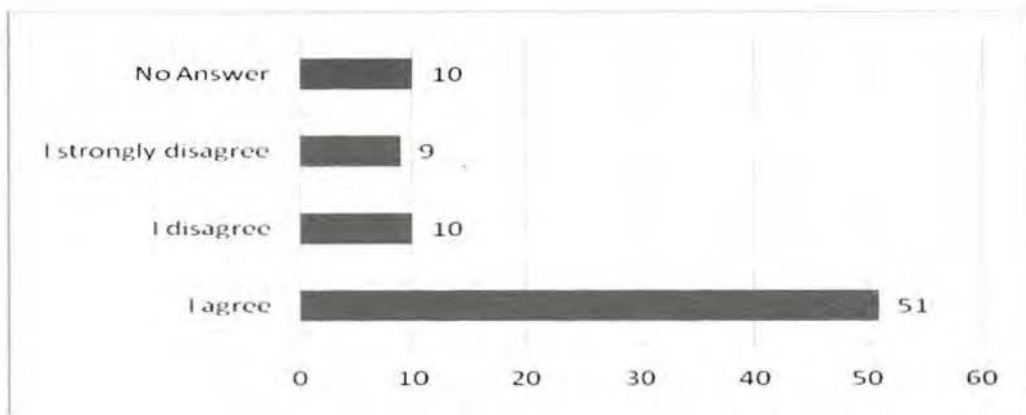
As shown in Figure 5.22 below, the majority of the respondents 60 (75%) agreed or strongly agreed that there were available resources being adequately distributed for the purpose of employee's training. There were 15 (18.75%) respondents who disagreed or strongly disagreed that the Corporation did not distribute adequately resources for employees to be trained and only 5 (6.25) who did not answer the question. Some recent papers have also examined the impact of skill mismatches on satisfaction. Battu, *et al.*, (1997) cited in Viera (2005) conclude that job satisfaction is significantly adversely affected by mismatches. Belfield and Harris (2002) cited in Viera (2005) find only limited support for the argument that job-matching explains higher job satisfaction.

Figure 5.23 Is the NWHC achieving a return from the training in proportion to the amounts spent on it?



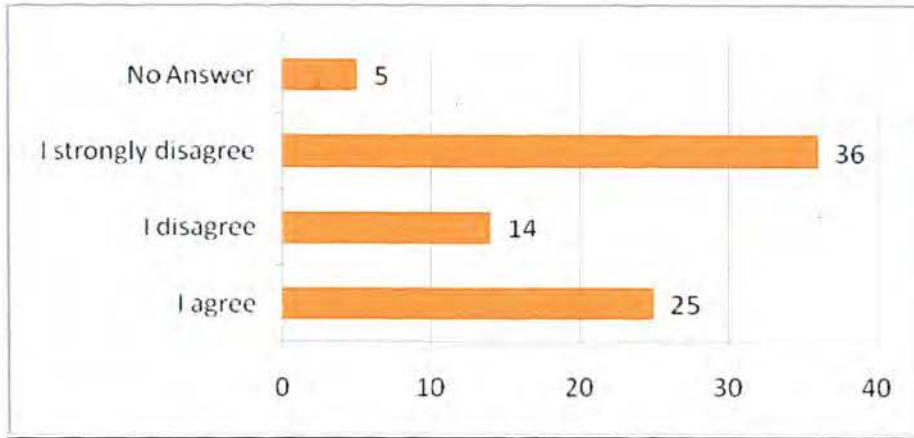
The majority of the respondents 70 (87.5%) shown in above Figure 5.23 agreed or strongly agreed that training achieved was a return from the training in proportion to the amounts spent on the training programme. There was however 8 (10%) respondents who strongly disagreed that training in the Corporation achieved a return from the training in proportion to the amounts spent on it and only 2 (2.5%) respondents who did not answer the question. Karsl and Iskender (2009) observed that the level of motivation affects the institutional commitment and that level of institutional commitment changes according to motivation given by the administration. The level of motivation also affects the job satisfaction and high motivation causes high job satisfaction whereas low motivation leads to low job satisfaction.

Figure 5.24 Does the NWHC provide employees with the necessary materials and equipment to enable them to perform effectively and efficiently?



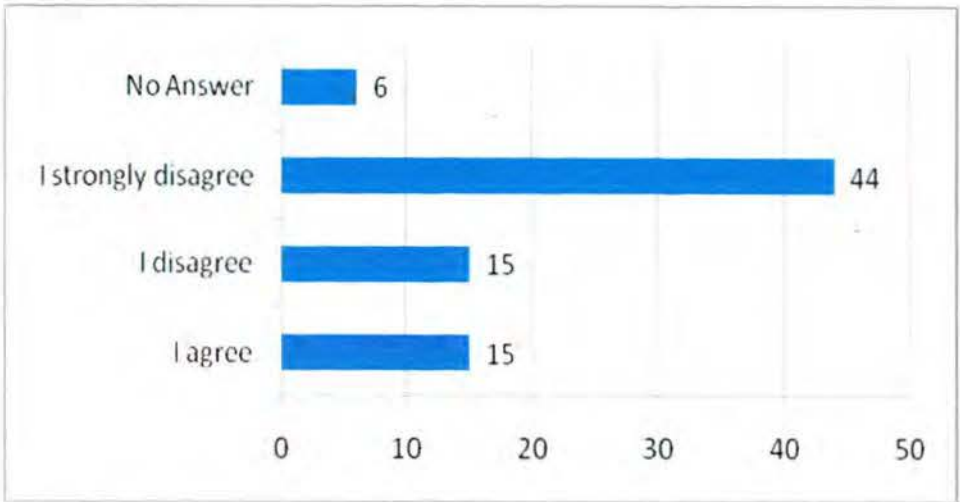
The majority of the respondents 51 (62.5) captured in Figure 5.24 above acknowledged that the Corporation provided employees with the necessary materials and equipment to enable them to perform effectively and efficiently. Only 19 (23.75%) disagreed with that assertion and 10 (12.5%) did not want to commit themselves by answering the question. Theoretical models suggest that employee personality traits are potential cause of both job satisfaction and job performance (Bowling, 2007). Given this conclusion, we next consider the results in light of relevant theoretical and conceptual considerations in deriving models that have better reflect the true factor structure for each of the two groups.

Figure 5.25 Do the Corporation has a culture that recognises and values individual's performance?



The majority of the respondents 50 (62.5) captured in the Figure above strongly disagreed that the Corporation did not have the culture of recognising employees with individual performance. Only 25 (31.25%) agreed with that assertion and 5 (6.25%) did not want to commit themselves by answering the question. These results confirm a general trend of dissatisfaction at the Corporation as highlighted by other results and findings of this research. The two-factor theory as stated by Herzberg, *et al.*, (1959) introduced interest for job enrichment scheme, which entailed the plan of tasks in a manner that incorporated the prospect for personal achievement, recognition, challenge and individual growth such as job rotation and enlargement. Such discourse would perhaps explain where, how and with what effects employee's job satisfaction levels affected the organisation as a whole and service delivery in particular.

Figure 5.26 Are employees satisfied with the manner in which management is handling issues of individual performance?



The majority of the respondents 59 (73.75%) shown in the Figure 5.26 above strongly disagreed or disagreed with the assertion that employees of the Corporation were satisfied with the manner in which management was handling issues of individual performance. There were only 15 (18.75%) respondents who indicated that there were satisfied with the manner in which management had handled issues of individual performance, whilst 6 (7.5%) respondents did answer the question. Research made earlier failed to present support for the theory or replicate Hertzberg’s findings (Hulin, 1971 *cited in Petrides, et al., 2002*) and it was shown that both types of factors could influence both satisfaction and dissatisfaction Korman (1971 *cited in Petrides, et al., 2002*) concluded that disconfirming evidence had effectively laid the Hertzberg theory to rest. More importantly, many studies that have tried to distinguish between the two types of factors have found them highly correlated (Petrides, *et al., 2002*).

5.4 Measures of association

The following section looks at the correlation of the data presented. To ascertain authenticity of the correlation, the mean, standard deviations and p-values have also been discussed in the section. Correlation analysis is a technique that describes the relationship between variables and measures the extent to which a change in one variable is attributed to a change in another. Correlation often measured as a correlation coefficient indicates the strength and direction of a

linear relationship between two random variables (Welman & Kruger, 2001: 209-212). S: (n) correlation coefficient, coefficient of correlation, correlation (a statistic representing how closely two variables co-vary; it can vary from -1 (perfect negative correlation) through 0 (no correlation) to +1 (perfect positive correlation). Below is an indication of correlation ranges:

Small	0.1 to 0.3
Medium	0.3 to 0.5
Large	0.5 to 1

For the purpose of this study, correlation that is above the value of 0.5 will be considered to show a strong correlation. The p-value is the probability that the current result would have been found if the correlation coefficient would be zero.

Pearson correlation, assumes that the two variables are measured on at least interval scales, and it determines the extent to which values of the two variables are "proportional" to each other. The value of correlation (i.e., correlation coefficient) does not depend on the specific measurement units used; for example, the correlation between height and weight will be identical regardless of whether inches and pounds, or centimetres and kilograms are used as measurement units. Proportional means linearly related; that is, the correlation is high if it can be summarised by a straight line (sloped upwards or downwards).

The significance level calculated for each correlation is a primary source of information about the reliability of the correlation. As explained before, the significance of a correlation coefficient of a particular magnitude will change depending on the size of the sample from which it was computed. The test of significance is based on the assumption that the distribution of the residual values (i.e., the deviations from the regression line) for the dependent variable y follows the normal distribution, and that the variability of the residual values is the same for all values of the independent variable x. It is impossible to formulate precise recommendations based on those Monte Carlo results, but many researchers follow a rule of thumb that if your sample size is 80 or more then serious biases are unlikely, and if your sample size is over 100 then you should not be concerned at all with the normality assumptions.

5.5. Correlation

The correlation between NWHC ethnic and gender is .823, a positive and strong correlation between the two variables. This implies that the more qualified a person is the better the position he or she will have in the Corporation. This is significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.05. Gender roles have resulted in tendency to specialise within households and due to tradition dissatisfied women are more likely than the men in the labour market. Resolving this issue will provide additional insight into why women have higher levels of job satisfaction than men, particularly in the United States, Great Britain and Switzerland. More specifically, if it can be shown that relatively dissatisfied women are more likely to become non-employed than men, then the observed job satisfaction distribution in a population will be biased in women's favour (Poza-Sousa & Poza-Sousa, 2007).

The correlation between NWHC and race is .838, a positive and strong correlation between the two variables. This implies that the more qualified a person is the better the position he or she will have in the Corporation. This is significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.05. Despite the dominance of studies on this construct in other areas there is a scarcity of work on job satisfaction and perceived performance issues as they relate to adoption and innovation resistance of SFA technologies (Speier & Venkatesh, 2002).

The correlation between NWHC status and qualifications is .922, a positive and strong correlation between two variables. According to criteria as set above, those correlations that are above the absolute value of 0.5 will be considered to have a strong relationship. This is significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.05. Most of the target group was made up of managers and supervisors, invariably their ages were found to be older than would be expected of the younger subordinates just joining the Corporation.

The correlation between NWHC status and service delivery challenges resulting from the level of job satisfaction of employees is .820, a strong positive correlation between two variables. According to criteria as set above, those correlations that are above the absolute value of 0.5 will be considered to have a strong relationship. This is at significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.05. The constructs of employee's job satisfaction and organisational commitment have been consistently found to influence employee turnover and have underpinned studies by Tutuncu and Kozak (2007) *cited in* Deery (2008).

The correlation between Gender and an effective training policy is .893, a positive and strong correlation between the two variables. This implies that the more qualified a person is the better the position he or she will have in the Corporation. This is at significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.05. Together with definitions, two main themes run through these theories: that job satisfaction has an effective component, concerned with the feeling of satisfaction, and a perceptual component which is an evaluation of whether one's job meets one's needs (Tovey & Adams, 1999 *cited in* Coomber & Barriball, 2007).

The correlation between Citizenship and status is .953, a positive and strong correlation between two variables. According to criteria as set above, those correlations that are above the absolute value of 0.5 will be considered to have a strong relationship. This is at significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.05. Citizenship is a factor normally considered in the employment of most government employees. The longer a person has served in the Corporation, the better the prospects of occupying senior positions.

The correlation between area and ethnic is .838, a positive and strong correlation between two variables. According to criteria as set above, those correlations that are above the absolute

value of 0.5 will be considered to have a strong relationship. This is significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.05. Citizenship is a factor normally considered for accessing government employment.

The correlation between NWHC facing service delivery challenges resulting from the level of job satisfaction of employees and status is .820, a positive and strong correlation between the two variables. This implies that the more qualified a person is the better the position he or she will have in the Corporation. This is significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.05. By implication, the leadership in the public sector should be held accountable for effective service delivery.

The correlation between NWHC and an effective training policy is .928 a positive and strong correlation between the two variables. This implies that the more qualified a person is the better the position he or she will have in the Corporation. This is significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.05. Knowledge on the perception of the effect of job satisfaction on labour turnover differs between men and women can enhance understanding of possible gender differences in firm's attachment, which as, suggested by can affect training, promotions, and wages (Booth & Francesconi, 1999 *cited in* Poza-Sousa & Poza-Sousa, 2007).

The correlation between NWHC training always emphasised to enable individuals to develop the necessary skills to improve performance and ethnic .819, a positive and strong correlation between the two variables. This implies that the more qualified a person is the better the position he or she will have in the Corporation. This is significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is significant linear correlation between the two variables and the correlation is significant since the p-value

is below 0.05. Keeping satisfied workforce can be of tremendous benefit to any company, as satisfied workers will be more likely to produce more, take fewer days off, and stay loyal to the company (Cappelli, 2001:33). A study by Vermeeren, *et al.*, (2009) has proven that employees work performance could help to improve service delivery.

The correlation between NWHC training always emphasised to enable individuals to develop the necessary skills to improve performance and age is .903, a positive and strong correlation between the two variables. This implies that the more qualified a person is the better the position he or she will have in the Corporation. This is at significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.05. Whilst the job satisfaction levels are expected to demonstrate meaningful differences depending on age variable along with professional seniority, the results show that this is not the case. The highest job satisfaction level is seen in teachers having a professional seniority of 6-10 years (Demirtas, 2010).

The correlation between NWHC training received and service delivery challenges is .934, a positive and strong correlation between the two variables. This implies that the more qualified a person is the better the position he or she will have in the Corporation. This is at significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.05. The management of employees is a fundamental part of effective service delivery. The public sector needs to put emphasis on increasing the effectiveness of policies and use of resources, plus improvement on performance in order to receive value for money (PMDS Policy of North West Provincial Government No 13: 2007).

The correlation between NWHC opportunities available for employees and training received to develop new skills is .995, a positive and strong correlation between the two variables. This implies that the more qualified a person is the better the position he or she will have in the Corporation. This is at significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.05. Articulating job

satisfaction as a preference for the experienced job relative to contemporaneous outside opportunities, gives an exact measure of the work's inclination to quit and directly authenticates the wealth maximisation theory of job separation (Levy-Garboua & Montmarquette, 2004).

The correlation between NWHC training received for job and gender is .893, a positive and strong correlation between the two variables. This implies that the more qualified a person is the better the position he or she will have in the Corporation. This is significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.05. Knowledge on the perception of the effect of job satisfaction on labour turnover differs between men and women can enhance understanding of possible gender differences in firm's attachment, which as suggested by can affect training, promotions, and wages (Booth & Francesconi, 1999 cited in Poza-Sousa & Poza-Sousa, 2007).

The correlation between NWHC current training received linked to the set objectives and service delivery challenges and the level of job satisfaction of employees is .986, a positive and strong correlation between the two variables. This implies that the more qualified a person is the better the position he or she will have in the Corporation. This is significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.05. Keeping satisfied workforce can be of tremendous benefit to any company, as satisfied workers will be more likely to produce more, take fewer days off, and stay loyal to the company (Cappelli, 2001:33). A study by Vermeeren, *et al.*, (2009) has proven that employees work performance could help organisation to improve service delivery.

The correlation between NWHC current training received linked to the set objectives of the NWHC Framework and gender is .879, a positive and strong correlation between the two variables. This implies that the more qualified a person is the better the position he or she will have in the Corporation. This is significant at the 0.01 confidence level, as shown by the p-value of $<.01$. Therefore it can be deduced that there is significant linear correlation between

the two variables and the correlation is significant since the p-value is below 0.05. Conway and Briner (2002) provided a mixed support for the utility of the psychological contract as a theoretical framework.

This supports the argument that significant differences for part-time and full-time employees can be observed in satisfaction with pay and job security. Gender roles have resulted in tendency to specialise within households and due to tradition dissatisfied women are more likely than the men in the labour market. Resolving this issue will provide additional insight into why women have higher levels of job satisfaction than men, particularly in the United States, Great Britain and Switzerland

The correlation between NWHC current training received linked to the set objectives of the NWHC Framework and ethnic is .828, a positive and strong correlation between the two variables. This implies that the more qualified a person is the better the position he or she will have in the Corporation. This is at significant at the 0.01 confidence level, as shown by the p-value of <.01. Therefore it can be deduced that there is significant linear correlation between the two variables and the correlation is significant since the p-value is below 0.05. In current research there has been increased focus in determining the relationship between psychological contracts like job satisfaction, perceived performance and individual effort (Christen, Iyer, & Soberman, 2006 *cited* in Cho & Chang, 2008).

5.5 Conclusion

The findings of this chapter have been illustrated in a descriptive manner by way of charts, graphs and tables, as discussed above in the introduction of this chapter. The findings are not conclusive, but rather demonstrate the manner in which the respondents understood the survey. It is clear throughout this chapter, that some respondents were quite confident in answering the questions of the survey, where some respondents were sceptical. Those respondents appeared to be afraid of victimisation. Overall in conclusion this chapter has presented the primary data in ways which underpin this dissertation.

The following chapter looks at the conclusion and recommendations of this study. The conclusion comprises both theoretical and empirical findings (results of the survey) of this dissertation, whereas the recommendations suggest possible areas for future research.

Chapter Six

Conclusion and recommendations

6.1. Introduction

This chapter draws together the various threads that have run through this dissertation. The preceding chapter presented the results of the survey from the sample of 80 respondents at the North West Housing Corporation. This concluding chapter therefore seeks to present an understanding and explanation of both the theories and findings in ways that the initial research questions are answered.

6.2. Summary of the study

According to the results of the literature review in Chapter 3 above, employee satisfaction has been found to be of tremendous benefit to an organisation or company with regard to productivity, loyalty and less days taken off for any possible reason. In terms of which work performance of such employees significantly contributed to the improvement of service delivery.

The North West Housing Corporation's transformation agenda and mandate was designed to improve and strengthen the delivery of services. However, this transformation was hampered by the human resource management's failure to adequately address aspects relating to job satisfaction of its employees that negatively impacted on productivity.

The literature review presented in Chapter 3 above also addressed various approaches on job satisfaction and dissatisfaction. Job satisfaction was defined as the revenue of social capital and as an employee's affective reaction to a job paying particular attention to the actual outcome and desired outcome. Job satisfaction was also found to be directly related to

turnover of staff in any organisation. It was also found to be related to effective organisational commitment even though they are distinct concepts especially as the latter refers to the degree of an employee's connectedness to an organisation.

Other results of the literature review in Chapter 3 above showed that the average levels of job satisfaction in a number of developed countries was found to be high as a direct measure of job's utility. It was also shown that an equal number of satisfied and unsatisfied workers constituted a theory that equated satisfaction with utility as opposed to the relatively high levels of reported job satisfaction that could be easily understood as the experienced preference framework.

Psychological ownership was also found to be a state in which individuals felt as though the target of ownership was a piece of target in them. It was shown that it could not be understood or studied independently as clearly demonstrated by the main factors of production input at high quality and effective levels, the input had to be qualified. One of the most widely used instruments in the measurement of job satisfaction whose validity and reliability had been proven for more than 40 years was the Minnesota Satisfaction Questionnaire.

Growing dissatisfaction in employees ultimately led them to search for other employment opportunities elsewhere. The relationship between job satisfaction and intention to leave was found to be significantly different from zero and consistently negative. These findings were repeated by many researchers who concluded that increasing job satisfaction decreased rates of turnover (Saleh, *et al.*, (1965); Prince Muller (1998); Cavanagh and Coffin (1992) *cited in* Coomber & Barriball (2007). Contentment with the type of the job was the main condition by which human resources evaluated their jobs in the short and long term (Skalli, *et al.*, 2008).

The findings where an employee's dissatisfaction and organisational commitment had been found to influence employee turnover were not proven in the case of resignations that took place at the Corporation. Neither was it possible to measure how happy respondents were at their job and working environment at the Corporation. It could not also be established

conclusively that those respondents who had been at the Corporation for longer periods were actually happy and therefore of tremendous benefit to the Corporation.

It is important to understand that at the time of the research; a process of transformation at the Corporation was implemented aimed at improving and strengthening the delivery of services. In terms of which it was also not possible to determine whether or not employee job satisfaction factors were evident or neglected at the time of undertaking this research as suggested by approaches to this crucial subject.

The notion that there are variations as to how individuals perceive job satisfaction could perhaps be assumed as being real in the case of the Corporation given the rate of participation of the respondents, some of whom for reasons best known to them could not respond to the survey questions, and the very fact that some had been with the Corporation for many years whilst some had been there for a shorter period.

This research could also not confirm whether or not job satisfaction was generally derived from an experienced good as ordinal-variable taking discrete values at the Corporation as suggested by the reviewed literature in Chapter 3 above. Neither could this research confirm as suggested by the literature reviewed that job satisfaction was connected to an employee's intent to leave present employment and therefore resulting in turnover within the Corporation.

The inconsistencies within the literature were confirmed when tested against the research findings as a result of the uncertainties of the actual situation at the Corporation at the time of the field study. There was turnover, with some employees moving out the Corporation, but for reasons that could not be pinned down to any single factor, which ultimately suggested that those employees had been dissatisfied with their working conditions at the Corporation. This finding therefore confirms in a nutshell that job satisfaction, as suggested by the reviewed literature in Chapter 3 above is critical to all employees within any particular organisation, in the absence of which, turnover takes place.

The relevance of job satisfaction and effective organisational commitment were found not only to be related in the case of the Corporation but also evident. This explains why workers

resigned from the Corporation, and because they resigned they could not have been committed to that particular organisation. In more ways than one this also explains the connectedness and commitment of those who had been with the organisation for longer periods, as suggested by the literature, and other approaches to understanding job satisfaction.

The fact that many respondents had been with the Corporation for a very long time confirms the theoretical assertion that job satisfaction was likely to be positive after an employee's sufficient number of years at work, and that those employees who had rational expectations with regard to their jobs, while the future component got smaller in absolute value as the remaining life at work diminished.

In the case of the Corporation, the summary findings suggested that job satisfaction included all characteristics of the job itself and the work environment which an employee found rewarding, fulfilling and satisfying, or frustrating or unsatisfying, can actually be confirmed. The explanation for this is located within the multitude yet varied response of respondents some of which appear not to have understood the questions asked, but some who gave positive but also negative answers to related survey questions.

6.3. Response to research questions

This study also sought to investigate the job satisfaction levels of employees of the Corporation using the job descriptive index that was developed by Smith, Kendall and Hulin (1969). It is important at this juncture to revisit the research questions that have guided this study. The initial research questions comprised the following

6.3.1. Are the prevailing working conditions and salary structure in the NWHC connected to productivity?

From the outset it is important to state that the findings of this research were not entirely conclusive, especially paying particular attention to the initial research questions posed. The working conditions and salary structure of the Corporation could not be affirmatively connected to productivity. The result of research findings could not establish whether or not

there was a mismatch between the employees' personal profiles and the jobs design at the Corporation. It was also difficult to establish whether employees were resigning as a result of the lack of improvement in the basic conditions of service.

Rather, this study revealed some measure of job security for most of the employees at the Corporation, with 30 (37.5%) of the respondents who had been at the Corporation for a period of between 11 and 15 years, and an additional 20 (25%) respondents who had been at the same place of work for more than 16 years. As a matter of fact the research did establish that nearly all of the respondents had been at the Corporation for more than 6 years.

It can be assumed therefore that the foregoing findings suggest that all the employees of the Corporation were satisfied with the conditions of their employment and the job security that they enjoyed. It would appear that all the respondents at the Corporation sought to satisfy their employment needs in terms of secure work according to their skills, knowledge and potential (Smit & Cronje, 2004).

6.3.2 Is there any mismatch between the employees' personal profiles and the job design in the NWHC?

This research could not establish conclusively whether or not there was a mismatch between the employees' personal profiles and the positions they occupied at the Corporation. However, from the practical findings it is clear that whilst the same respondents had secure employment at the Corporation, there was also an effective training schedule that was offered to them as confirmed by 55 (68.75%) respondents out the total sample of 80 respondents. The findings also suggest that those respondents who disagreed with this assertion and those who did not answer the question may have comprised subordinate employees who were not directly involved with the implementation of the training programmes and those who may have feared victimisation. In many organisations that are bureaucratic in nature victimisation of employees does happen for a variety of reasons. However, it is noteworthy that that contention was not proved by the findings, but is only suggestive. What is clear though is that the two factor

theory of motivation was found to be evident in the findings (Hertzberg, *et al.*, 1959 cited in Pedrycz, *et al.*, 2011).

It is also important to recognise that this research was a testing out type of exercise designed to establish how different the focal theory had changed from the background theory of this study. The background theory of this study consists of the literature review presented in Chapter 3 above, which comprises developments, controversies, enraging debates and breakthroughs that have pushed forward the thinking around the subject of job satisfaction by leading practitioners, scholars and academics.

The focal theory on the other hand consists of empirical findings presented in Chapter 5 above by way of charts, graphs, measuring of correlations and tables which describe the nature of the problem, including its analysis, by using own data to contribute and push forward the academic discourse. It is therefore critical to test out the results of the survey findings against the results of the literature review to determine whether or not they complement each other by way of pushing the academic investigation forward and thereby broaden the thinking around job satisfaction as a subject within the discipline of social sciences.

6.3.3. Are employees resigning due to the lack of improvement in the basic conditions of service or is it because of job satisfaction?

The research results did not establish if those who had resigned had done so due to lack of improvement in the basic conditions of service. But the results did also confirm that the Corporation was facing service delivery challenges as a result of the adverse levels of job satisfaction of employees. A significant number of employees 55 (68.75%) were thus not entirely satisfied with the conditions of their service at the Corporation. Those who disagreed with this assertion were 15 (18.75%) respondents.

The foregoing assertion of employees not entirely satisfied with their working conditions also represents a contradiction given that the results also demonstrated that the working conditions of the employees were continually improved through the available opportunities aimed at

developing skills necessary, for example, for employees to operate the computer system effectively. It was also shown that communication concerning those opportunities was open and accessible to all the employees, with 55 (68.75%) confirming that were officially informed about the process and procedures of the opportunity. Only 15 (18.75%) of the respondents stated that they had not been informed about the process and procedures of the opportunities, a finding that could negatively affect the successful implementation of skills opportunities at the Corporation.

The findings established the existence of a relationship between the job satisfaction of employees and their performance at the Corporation, in terms of which those employees did contribute to the effective and efficient performance of the Corporation. According to the findings, 65 (81.25%) of the respondents endorsed the assertion that service delivery was improved at the Corporation as a direct result from the skills of employees acquired through training.

High levels of satisfaction of employees with the training they had received were also confirmed by the results, with 55 (68.75%) stating that they were satisfied and that the training had the impact of making the Corporation to operate effectively and efficiently. Only 15 (18.75%) of respondents stated that they were not satisfied, a situation that suggested personal feelings of respondents, where personal atonement surpassed the bigger picture of the effectiveness and efficiency of the Corporation.

This research also found that the training that the 38 (47.5%) employees had received did contribute to the attainment of the strategic goals of the Corporation. However a significant 42 (52.5%) opposed that assertion which suggested that each group of respondents could not therefore enhance effective and efficient productivity of the Corporation.

6.4 Limitations

Historically and contemporary the North West Housing Corporation serviced the following areas: Itsoseng, Lehurutshe, Tlhabane, Mogwase, Madikwe, Mabopane, Garankua,

Monnakato, Kudube, Taung, Pampierstad, Mothibistad, Atamelang, Thaba-Nchu. This study was only limited to Mahikeng as it excluded all the other areas that fell under the jurisdiction of the Corporation in the North West Province. It is further limited by the fact that only the questionnaire was used to collect data from the respondents. Other methods like interviewing could have proven costly, in terms of travelling to interview respondents and also the time involved.

6.5. Managerial guidelines

From the results of this study the following guidelines can be recommended to management North West Housing Corporation:

- To improve the working conditions of the employees in order to increase effective and efficient productivity in the Corporation.
- The management should ensure that employees do not only have job security, but that they are also happy in their working environment,
- The management should also ensure that feedback from all employees is utilised in order to benefit the long-term goals of the Corporation,
- An effective communication policy that is inclusive and caters for all employees of the Corporation should be developed and implemented,
- The working environment of such employees who appeared scared of being victimised by management can only be improved by an effective communicative environment.
- Management should also recognise the diversity of the employees and their different origins, with a view of building an effective and efficient team that would take the Corporation to higher levels in its quest to provide services to the communities that it serves, and
- It is also imperative that management of the Corporation should make use of this study by way of interrogating all its aspects, more especially the findings from the respondents of NWHC and consolidate these results for the benefit of the Corporation.

6.6 Future research

- There is always going to be a gap in knowledge. It is important that future research addresses the issue of job satisfaction and turnover in both small and large organisations such as municipalities and the separate public services departments at provincial and national level.
- The burning question will always remain as to whether turnover is caused by job dissatisfaction or other reasons.
- The other question that should drive the future research agenda concerns those employees who have continued in that particular working environment for many years.
- It is therefore important for future research to establish whether or not such employees have meaningful job security which is supported by job satisfaction.
- It is also important that the various theories and approaches discussed in Chapter 3 above are tested, in the context of various small and large organisations in Africa, to determine if they yield positive or negative results.

6.7. Conclusion

This research covered many aspects from Chapter One to the present concluding chapter in ways that others have not appreciated, presented the background of the study which dealt with a number of areas including the statement of the problem, objectives of the study, research questions and others. Chapter Two addressed the background of the North West Housing Corporation (NWHC) which fell under the Department of Local Government and Traditional Affairs and how it was established in terms of the North West Housing Corporation Act of 1982 (The NWHC Act Section 2 of the Act), whose mandate concerned the provision of quality housing for the local communities.

Chapter Three of this research presented the background theory in terms of a substantive and highly diverse literature review that covered various aspects and approaches to the understanding of the subject of job satisfaction and dissatisfaction, and turnover throughout the world. It was necessary therefore to examine and determine if those approaches that were

tested elsewhere could also be applied within the context of the NWHC. It is important to emphasise that Chapter Three presented a vigorous literature review relevant to this research.

Chapter Four addressed the methodology paying particular attention to quantitative and qualitative types of research, issues concerned with primary and secondary data, methods of data collection, sampling methods used in this study and the sample size, including the limitations and ethical considerations.

Chapter Five presented a well researched series of empirical findings pertinent to the topic under investigation. A number of aspects relevant to those reviewed in the literature review in Chapter Three were investigated and presented by way of charts, graphs and tables. A descriptive analysis of the findings was also presented in Chapter Five.

In conclusion, Chapter Six presented the entire findings (theoretical and empirical) of this study by drawing together all aspects in some kind of connectedness that makes this research contribute to knowledge in very significant ways. This research is therefore submitted as an original contribution that should push the thinking and knowledge around this subject forward. It should also be mentioned that the researcher herself has gained a tremendous insight into the demands and challenges of academic research, and that by undertaking this research the researcher has benefitted from a significant understanding of job satisfaction, dissatisfaction and turnover.

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Annexure A

FOR OFFICE USE ONLY: Respondent Code: _____

VOLUNTARY QUESTIONNAIRE FOR THE NORTH WEST HOUSING CORPORATION (NWHC) EMPLOYEES

“Assessing the Challenges of Job Satisfaction Level of Employee’s in the North West Housing Corporation in Mafikeng”

**Graduate School of Business and Government Leadership North West Province
Mafikeng Campus of the North West**

Researcher: Ms. Gadifele Rahaba Mogotsi

Supervisor – Prof Sam Lubbe

Note to the Respondent:

1. Are the prevailing working conditions and salary structure in the NWHC be connected to the productivity?
2. Are there any mismatch between the employees’ personal profiles and the job design in the NWHC?
3. Are employees resigning due to the lack of improvement in the basic conditions of service?

The Questionnaire has three parts:

Part 1 asks permission to use your responses for academic research.

Part 2 asks general personal particulars like your age, gender and home language.

Part 3 asks about specific questions related to the challenges of Job Satisfaction Level of Employee's in the North West Housing Corporation in Mafikeng"

How to complete the Questionnaire

1. Please answer the questions as truthfully as you can. Please be sure to read and follow the directions for each part. If you do not follow the directions, it will make it harder for us to do our project.
2. We are only asking you about things that you feel comfortable telling us about yourself. If you don't feel comfortable answering a question, you can indicate that you do not want to answer it. For those questions that you do answer, your responses will be kept confidential.
3. You can mark each response by making a tick or a cross, or encircling each appropriate response with a PEN (not a pencil), or by filling in the required words or numbers.

Thank you very much for filling in this Questionnaire.

Part 1: Permission to use my responses for academic research

I hereby give permission that my responses may be used for research purposes provided that my identity is not revealed in the published records of the research.

Initials and surname: _____

Postal address: _____

Postal code: _____

Contact Numbers: Home: _____ Cell: _____

No.	PART 2: GENERAL PERSONAL PARTICULARS <i>Please tell us a little about yourself</i> Please mark only ONE option per question below.	PART 3: EVALUATING THE LEVEL OF JOB SATISFACTION OF EMPLOYEES OF THE NWHC
1.	I am: <input type="checkbox"/> African <input type="checkbox"/> Coloured <input type="checkbox"/> Indian <input type="checkbox"/> White <input type="checkbox"/> A member of another ethnic group: _____ <input type="checkbox"/> I do not want to answer this question	9. Is the NWHC facing service delivery challenges resulting from the level of job satisfaction of employees? <input type="checkbox"/> I strongly agree <input type="checkbox"/> I agree <input type="checkbox"/> I disagree <input type="checkbox"/> I strongly disagree <input checked="" type="checkbox"/> I do not want to answer this question
2.	I am: <input type="checkbox"/> Director <input type="checkbox"/> Manager <input type="checkbox"/> Supervisor <input type="checkbox"/> Subordinate <input type="checkbox"/> I do not want to answer this question	10. Does the NWHC have an effective training employee's policy? <input type="checkbox"/> I strongly agree <input type="checkbox"/> I agree <input type="checkbox"/> I disagree <input type="checkbox"/> I strongly disagree <input type="checkbox"/> I do not want to answer this question
3.	I have: <input type="checkbox"/> A Post Graduate Degree <input type="checkbox"/> A degree <input type="checkbox"/> Diploma <input type="checkbox"/> Matric <input checked="" type="checkbox"/> I do not want to answer this question	11. Are there opportunities available for employees to develop new skills necessary to operate the computer system? <input type="checkbox"/> I strongly agree <input type="checkbox"/> I agree <input type="checkbox"/> I disagree <input type="checkbox"/> I strongly disagree <input type="checkbox"/> I do not want to answer this question
4.	I am a: <input type="checkbox"/> Female <input type="checkbox"/> Male <input type="checkbox"/> I do not want to answer this question	12. Is service delivery achieved through performance of employees resulting from skills acquired through training that was offered by the Corporation? <input type="checkbox"/> I strongly agree <input type="checkbox"/> I agree <input type="checkbox"/> I disagree <input type="checkbox"/> I strongly disagree <input type="checkbox"/> I do not want to answer this question
5.	I am _____ years old. <input type="checkbox"/> I do not want to answer this question	13. Is training always emphasised to enable individuals to develop the necessary skills to improve performance? <input type="checkbox"/> I strongly agree <input type="checkbox"/> I agree <input type="checkbox"/> I disagree <input type="checkbox"/> I strongly disagree <input checked="" type="checkbox"/> do not want to answer this question
6.	I grew up: <input type="checkbox"/> In South Africa <input type="checkbox"/> Abroad <input type="checkbox"/> I do not want to answer this question	14. How satisfied are you with training received for your job? <input type="checkbox"/> I strongly agree <input type="checkbox"/> I agree <input type="checkbox"/> I disagree <input type="checkbox"/> I strongly disagree <input type="checkbox"/> I do not want to answer this question
7.	I grew up in: <input type="checkbox"/> A rural area <input type="checkbox"/> An urban area <input type="checkbox"/> I do not want to answer this question	15. Can the current training acquired help to achieve the set strategic goals of the NWHC? <input type="checkbox"/> I strongly agree <input type="checkbox"/> I agree <input type="checkbox"/> I disagree <input type="checkbox"/> I strongly disagree

			<input checked="" type="checkbox"/> I do not want to answer this question
8.	How many years of service do you have in the North West Housing Corporation? <input type="checkbox"/> 1-5 years <input type="checkbox"/> 6-10 years <input type="checkbox"/> 11-15 years <input type="checkbox"/> More than 16 years	16.	Is the current training received linked to the set objectives of the NWHC Framework? <input type="checkbox"/> I strongly agree <input type="checkbox"/> I agree <input type="checkbox"/> I disagree <input type="checkbox"/> I strongly disagree <input checked="" type="checkbox"/> I do not want to answer this question
17.	Can the working conditions and salary structure improve the dissatisfaction of employees within the NWHC? <input type="checkbox"/> I strongly agree <input type="checkbox"/> I agree <input type="checkbox"/> I disagree <input type="checkbox"/> I strongly disagree <input type="checkbox"/> I do not want to answer this question	22.	Are the available resources being adequately distributed for the purpose of training employees? <input type="checkbox"/> I strongly agree <input type="checkbox"/> I agree <input type="checkbox"/> I disagree <input type="checkbox"/> I strongly disagree <input type="checkbox"/> I do not want to answer this question
18.	Do managers often sit down with employees and discuss their developments plan? <input type="checkbox"/> I strongly agree <input type="checkbox"/> I agree <input type="checkbox"/> I disagree <input type="checkbox"/> I strongly disagree <input type="checkbox"/> I do not want to answer this question	23.	Is the NWHC achieving a return from the training in proportion to the amounts spent to acquire them? <input type="checkbox"/> I strongly agree <input type="checkbox"/> I agree <input type="checkbox"/> I disagree <input type="checkbox"/> I strongly disagree <input type="checkbox"/> I do not want to answer this question
19.	Do managers always use employee feedback to make improvement toward effective and efficient service delivery? <input type="checkbox"/> I strongly agree <input type="checkbox"/> I agree <input type="checkbox"/> I disagree <input type="checkbox"/> I strongly disagree <input type="checkbox"/> I do not want to answer this question	24.	Does the NWHC provide employees with the necessary materials and equipment to enable them to perform effectively and efficiently? <input type="checkbox"/> I strongly agree <input type="checkbox"/> I agree <input type="checkbox"/> I disagree <input type="checkbox"/> I strongly disagree <input type="checkbox"/> I do not want to answer this question
20.	Is there a supportive and effective management that encourage individual performance? <input type="checkbox"/> I strongly agree <input type="checkbox"/> I agree <input type="checkbox"/> I disagree <input type="checkbox"/> I strongly disagree <input checked="" type="checkbox"/> I do not want to answer this question	25.	Do the Corporation have a culture that recognises and values individual performance? <input type="checkbox"/> I strongly agree <input type="checkbox"/> I agree <input type="checkbox"/> I disagree <input type="checkbox"/> I strongly disagree <input type="checkbox"/> I do not want to answer this question
21.	How satisfied are employees with the recognition receive for doing a good job? <input type="checkbox"/> I strongly agree <input type="checkbox"/> I agree <input type="checkbox"/> I disagree <input type="checkbox"/> I strongly disagree <input type="checkbox"/> I do not want to answer this question	26.	Are employees satisfied with the manner in which management is handling issues of individual performance? <input type="checkbox"/> I strongly agree <input type="checkbox"/> I agree <input type="checkbox"/> I disagree <input type="checkbox"/> I strongly disagree <input type="checkbox"/> I do not want to answer this question

[DataSet1] Correlations

		Ethnic	Status	Qualification	Gender	Age	Citizenship	Area	Years	Qu 1	Qu2	Qu3
Spearman's rho	Ethnic	1.000	-	-.797**	-	-.220*	-.220*	.838**	.295**	-	-	-
	Correlation Coefficient		.759**		.823**					.484**	.432**	.432**
	Sig. (2-tailed)		.000	.000	.000	.049	.049	.000	.008	.000	.000	.000
	N	80	80	80	80	80	80	80	80	80	80	80
Status	Correlation Coefficient	-.759**	1.000	.922**	.418**	.007	.007	-.854**	.072	.820**	.784**	.784**
	Sig. (2-tailed)	.000		.000	.000	.953	.953	.000	.525	.000	.000	.000
	N	80	80	80	80	80	80	80	80	80	80	80
	Qualification	-.797**	.922**	1.000	.477**	.072	.072	-.897**	-.073	.765**	.682**	.682**
Gender	Correlation Coefficient	-.823**	.418**	.477**	1.000	.408**	.408**	-.651**	-.538**	-.017	-.015	-.015
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.880	.893	.893
	N	80	80	80	80	80	80	80	80	80	80	80
	Age	-.220*	.007	.072	.408**	1.000	1.000**	-.130	-	-	-	-
Citizenship	Correlation Coefficient								.308**	.334**	.353**	.353**
	Sig. (2-tailed)	.049	.953	.524	.000			.251	.005	.002	.001	.001
	N	80	80	80	80	80	80	80	80	80	80	80
	Area	-.220*	.007	.072	.408**	1.000	1.000**	1.000	-.130	-	-	-
Years	Correlation Coefficient									.308**	.334**	.353**
	Sig. (2-tailed)	.049	.953	.524	.000			.251	.005	.002	.001	.001
	N	80	80	80	80	80	80	80	80	80	80	80
	Qu 1	-.220*	.007	.072	.408**	1.000	1.000**	-.130	-	1.000		
Qu2	Correlation Coefficient											
	Sig. (2-tailed)	.049	.953	.524	.000			.251	.005	.002	.001	.001
	N	80	80	80	80	80	80	80	80	80	80	80
	Qu3	-.220*	.007	.072	.408**	1.000	1.000**	-.130	-	-	1.000	
Qu3	Correlation Coefficient											
	Sig. (2-tailed)	.049	.953	.524	.000			.251	.005	.002	.001	.001
	N	80	80	80	80	80	80	80	80	80	80	80

Area	Correlation Coefficient	.838**	-	-.897**	-	-.130	-.130	1.000	.307**	-	-	-
	Sig. (2-tailed)	.000	.000	.000	.000	.251	.251	.	.006	.000	.000	.000
	N	80	80	80	80	80	80	80	80	80	80	80
Years	Correlation Coefficient	.295**	.072	-.073	-	-.308**	-.308**	.307**	1.000	.351**	.450**	.450**
	Sig. (2-tailed)	.008	.525	.521	.000	.005	.005	.006	.	.001	.000	.000
	N	80	80	80	80	80	80	80	80	80	80	80
Qu 1	Correlation Coefficient	-	.820**	.765**	-.017	-	-.334**	-	.351**	1.000	.928**	.928**
	Sig. (2-tailed)	.484**	.000	.000	.880	.002	.002	.000	.001	.	.000	.000
	N	80	80	80	80	80	80	80	80	80	80	80
Qu2	Correlation Coefficient	-	.784**	.682**	-.015	-	-.353**	-	.450**	.928**	1.000	1.000
	Sig. (2-tailed)	.432**	.000	.000	.893	.001	.001	.000	.000	.000	.	.
	N	80	80	80	80	80	80	80	80	80	80	80
Qu3	Correlation Coefficient	-	.784**	.682**	-.015	-	-.353**	-	.450**	.928**	1.000	1.000
	Sig. (2-tailed)	.432**	.000	.000	.893	.001	.001	.000	.000	.000	.	.
	N	80	80	80	80	80	80	80	80	80	80	80
Qu4	Correlation Coefficient	-	.624**	.494**	-.011	-.281*	-.281*	-	.707**	.689**	.773**	.773**
	Sig. (2-tailed)	.313**	.005	.000	.923	.012	.012	.001	.000	.000	.000	.000
	N	80	80	80	80	80	80	80	80	80	80	80
Qu5	Correlation Coefficient	.819**	-	-.883**	-	.014	.014	.974**	.309**	-	-	-
	Sig. (2-tailed)	.839**		.620**						.591**	.527**	.527**
	N											

	Sig. (2-tailed)	.000	.000	.000	.000	.903	.903	.000	.005	.000	.000	.000
	N	80	80	80	80	80	80	80	80	80	80	80
Qu6	Correlation Coefficient	-.432**	.792**	.682**	-.015	-.362**	-.362**	-.514**	.468**	.934**	.995**	.995**
	Sig. (2-tailed)	.000	.000	.000	.893	.001	.001	.000	.000	.000	.000	.000
	N	80	80	80	80	80	80	80	80	80	80	80
Qu7	Correlation Coefficient	-.685**	.861**	.881**	.387**	-.108	-.108	-.815**	-.032	.707**	.630**	.630**
	Sig. (2-tailed)	.000	.000	.000	.000	.340	.340	.000	.780	.000	.000	.000
	N	80	80	80	80	80	80	80	80	80	80	80
Qu8	Correlation Coefficient	-.491**	.796**	.776**	-.017	-.295**	-.295**	-.584**	.302**	.986**	.879**	.879**
	Sig. (2-tailed)	.000	.000	.000	.879	.008	.008	.000	.006	.000	.000	.000
	N	80	80	80	80	80	80	80	80	80	80	80
Qu9	Correlation Coefficient	.828**	-.731**	-.750**	-.699**	-.503**	-.503**	.785**	.251*	.411**	.367**	.367**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.025	.000	.001	.001
	N	80	80	80	80	80	80	80	80	80	80	80
Qu10	Correlation Coefficient	-.952**	.773**	.802**	.795**	.355**	.355**	-.838**	-.285*	.468**	.417**	.417**
	Sig. (2-tailed)	.000	.000	.000	.000	.001	.001	.000	.010	.000	.000	.000
	N	80	80	80	80	80	80	80	80	80	80	80
Qu11	Correlation Coefficient	.232*	-.463**	-.366**	.008	.208	.208	.276*	-.524**	.511**	.651**	.651**
	Sig. (2-tailed)	.038	.000	.001	.943	.064	.064	.013	.000	.000	.000	.000

	N	80	80	80	80	80	80	80	80	80	80	80
Qu12	Correlation Coefficient	-	.737**	.759**	.730**	.422**	.422**	-	-.262*	.429**	.383**	.383**
	Sig. (2-tailed)	.871**						.787**				
		.000	.000	.000	.000	.000	.000	.000	.019	.000	.000	.000
	N	80	80	80	80	80	80	80	80	80	80	80
Qu13	Correlation Coefficient	-	.827**	.886**	.656**	.000	.000	-	-	.576**	.513**	.513**
	Sig. (2-tailed)	.841**				1.000	1.000	.955**	.351**			
		.000	.000	.000	.000	1.000	1.000	.000	.001	.000	.000	.000
	N	80	80	80	80	80	80	80	80	80	80	80
Qu14	Correlation Coefficient	-.047	-.136	.074	.121	.168	.168	-.056	-	-.175	-	-
	Sig. (2-tailed)	.679	.230	.513	.284	.136	.136	.623	.664**	.120	.328**	.328**
		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	80	80	80	80	80	80	80	80	80	80	80
Qu15	Correlation Coefficient	-	.805**	.766**	.529**	.244*	.244*	-	.094	.592**	.634**	.634**
	Sig. (2-tailed)	.762**				.029	.029	.734**				
		.000	.000	.000	.000	.029	.029	.000	.408	.000	.000	.000
	N	80	80	80	80	80	80	80	80	80	80	80
Qu16	Correlation Coefficient	-	.815**	.753**	-.017	-	-.320**	-	.426**	.979**	.933**	.933**
	Sig. (2-tailed)	.477**				.320**		.567**				
		.000	.000	.000	.882	.004	.004	.000	.000	.000	.000	.000
	N	80	80	80	80	80	80	80	80	80	80	80
QU 17	Correlation Coefficient	-	.569**	.631**	.140	-	-.394**	-	.046	.602**	.536**	.536**
	Sig. (2-tailed)	.447**				.394**		.497**				
		.000	.000	.000	.217	.000	.000	.000	.684	.000	.000	.000
	N	80	80	80	80	80	80	80	80	80	80	80

Qu18	Correlation Coefficient	.374**	-	-.608**	.093	.259*	.259*	.445**	-.168	-	-	-
	Sig. (2-tailed)	.001	.000	.000	.411	.020	.020	.000	.136	.000	.000	.000
	N	80	80	80	80	80	80	80	80	80	80	80

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Correlations

			Qu4	Qu5	Qu6	Qu7	Qu8	Qu9	Qu1 0	Qu1 1	Qu1 2	Qu1 3	Qu1 4	
Spearman's rho	Ethnic	Correlation Coefficient	-.313*	.819*	-.432*	-.685*	-.491*	-.828*	-.952*	.232*	-.871*	-.841*	-.047	
		Sig. (2-tailed)	.005	.000	.000	.000	.000	.000	.000	.000	.038	.000	.000	.679
	N		80	80	80	80	80	80	80	80	80	80	80	80
	Status	Correlation Coefficient	.624*	-.839*	.792*	.861*	.796*	-.731*	.773*	-.463*	.737*	.827*	-.136	
Sig. (2-tailed)			.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.230	
N		80	80	80	80	80	80	80	80	80	80	80		
Qualification		Correlation Coefficient	.494*	-.883*	.682*	.881*	.776*	-.750*	.802*	-.366*	.759*	.886*	.074	
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000	.001	.000	.000	.513	
	N		80	80	80	80	80	80	80	80	80	80	80	

Gender	Correlation Coefficient	-.011	-.620*	-.015	.387*	-.017	-.699*	.795*	.008	.730*	.656*	.121
	Sig. (2-tailed)	.923	.000	.893	.000	.879	.000	.000	.943	.000	.000	.284
	N	80	80	80	80	80	80	80	80	80	80	80
Age	Correlation Coefficient	-.281*	.014	-.362*	-.108	-.295*	-.503*	.355*	.208	.422*	.000	.168
	Sig. (2-tailed)	.012	.903	.001	.340	.008	.000	.001	.064	.000	1.000	.1360
	N	80	80	80	80	80	80	80	80	80	80	80
Citizen ship	Correlation Coefficient	-.281*	.014	-.362*	-.108	-.295*	-.503*	.355*	.208	.422*	.000	.168
	Sig. (2-tailed)	.012	.903	.001	.340	.008	.000	.001	.064	.000	1.000	.1360
	N	80	80	80	80	80	80	80	80	80	80	80
Area	Correlation Coefficient	-.372*	.974*	-.514*	-.815*	-.584*	.785*	-.838*	.276*	-.787*	-.955*	-.056
	Sig. (2-tailed)	.001	.000	.000	.000	.000	.000	.000	.013	.000	.000	.623
	N	80	80	80	80	80	80	80	80	80	80	80
Years	Correlation Coefficient	.707*	.309*	.468*	-.032	.302*	.251*	-.285*	-.524*	-.262*	-.351*	-.664*
	Sig. (2-tailed)	.000	.005	.000	.780	.006	.025	.010	.000	.019	.001	.000

N		80	80	80	80	80	80	80	80	80	80	80
Qu 1	Correlation Coefficient	.689*	- .591*	.934*	.707*	.986*	- .411*	.468*	- .511*	.429*	.576*	-.175
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.120
	N	80	80	80	80	80	80	80	80	80	80	80
Qu2	Correlation Coefficient	.773*	- .527*	.995*	.630*	.879*	- .367*	.417*	- .651*	.383*	.513*	- .328*
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.001	.000	.000	.000	.000	.003
	N	80	80	80	80	80	80	80	80	80	80	80
Qu3	Correlation Coefficient	.773*	- .527*	.995*	.630*	.879*	- .367*	.417*	- .651*	.383*	.513*	- .328*
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.001	.000	.000	.000	.000	.003
	N	80	80	80	80	80	80	80	80	80	80	80
Qu4	Correlation Coefficient	1.000	- .382*	.794*	.457*	.637*	- .266*	.302*	- .741*	.277*	.372*	- .739*
	Sig. (2-tailed)	.	.000	.000	.000	.000	.017	.006	.000	.013	.001	.000
	N	80	80	80	80	80	80	80	80	80	80	80
Qu5	Correlation Coefficient	- .382*	1.000	- .527*	- .836*	- .600*	.695*	- .791*	.283*	- .726*	- .974*	-.057

	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.011	.000	.000	.613
	N	80	80	80	80	80	80	80	80	80	80	80
Qu6	Correlation Coefficient	.794*	-.527*	1.000	.630*	.879*	-.367*	-.417*	-.651*	.383*	.513*	-.354*
	Sig. (2-tailed)	.000	.000		.000	.000	.001	.000	.000	.000	.000	.001
	N	80	80	80	80	80	80	80	80	80	80	80
Qu7	Correlation Coefficient	.457*	-.836*	.630*	1.000	.717*	-.582*	-.661*	-.339*	.607*	.814*	.069
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.002	.000	.000	.546
	N	80	80	80	80	80	80	80	80	80	80	80
Qu8	Correlation Coefficient	.637*	-.600*	.879*	.717*	1.000	-.417*	-.474*	-.472*	.435*	.584*	-.107
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000	.000	.000	.346
	N	80	80	80	80	80	80	80	80	80	80	80
Qu9	Correlation Coefficient	-.266*	.695*	-.367*	-.582*	-.417*	1.000	-.921*	.197	-.958*	-.714*	-.040
	Sig. (2-tailed)	.017	.000	.001	.000	.000		.000	.080	.000	.000	.726
	N	80	80	80	80	80	80	80	80	80	80	80

Qu10	Correlation Coefficient	.302*	-	.417*	.661*	.474*	-	1.00	-	.943*	.812*	.045
			.791*				.921*	0	.224*			
	Sig. (2-tailed)	.006	.000	.000	.000	.000	.000		.046	.000	.000	.690
N		80	80	80	80	80	80	80	80	80	80	80
Qu11	Correlation Coefficient	-	.283*	-	-	-	.197	-	1.00	-.206	-	.547*
		.741*		.651*	.339*	.472*		.224*	0		.276*	
	Sig. (2-tailed)	.000	.011	.000	.002	.000	.080	.046		.067	.013	.000
N		80	80	80	80	80	80	80	80	80	80	80
Qu12	Correlation Coefficient	.277*	-	.383*	.607*	.435*	-	.943*	-.206	1.00	.745*	.042
			.726*				.958*		0			
	Sig. (2-tailed)	.013	.000	.000	.000	.000	.000	.000	.067		.000	.714
N		80	80	80	80	80	80	80	80	80	80	80
Qu13	Correlation Coefficient	.372*	-	.513*	.814*	.584*	-	.812*	-	.745*	1.00	.056
			.974*				.714*		.276*		0	
	Sig. (2-tailed)	.001	.000	.000	.000	.000	.000	.000	.013	.000		.623
N		80	80	80	80	80	80	80	80	80	80	80
Qu14	Correlation Coefficient	-	-.057	-	.069	-.107	-.040	.045	.547*	.042	.056	1.00
		.739*		.354*								0
	Sig. (2-tailed)	.000	.613	.001	.546	.346	.726	.690	.000	.714	.623	

	N	80	80	80	80	80	80	80	80	80	80	80
Qu15	Correlation Coefficient	.606*	- .685*	.634*	.628*	.575*	- .857*	.824*	- .635*	.843*	.695*	- .267*
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.017
	N	80	80	80	80	80	80	80	80	80	80	80
Qu16	Correlation Coefficient	.772*	- .582*	.937*	.696*	.971*	- .405*	.461*	- .629*	.423*	.567*	- .286*
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.010
	N	80	80	80	80	80	80	80	80	80	80	80
QU 17	Correlation Coefficient	.389*	- .611*	.536*	.652*	.610*	-.197	.352*	- .288*	.290*	.582*	.058
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.080	.001	.010	.009	.000	.607
	N	80	80	80	80	80	80	80	80	80	80	80
Qu18	Correlation Coefficient	- .414*	.456*	- .719*	- .546*	- .893*	.317*	- .361*	.289*	- .331*	- .445*	-.027
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.004	.001	.009	.003	.000	.814
	N	80	80	80	80	80	80	80	80	80	80	80

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Correlations

			Qu15	Qu16	QU 17	Qu18
Spearman's rho	Ethnic	Correlation Coefficient	-.762**	-.477**	-.447**	.374**
		Sig. (2-tailed)	.000	.000	.000	.001
		N	80	80	80	80
	Status	Correlation Coefficient	.805**	.815**	.569**	-.624**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	80	80	80	80
	Qualification	Correlation Coefficient	.766**	.753**	.631**	-.608**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	80	80	80	80
	Gender	Correlation Coefficient	.529**	-.017	.140	.093
		Sig. (2-tailed)	.000	.882	.217	.411
		N	80	80	80	80
	Age	Correlation Coefficient	.244*	-.320**	-.394**	.259*
		Sig. (2-tailed)	.029	.004	.000	.020
		N	80	80	80	80
	Citizenship	Correlation Coefficient	.244*	-.320**	-.394**	.259*
		Sig. (2-tailed)	.029	.004	.000	.020
		N	80	80	80	80
	Area	Correlation Coefficient	-.734**	-.567**	-.497**	.445**
		Sig. (2-tailed)	.000	.000	.000	.000
		N	80	80	80	80

Years	Correlation Coefficient	.094	.426**	.046	-.168
	Sig. (2-tailed)	.408	.000	.684	.136
	N	80	80	80	80
Qu 1	Correlation Coefficient	.592**	.979**	.602**	-.864**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	80	80	80	80
Qu2	Correlation Coefficient	.634**	.933**	.536**	-.725**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	80	80	80	80
Qu3	Correlation Coefficient	.634**	.933**	.536**	-.725**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	80	80	80	80
Qu4	Correlation Coefficient	.606**	.772**	.389**	-.414**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	80	80	80	80
Qu5	Correlation Coefficient	-.685**	-.582**	-.611**	.456**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	80	80	80	80
Qu6	Correlation Coefficient	.634**	.937**	.536**	-.719**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	80	80	80	80
Qu7	Correlation Coefficient	.628**	.696**	.652**	-.546**

	Sig. (2-tailed)	.000	.000	.000	.000
	N	80	80	80	80
Qu8	Correlation Coefficient	.575**	.971**	.610**	-.893**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	80	80	80	80
Qu9	Correlation Coefficient	-.857**	-.405**	-.197	.317**
	Sig. (2-tailed)	.000	.000	.080	.004
	N	80	80	80	80
Qu10	Correlation Coefficient	.824**	.461**	.352**	-.361**
	Sig. (2-tailed)	.000	.000	.001	.001
	N	80	80	80	80
Qu11	Correlation Coefficient	-.635**	-.629**	-.288**	.289**
	Sig. (2-tailed)	.000	.000	.010	.009
	N	80	80	80	80
Qu12	Correlation Coefficient	.843**	.423**	.290**	-.331**
	Sig. (2-tailed)	.000	.000	.009	.003
	N	80	80	80	80
Qu13	Correlation Coefficient	.695**	.567**	.582**	-.445**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	80	80	80	80
Qu14	Correlation Coefficient	-.267*	-.286*	.058	-.027

	Sig. (2-tailed)	.017	.010	.607	.814
	N	80	80	80	80
Qu15	Correlation Coefficient	1.000	.651**	.353**	-.400**
	Sig. (2-tailed)	.	.000	.001	.000
	N	80	80	80	80
Qu16	Correlation Coefficient	.651**	1.000	.593**	-.824**
	Sig. (2-tailed)	.000	.	.000	.000
	N	80	80	80	80
QU 17	Correlation Coefficient	.353**	.593**	1.000	-.481**
	Sig. (2-tailed)	.001	.000	.	.000
	N	80	80	80	80
Qu18	Correlation Coefficient	-.400**	-.824**	-.481**	1.000
	Sig. (2-tailed)	.000	.000	.000	.
	N	80	80	80	80

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

	Theme #	1	2	3	4	5	6	7	8	9	10
Source #	Sources/Themes	Definition	Job Satisfaction as a Concept	Factors that Impact on Job Satisfaction	Job Satisfaction as Variable	Component of Job Satisfaction	Approaches to Job Satisfaction	Theories on Job Satisfaction	Evaluation of Job Satisfaction	Dissatisfaction	Job Satisfaction and Turnover
1	Ageing and disability	1						1	1		
2	Impact of job satisfaction components	1	1	1	1	1	1	1	1	1	1
3	Salesperson's innovation resistance and job satisfaction	1						1	1		
4	Reported job satisfaction	1			1			1			1
5	Job satisfaction and quits	1			1			1	1		
6	Teachers' job satisfaction levels	1		1	1			1			1
7	The relationship between pay and job satisfaction			1	1						
8	The relationship between job satisfaction and academic rank	1		1	1			1			
9	A model of job satisfaction			1			1				1
10	To examine the effect of the motivation provided	1		1	1		1	1			
11	Do personality factors predict job satisfaction?			1	1						1
12	An investigation of employees' job satisfaction	1			1				1	1	1
13	Skill mismatches and job satisfaction			1							
14	The effects of college major and job field congruence on job satisfaction	1	1		1		1				
15	Change in job satisfaction			1						1	
16	Affective commitment and job satisfaction		1	1				1			
17	Effect of job organisation on job satisfaction	1		1	1		1				
18	Job as Lancaster goods	1		1	1	1	1		1		
19	The effects of specific job satisfaction		1	1	1		1				
20	Predicting the job and life satisfaction	1			1			1			
21	Modelling job satisfaction in low-level jobs	1			1			1	1		
22	Is the job satisfaction-job performance relationship spurious?	1			1	1		1	1		
23	The role of seven dimensions	1		1		1					1
24	An examination of blue-versus white collar workers'	1						1	1		
25	The role of service encounters		1		1	1	1		1		
26	The effect of job satisfaction on labour turnover by gender	1					1			1	1
27	Goal specific social capital and job satisfaction	1		1		1				1	
28	An adaptive neural network algorithm for assessment and improvement of job satisfaction		1	1	1				1		
29	The job satisfaction gender gap				1						1
30	Ethical conflict and job satisfaction			1						1	1
31	Job satisfaction among nurses		1		1	1	1	1		1	1
32	Job satisfaction as an indicator of the quality of work				1				1		
33	Making the risk of job loss a way of life				1					1	1
34	Career prospects and tenure-job satisfaction profiles				1						
35	Key determinants of hospital pharmacy staff's job satisfaction				1			1			
36	Understanding the dynamic relationships among personality, mood and job satisfaction			1	1		1	1			1
37	Satisfaction with job aspects				1		1	1			1
38	Relationships between anxiety and job satisfaction				1		1	1	1		
39	Job satisfaction among IS personnel	1			1			1		1	1
40	The effects of ethical leadership on manager job satisfaction		1	1	1			1			1