

Assessing job characteristics, job satisfaction and engagement among employees at a local municipality

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ABSTRACT

Today's manager is concerned with the role of job demands and resources in employee attitudes such as job satisfaction and work engagement as they enable them to identify potential problems at the workplace as well as enable them to enhance other work outcomes. The objective of the study was to assess job characteristics, job satisfaction and engagement among employees at a local municipality. A quantitative research approach was used in this survey. A cross-sectional survey design was used in this study. The questionnaire was used to gather data with a simple random sample (N=178). The questionnaire was intended to collect data on biographical information of employees and opinions on their levels of job satisfaction, job characteristics and engagement in the workplace. Data were analysed through descriptive statistics, correlation analysis and regression analysis. Six factors from the job characteristics scale namely; organisational support, advancement, workload, relationship with colleagues, job insecurity and contact possibilities were extracted using exploratory factor analysis.

The results seem to indicate that job demands and job resources relate to work outcomes such as job satisfaction and work engagement. Job resources such as organisational support, advancement, relationship with colleagues and contact possibilities were found to be positively related to intrinsic job satisfaction factors, dedication and vigour. Job demands such as workload were found to be positively related to dedication and absorption. Furthermore, job resources such as organisation support and relationship with colleagues served as the only significant predictor of intrinsic job satisfaction. Insecurity and relationship with colleagues were the only significant predictor of extrinsic job satisfaction. Advancement, workload and contact possibilities did not predict either intrinsic or extrinsic job satisfaction. Additionally, workload and relationships with colleagues were the only job characteristics factors that predict absorption. Advancement, contact possibilities and insecurity did not predict either vigour, dedication or work engagement in this government institution. Further discussion of the results and recommendations to the organisation and for future research are presented in the study.

Keywords: Job characteristics, job satisfaction, engagement, municipality, municipal employees

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LIST OF ABBREVIATIONS

JCI:	Job Characteristics Inventory
JCM:	Job Characteristics Model
JD-R:	Job Demands-Resource
MBA:	Masters in Business Administration
MSQ:	Minnesota Satisfaction Questionnaire
NWU:	North West University
POS:	Perceived Organisation Supportiveness
SHRM:	Society for Human Resources Management
SPSS:	Statistical Package for Social Sciences
UWES:	Utrecht Work Engagement Scale

CHAPTER 1

NATURE AND SCOPE OF STUDY

1.1. INTRODUCTION

This dissertation focusses on the relationship between job characteristics, job satisfaction and work engagement among employees of a local municipality in the Gauteng region of South Africa. This chapter highlights the background and problem statement of the problem. This is followed by the significance of the study and research objectives. Finally, the research methodology is explained, highlighting the research design, population of the study, measuring instruments and the statistical analysis. The chapter concludes with the division of chapters.

1.2. BACKGROUND OF THE STUDY

Employees are the most important resource for any organisation. As such their behaviours should be studied, analysed and interpreted correctly. Behaviour processes such as employee engagement and job satisfaction are of strategic importance to the performance of any organisation. Also, the nature of one's job is of importance to both organisational and individual outcome hence the need for researchers to get a more comprehensive understanding of the concept of job characteristics.

Job satisfaction is considered to be one of the widely researched job attitudes and among the most extensively researched subjects in Industrial Psychology (Judge & Church, 2000). The construct has become a central attention in the researches and discussions in work and organisational psychology as it is understood to have a relationship with job characteristics and employee engagement (Bakker, Demerouti, & Schaufeli, 2003; Rothmann & Buys, 2011; Rothmann & Jordan, 2006). Some work motivation theories such as Maslow's Hierarchy of needs (1943), Herzberg's (1976) Two-factor Motivator-Hygiene theory, Hackman and Oldham's (1976) Job characteristic model and Adam's (1965) Equity theory are amongst the theories that have tried to explain job satisfaction and its influence. According to Gavin and Vinten (2006), when an employee is satisfied with his or her job, the employee is confirming that his or her job needs are being met or the set of job characteristics is being fulfilled to create a positive job satisfaction.

In today's work environment, scholars in the field of work and organisational psychology are becoming more interested in employee optimal functioning and positive experiences at work (Luthans, 2002). For instance, in addition to job satisfaction, scholars have become increasingly attentive to other behavioural constructs such as work engagement and the role of job characteristics in behavioural constructs (Broeck, Vansteenskiste, Whitte, & Lens 2008). Work engagement is mainly described by vigour, which means high levels of energy, and dedication which is strong involvement and feelings of pride (Bakker, Schaufeli, Leiter & Taris, 2008). As such paying more attention to both job satisfaction and engagement will be fruitful as the thriving of the employees will be stimulated more fully

In a study conducted by Harter, Schmidt, and Hayes (2002), based on 7 939 business units among 36 organisations, the researchers found that there is a positive and substantive correlation between employee satisfaction and engagement and the organisational outcomes of productivity, profit, employee accidents, customer satisfaction and turnover. Hanif and Kamal (2009), argued that when organisations make favourable strategies and rules for the employees about pay scales, work environment, staff input and policy development this lead to employee engagement, satisfaction and loyalty within the organisation.

A well-designed job may foster employee well-being and engagement (Bakker & Demerouti, 2008). In this regard, a lot of scholars (Bakker & Demerouti, 2008; Jackson & Rothmann, 2005; Miner, 2005) have aimed to examine which job characteristics contribute to employee well-being and engagement. Recently managers and researchers have started to put more attention on the influence of job design on employees behaviours and attitudes after founding out that changes in the work environment were accompanied by changes in employee attitudes and motivation (Bakker & Timms, 2011). The Characteristic Job Model developed by Hackman and Oldham (1980) has become a dominant model of work design that measures all the relevant variables (Miner, 2005). The Job Characteristic Model argued that five core characteristics of jobs (namely skill variety, feedback, autonomy, task identity and task significance) influence three critical psychological states (i.e. experienced meaningfulness of work, experienced responsibility for work outcomes, and knowledge of results) which, in turn, enhance internal work

motivation, performance, growth and job satisfaction and reduce absenteeism (Bakker & Timms, 2011). Various studies have supported the assumption that job characteristics influence work-related psychological well-being, including job satisfaction (Jonge, De. Doormann, Janssen, Dollard, Landeweered, & Nijhuis, 2001). Others criticise the model in that it only includes a subset of the characteristics that influence employee experience and behaviour (Bakker & Demerouti, 2008) and the causality of the proposed model is not clearly supported.

From the above discussion, it could be argued that these constructs are related and dependent on one another. Therefore, the proposed study will aim to demonstrate the behaviour processes of employees through investigating the relationship between job satisfaction, job characteristics and engagement.

1.3. STATEMENT OF THE PROBLEM

Several studies (Bakker & Schaufeli, 2004; Mafini, Dhurup, & Surujlal, 2011; Schaufeli & Salanova 2007;) have been conducted on job satisfaction, employee engagement and job characteristics as well as on various combinations thereof. The relationship between all these three constructs has not been adequately studied in the same study, as such this research aim to add to the body of knowledge in this particular area of organisational psychology.

In today's economy, skilled employees are key assets and the loss of such employees would be unacceptable for most organisations, (Thomas, 2000). It is a challenge to attract and retain such skilled employees as they have several other job options (Butler & Waldroop, 1999). According to D'abate and Eddy (2007), it is important to manage these skilled employees so that they can perform effectively, actively and successfully, and engage in their work and the organisation. A company needs to design measure and evaluate proactive workplace policies and practices that help attract and retain talent with skills and competencies necessary for growth and sustainability to foster a culture of engagement (Lockwood, 2007). Employees who are not interested and engaged may experience low levels of engagement as compared to those who are more involved in their jobs and will affect their motivation to perform more when they are required at times

Within the South African context, the success or failures of any Municipality depends on the quality of its political leadership, sound governance of its finances

and the strengths of its institution. What's also important is the calibre of staff working for the municipality. An analysis of municipal finances suggests that personnel issues lie at the heart of many of the financial problems experienced by municipalities (National Treasury Report, 2016). Apart from financial problems the municipality where the research will be conducted has been experiencing staff shortage as per the population ratio. Long lines of clients are the order of the day at major service points. As a result in addition to personnel power shortages, there have been limited resources in terms of budget, vehicles and office space. This makes it difficult for employees to do their work efficiently leading to job stress, disengagement and lower job satisfaction. In most departments, customer service is very poor, and there is a shortage of staff. As a result, there will be shortages of staff in cases where one goes on annual leave, attends courses, meetings or is on sick leave.

The proper management of personnel is, therefore, critical to the effective and efficient functioning of municipalities and must be prioritised across all municipal functions. Personnel management should not only be left to corporate services or the human resources department; it needs to be a core responsibility and priority for all managers in a municipality (National Treasury report, 2016). Research is thus needed to find out if there is a relationship between job satisfaction, engagement and job characteristics. The results of this research will be useful to the Municipality as a whole. Recommended measures can then be taken to improve their conditions since satisfied workers are more motivated, productive and fulfilled. They can also contribute to higher customer satisfaction. Based on the background and definition of the problem above, the research question has been formulated as follows: Is there a relationship between job satisfaction, job characteristics and engagement among employees in a local municipality?

1.4. RESEARCH OBJECTIVES

The main objective of this study is to examine the relationship between job characteristics, job satisfaction and engagement among employees in a municipality.

The secondary specific objectives of the study are:

- To determine the relationship between job characteristics and engagement among employees in a municipality.

- To determine the relationship between job satisfaction and engagement among employees in a municipality.
- To ascertain the role of job characteristics in job satisfaction among employees in a municipality.
- To ascertain the role of job characteristics in engagement among employees in a municipality.

1.5. RESEARCH METHODOLOGY

The research method consists of a literature review and an empirical study

1.5.1. Literature review

The literature review focuses on previous research on job characteristics, job satisfaction and work engagement.

1.5.2. Empirical study

1.5.2.1. Research Design

A cross-sectional design will be employed to achieve the research objectives. This is a special case of criterion group design which typically contains different age groups (Welman, Kruger & Mitchell, 2005). This design examines changes in similar groups at different ages. It compares groups from different backgrounds. According to Burn and Grove (2005), this design can be used to assess interrelationships among variables within a population.

1.5.2.3. Research Participants

The target population the sample will be drawn from consist of all employees from a local Municipality. Both male and female will be targeted The sample will be selected using random sampling method whereby each subject within the population has an equal chance of being selected (Welman *et al.*, 2011).

1.5.2.4. Data collection

The purpose of this study is to determine the relationship between job characteristics, job satisfaction and engagement among employees in a local Municipality. An employee job satisfaction scale developed by Weiss, England and Lofquist (1967) and which measures job satisfaction regarding 20 different

dimensions will also be employed. This scale, known as Minnesota Satisfaction Questionnaire-MSQ in the literature, includes more comprehensive dimensions in comparison with other job satisfaction scales (Ezzedeen 2003). The “Minnesota Satisfaction Questionnaire” is the most commonly used scale in the related literature (Hançer & George, 2003; Irving, Coleman & Cooper, 1997; Nystedt, Sjoberg & Hagglund, 1999).

The Utrecht Work Engagement Scale (UWES) developed by (Schaufeli, Salanova, Gonzalvez-Roma & Bakker, 2002) will be used to measure the levels of work engagement of the participants. The model includes three dimensions, namely Vigour, Dedication and Absorption. The questionnaire consists of 17 questions and includes questions like "I am bursting with energy every day in my work"; "Time flies when I am at work" and "My job inspires me" (Jackson & Rothmann, 2005).

The Job Characteristics Inventory (JCI) developed by (Jackson, 2004) will be used to measure job demands and job resources for the employees. The JCI consists of 48 items and will be measured on a 4-point scale ranging from 1 (never) to 4 (always). The model identifies various demands and resources in an organisation. According to Jackson (2004), these dimensions of the JCI include pace and amount of work, mental load, emotional load, work variety, opportunities to learn, work independence, relationships with colleagues, relationship with immediate supervisor, ambiguities at work, information, communications, participation, contact possibilities, uncertainty about the future, remuneration and career possibilities. The internal consistency and construct validity of the scale will be determined for this study.

A biographic section of the survey will consist of the employee's characteristics which will form an integral part of the questionnaire. They are used to identify age, gender, race, qualification and education level.

1.5.2.5. Data analysis

Descriptive statistics in the form of means, standard deviations, will be used to explore the data. Cronbach alpha coefficients will be used to assess the internal consistency of the measuring instruments. Correlation and regression analysis will be employed to determine the correlation between employees' opinion regarding the

sub-dimensions of engagement, job characteristics and their job satisfaction levels. Statistical analysis will be performed with the SPSS package.

1.6. LIMITATIONS OF THE STUDY

Cross-sectional study designs do not allow one to draw firm conclusions regarding the causal ordering among studied variables. The sample size is another limitation of the research. A sample size chosen is only a portion of a large organisation. This might have a significant impact of generalisation on the findings to the total study population.

1.7. LAYOUT OF THE STUDY

The chapters are presented as follows in the dissertation:

Chapter 1 will set the scene of the study and introduces the topic to the reader. It consists of the introduction, the problem statement, and the research proposition formulated for the research project. This chapter will introduce the reader to the dynamics of job characteristics, job satisfaction and work engagement using an overview thereof.

Chapter 2 will present the literature review of the study. The chapter focuses on the concept of job characteristics, job satisfaction and engagement.

Chapter 3 will consist of the research methodology

Chapter 4 will present the empirical results obtained in this study.

Chapter five is the final chapter of the study. It will present the conclusions and recommendations that can be made to management and further recommendations for future research

1.8. CHAPTER SUMMARY

Chapter 1 serves as an introduction to the research project. The chapter presented the background and motivation of the study which includes the problem statement, research objectives, research methodology, and division of chapters and limitations of the research. The next chapter, which is Chapter 2, provide the literature foundation which is relevant to this research.

CHAPTER 2
LITERATURE REVIEW:
JOB CHARACTERISTICS, JOB ENGAGEMENT AND JOB SATISFACTION

2.1. INTRODUCTION

The successful development and performance of any organisation depend on its human resource inventory which must be composed of people who have a nature and quality that promotes both organisation well-being and excellent organisational performance (Khan, 1997). According to Luthans (2002), there has been a general trend about employees optimum functioning and positive experience at work among scholars in the field of psychology. For example, in addition to job satisfaction that has been extensively researched (Duffy & Richard, 2006; Liu & White, 2011; Locke, 1969; Spector, 1997), scholars have become more interested in work engagement which has become an important aspect in its positive contribution at work (Schaufeli *et al.*, 2002; Bakker & Demerouti, 2008). Similarly, job satisfaction and engagement can only be made possible with a well-designed job (Bakker & Demerouti, 2008). As a result, researchers have aimed to uncover which job characteristics contribute to work engagement and the well-being of employees. This chapter will highlight previous studies concerning job satisfaction, job engagement and job characteristics.

2.2. JOB CHARACTERISTICS

2.2.1. Introduction

According to Bakker and Demerouti (2008), a well-developed job may foster employee engagement and well-being. Researchers have thus aimed to examine which job characteristics contribute to employee well-being and engagement. Job design describes how jobs, tasks and roles are structured, enacted and modified and their impact on the individual, group and organisational outcomes (Grant & Parker, 2009). According to Bakker and Timms (2011), the way a job is (re)designed strongly influences how employees perceive their job and in turn, how they perform their tasks. Changes in the work environment are accompanied by changes in employee attitudes, and motivation has led to managers and researchers focus their attention on the influence of job design on employee attitudes and behaviours (Bakker & Timms, 2011). The following discussion will look at job characteristics regarding its

importance or role in outcomes, models explaining job characteristics and the role of job demands in employee attitudes such as work engagement and employee satisfaction.

2.2.2. The importance or role of job characteristics in outcomes

Job characteristics are described as job demands and job resources that can result in positive and negative outcomes within the workplace (Schaufeli et al., 2002a; Bakker & Schaufeli, 2004). Job characteristics involve qualities or feature specific to a job such as working conditions, physical and mental demands, skills and knowledge required (Business Dictionary, 2016). The features can be identified, acknowledged and assessed within the workplace and can generate ideal conditions for high levels of satisfaction, performance and motivation.

Hackman and Oldham's Job Characteristic Model (1976) (Cited by Boonzaier, Ficker & Rust, 2001), provide a theory of work design. The model has been used widely in South Africa to address critical human resources problems encountered by human resources practitioners and managers (Boonzaier *et al.*, 2001). The model identifies five core job characteristics which can be applied to any job design. These are:

- **Skill variety**, which describes the degree to which a job consists of a variety of tasks and requires one to use a diverse range of skills and abilities.
- **Task identity**, the degree to which a job is identified and completed with a noticeable outcome
- **Task significance**, the degree to which a job affect lives or work of other people.
- **Autonomy**, the extent to which a job provides freedom to the jobholder on how he plans and determine procedures in the job
- **Feedback**, the degree to which the worker has information about the performance of his/her job.

Knowledge of these job characteristics is important as they affect five work-related outcomes, which are, motivation, satisfaction, performance, absenteeism and turnover. These five related outcomes are affected by three psychological states:

- **Experienced meaningfulness of work:** when a worker experiences the work as meaningful and finds that it add value, is important and worthwhile. This psychological state is enhanced by skill variety, task identity and task significance.
- **Experienced responsibility for work outcomes:** when a worker feels personally responsible for the results of his work. This psychological state is linked with autonomy.
- **Knowledge of the results of work activities:** when a worker receives feedback that helps to understand the performance of his/her work. This is important because it enables goal setting and improved performance. (Hackman & Oldham, 1980).

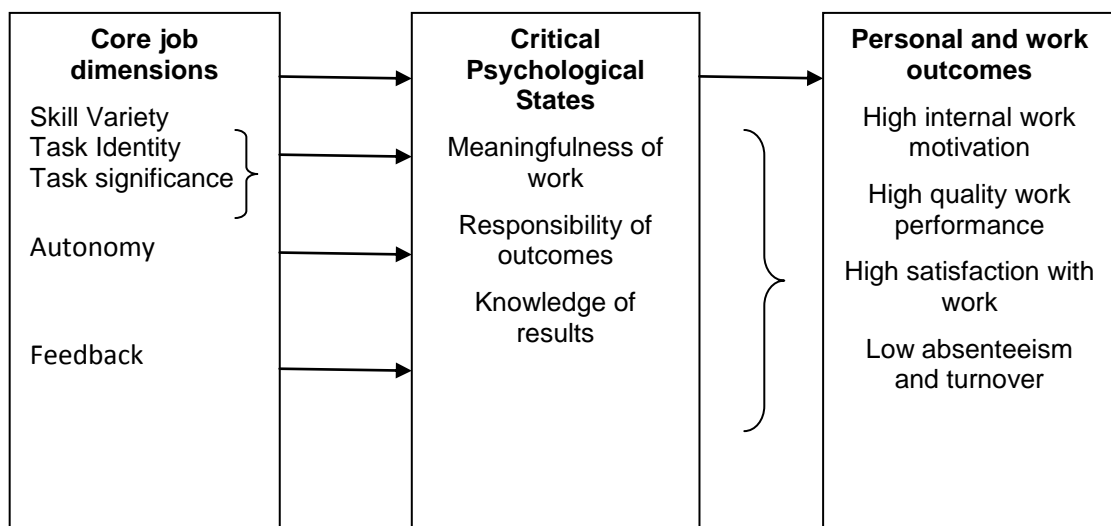


Figure 1: The Job Characteristic Model (Hackman & Oldman, 1980:90)

The absence of one of these psychological state will result in outcome variables such as motivation and satisfaction being weakened (Faturochman, 1997). According to Sherman, Bohlander and Snell (1996), when these psychological states have been achieved, this will contribute to personal and work outcomes such as; high internal motivation, high-quality work performance, high satisfaction with the job and low absenteeism and labour turnover. The theory emphasised that high internal motivation is the most important outcome variable, which means that when people find their work to be meaningful and enjoyable, they will experience feelings of happiness and become motivated to do their job (Naude, 2010).

The Job Characteristics Model was tested by Morton (1991) (Cited by Moloi, 2007) and results indicated that there is a relationship between these critical psychological states and work outcomes as proposed by Hackman and Oldman. Forgaty and Uliss (2003), in their attempt to test the applicability of the JCM to auditors in a large firm, the researchers found out that autonomy and skill variety can represent a single dimension. Also, they also found out that outcomes such as job satisfaction, work performance and turnover intentions are a result of task significance and variety and autonomy composite dimension. However, a study that was conducted to examine the motivation of educators in universities and colleges found that there were no significant differences among educators with relation to job dimensions and work outcomes (Olateju, 1998). Even though the JCM has been of great value in work design, some inconsistencies have been reported with regard to the factor structure (Boonzaier *et al.*, 2001) on the subjective versus the objective characteristics (Barret 1985), and on possible baffling factors such as the influence of social cues, and common method variance (Fried & Ferris, 1981).

In a study conducted Demerouti, Bakker, Nachreiner and Schaufeli (2001), the researchers concluded that job characteristics together are capable of affecting burnout. Burnout, a concept that has been widely researched (Bakker *et al.*, 2001, Leiter, Maslach & Schaufeli, 2009; Leiter, Maslach & Schaufeli, 1996; Buunk & Schaufeli, 2002), is associated with negative outcomes such as lower job satisfaction, reduced mental health and psychological well-being, withdrawal behaviour, poor work quality and performance (Schneider, Salvagio & Subirats, 2002). According to Bremner and Carriere (2011), when an employee experiences extreme job demands, which involve social, physical or organisational aspects where an employee is required to put forth sustained physical or mental effort; this will more likely lead to exhaustion.

2.2.3. Job Demands-Resource Model

The Job-Demands Resources Model (J-DR) was developed by Demerouti *et al.*, (2001). The JD-R is based on the assumption that, although an organisation may have its specific work characteristics associated with well-being, it distinguishes two types of job characteristics which are; job demands and resources. Job demands refer to those aspects of the work context that affect individual employee capacity

and have psychological and/or physical costs (Broeck *et al.*, 2008). These aspects of the job can cause strain in situations where they go beyond employee adaptive capability (Rothmann, Mostert & Strydom, 2006). According to Broeck *et al.* (2008), the job demand category contains job characteristics such as; task interruptions, workload, work-home interference, emotional dissonance and organisational changes.

According to Rothmann *et al.* (2006), “job resources refer to the degree to which a job offers assets/opportunities to individual employees”. The job resource category refers to physical, psychological, social or organisational aspects of the work context that:

- can reduce the health-impairing impact of job demands;
- are functioning in achieving work goals; and
- stimulate personal development, learning and growth (Broeck *et al.*, 2008).

Job resources at organisation level include aspects such as salary, job security, and career opportunities, while those at interpersonal and social relations level include; supervisor and co-worker support and team climate (Rothmann *et al.*, 2006). Resources at the level of task consist of; performance feedback, task identity, skill variety, task significance and autonomy, while those at the level of organisation of work, include; role clarity and participation in decision making (Rothmann *et al.*, 2006). According to Bakker and Schaufeli (2004), job resources play an intrinsic motivation role through learning and development and developing employee growth, also play an extrinsic motivation role by being assisting in achieving work goals.

The JD-R model has been applied in a number of organisations within the South African context (Demerouti *et al.*, 2001; Jackson, Rothmann & Van De Vijver, 2006; Bakker & Schaufeli, 2004; & Rothmann & Jordan, 2006), and the results indicated that different work characteristics could be grouped into two theoretical categories of job demands and job resources for different organisations. Jackson and Rothmann (2005) developed the Job Demands and Resources Scale (JD-RS) in their study of educators. The scale comprises of seven reliable factors which are; Organisation support, Reward, Insecurity, Growth opportunities, Overload, Control and Relationship with colleagues (Jackson & Rothmann, 2005). However, further

research is required to develop a valid measure that could be utilised in a variety of work context (Rothmann *et al.*, 2006).

2.2.4. The role of job demands and resources in employee attitudes (job satisfaction and engagement)

The JD-R model is the only job design model that stipulates that job characteristics may have an influence on employee engagement (Bakker & Timms, 2011). Work engagement is defined as “a positive, fulfilling, work-related state of mind which is described by experiences of energy, dedication and absorption at work” (Schaufeli *et al.*, 2002a). Previous studies (Bakker & Demerouti, 2007) have indicated that job resources such as skill variety, autonomy, and performance feedback, social support from colleagues and supervisors and learning opportunities are positively related to employee engagement. Bakker and Schaufeli (2004) during one of their studies found that there is a positive relationship between employee engagement and the job resources performance feedback, supervisory coaching and social support among employees at different Dutch service organisations. This means that when employees are engaged in their work, they subsequently became satisfied with their jobs.

In the work place, one of the most important social resources are leaders and the type of leadership (Upadyaya, Vartiainen & Salmela, 2016). In a study conducted by Demerouti, Bakker and Fried (2012), the results indicated that feedback from supervisors was significantly related to enjoyment at work. Authentic leadership which is characterised by follower’s identification with both leader and organisation has been found to promote work engagement subsequently leading to job satisfaction (Giallornado, Wong & Iwasiw, 2010). Job resources can also be identified in employee’s personal efficacy, resilience and quality of supervisory coaching (Bakker *et al.*, 2003). According to Bakker and Demerouti (2008), personal resources such as self-esteem, optimism, resilience and efficacy can predict high subsequent work engagement. Some studies (Bakker, 2010; Schaufeli *et al.*, 2006) have supported the relationship between job resources and employee engagement. Similarly, longitudinal design studies (Mauno, Kinnunen & Ruokolailen 2007; Schaufeli *et al.*, 2009), also confirmed the relationship between engagement and job resources. A two-year longitudinal study indicated that job resources predicted the

dimensions of work engagement, which are, dedication, absorption and vigour as compared to job demand (Mauno *et al.*, 2007).

Figure 2 explained that the presence of job demands and absence of job resources are expected to associate positively with employee's burnout through an energetic process, whereas, job resources are expected to respond positively to employee's engagement through a motivational process (Bakker & Schaufeli, 2004). According to Demerouti *et al.* (2001), there is increased burnout symptoms and disengagement that is associated with the job environment demand of qualitative or quantitative workload. Lack of resources may lead to increased burnout symptoms and poor work engagement (Hakanen, Bakker & Schaufeli, 2006) (Cited by Broeck *et al.*, 2008).

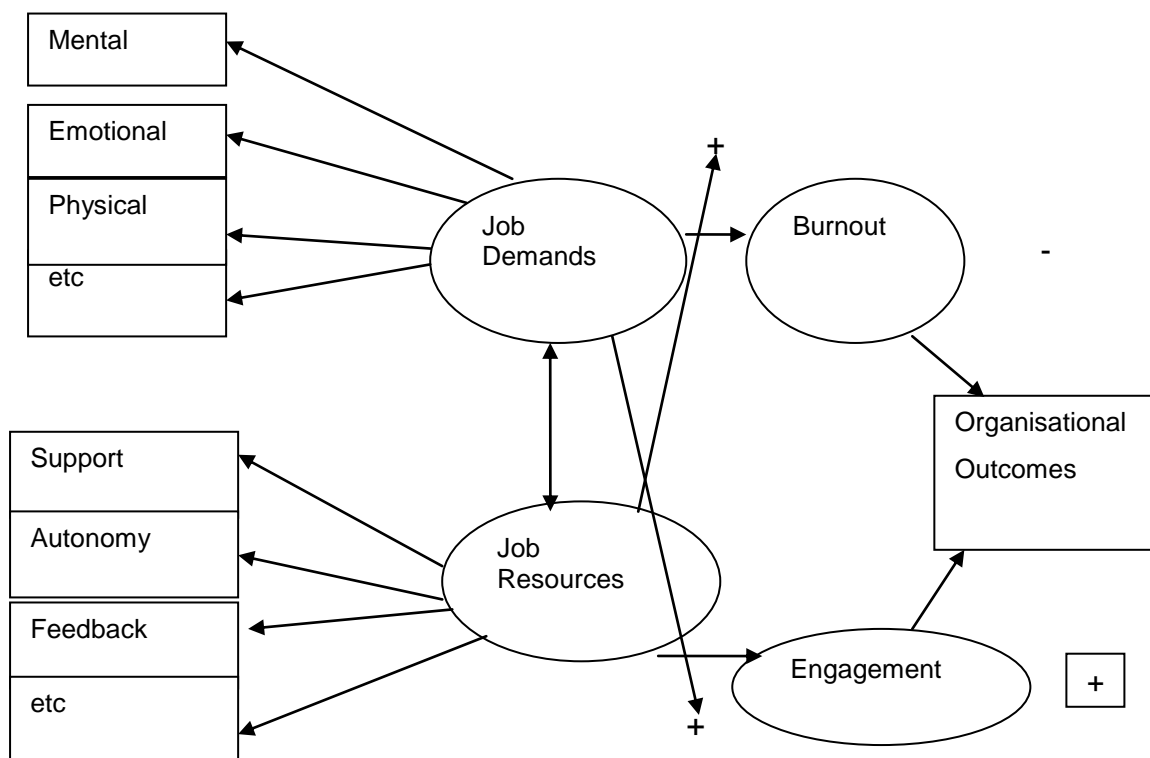


Figure 2: The Job-Demands Resource Model (Adopted from Bakker & Demerouti, 2008)

According to Saks (2006), the social exchange theory has been proposed to explain the relationship between job resources and engagement. The theory postulates that when organisations give their employee's resources such as pay or social, emotional resources such as recognition, employees will feel obliged to give back to the organisation with greater levels of engagement. The JD-R Model outlined in Figure 2

indicates that job resource category includes characteristics such as; opportunity for skill utilisation, autonomy, supervisor support, financial rewards, performance feedback and career opportunities (Broeck *et al.*, 2008). According to Bakker and Schaufeli (2004), job demands and job resources are theorised to be associated with employee's engagement and burnout.

2.3. JOB SATISFACTION

2.3.1. Introduction and definition

According to Locke, 1976 (cited by Mafini, Surujlal & Dhurup 2011:146), job satisfaction is a multidimensional concept which measures a worker's positive emotion or attitude towards his or her job. This simply means how people feel about their job. According to Berry and Morris (2008), job satisfaction is defined as the contentment an individual have with his or her job. Agho, Mueller and Price (1993) perceive job satisfaction as the extent to which employee like their work. On the other hand, Sempane, Rieger and Roodt (2002), refers to job satisfaction as an individual perception and evaluation of the job. Mafini *et al.* (2011:146) seem to be in agreement with this view as the author defines job satisfaction as a personal evaluation of the current conditions of the job or the outcome that arises as a result of having a job.

On the other hand, job dissatisfaction refers to the unpleasurable emotional state resulting from resulting from the appraisal of one's job as frustrating or blocking the attainment of one's job values or as entailing disvalues. Robbins, Water-Marsh, Cacioppe and Millet (1994), defines job satisfaction as the degree to which people like their job. They maintain that a person with a high level of job satisfaction holds a positive attitude towards the job, while a person who is not satisfied with the job holds a negative attitude toward the job. The researchers explained that the differences between some rewards employees receive and the amount they believe they should receive prompts the general attitude. Bowen, Cattell, Distiller and Edwards, (2008) supported this idea as they believe that, positive attitude towards one's job are associated with higher level of job satisfaction.

Job satisfaction, in particular, has received extensive research attention in management studies (Berry & Morris, 2008; Mafini *et al.*, 2011; Sempane *et al.*, 2002). Inefficiencies and ineffectiveness are being experienced within the South

African Public sector especially Municipalities in their mandate of providing quality service delivery. Lack of motivation, as well as low levels of job and life satisfaction, have negatively affected their overall well-being. Therefore, it is important to understand the concept of job satisfaction amongst employee in the public sector.

According to Saari and Judge (2004), dissatisfied and demoralised employees tend to have low levels of commitment to work, which, in turn, impacts negatively on performance and the achievement of organisational goals. For the purpose of this study, job satisfaction of municipal employees may be perceived as their attitude toward various aspects of their job. An attitude, in this case, refers to an organised predisposition to respond in a favourable or unfavourable manner towards a specified class of objects. Therefore, indicators of job satisfaction are aspects such as the degree to which people like or dislike, their feelings towards something or their general way of thinking (Mafini *et al.*, 2011). The following discussion will look at the approaches to studying job satisfaction and the drivers or factors affecting job satisfaction.

2.3.2. Approaches to studying job satisfaction

According to Martins and Proenca (2012), two main approaches to measuring job satisfaction has been endorsed in literature. These are an overall measure of job satisfaction or one involving several aspects of job satisfaction (Martins & Proenca, 2012). The first approach involves taking a macro perspective whereby the respondent will be asked about his or her overall feelings about the job, being repeatedly built up with one item (Martin & Proenca, 2012). The second approach highlights different aspects of the job which determine the overall degree of job satisfaction frequently using a facet-sum approach. The advantage of this approach is that; components may relate differently to other variables thereby contributing to an in-depth understanding of the subject (Hirschfeld, 2000). The Minnesota Questionnaire (MSQ) (Weiss *et al.*, 1967); Descriptive Index (Smith, Kendall & Hulin, 1969) and the Job Satisfaction Survey (Spector, 1985), are some of the most popular satisfaction measures that adopt this approach.

This study will adopt the MSQ “short form” which includes 20 of the original 100 items. An analysis of the MSQ has found two factors in assessing job satisfaction; namely, intrinsic aspects of the job which originate from within an individual and

extrinsic aspects of the job which originate from outside an individual(environment) and is outside the control of the employee (Fields, 2002). Schriesheim, Castro and Zhou (1996) (Cited by Martin & Proenca, 2012) came up with a structure of three subscales which include; intrinsic, extrinsic and general satisfaction. Herzberg's Two-Factor Theory (1976) mentions that certain factors (intrinsic) termed motivators such as achievement, responsibility and advancement cause job satisfaction, while extrinsic factors referred to as hygiene factors (salary, working conditions, job security and fringe benefits According to Liu and White (2011), job satisfaction can be classified into two dimensions, namely, intrinsic job factors and extrinsic job factors. Examples of intrinsic job factors include; responsibility, advancement and an individual quest for achievement and recognition, whereas extrinsic job factors include; pay, supervision, organisational policies and procedures, and working conditions (Spector, 1997).

An exploratory factor analysis conducted by Mathieu (1991) (Cited by Martin & Proenca, 2012) on MSQ produced four factors that included satisfaction with leadership, working conditions, extrinsic rewards and responsibility. However, a four-factor analysis performed by Igalens and Roussel (1999) (Cited by Fields, 2002) indicated that it fit the data best. The four factors were intrinsic satisfaction, extrinsic satisfaction, recognition and authority or social utility. Mottaz (1985), Kristof (1996) and Brief (1998) (Cited by Mafini *et al.*, 2011), are of the view that efforts to explain job satisfaction have been dominated by person-environment fit paradigm. This means that an individual job satisfaction is likely to be higher when one's job environment is such that it fulfils one's needs, personal characteristics, or values. The opposite is also true for this paradigm. According to Ellickson and Logsdon (2001), two general categories of antecedent variables about job satisfaction have been identified. These are environmental factors and personal characteristics. Personal factors focus on individual attributes and characteristics, whereas environment factors are associated with work itself and the work environment (Mafini *et al.*, 2011:145).

2.3.3. Drivers or factors impacting on job satisfaction

According to Brevis, Cronje, Smit and Vrba (2011:227), "managing human resources is fundamental to any organisational success". As a result, when employees are

motivated this improves satisfaction and subsequently improve their performance. Several factors have been found to impact job satisfaction. These factors have an influence on how favourably an individual assess his or her work and their attitudes towards the job (Moloantoa, 2015).

2.3.3.1. Intrinsic factors impacting on job satisfaction

- **Recognition**

Recognition occurs when an employee receives appreciation or approval from the employer, supervisors, community, peers, society or the general public (Moloantoa, 2015). This also applies in the case of municipal employees, where for example, praise obtained by health and social development officers from their local councillor will be viewed as appreciation and acknowledgement that could improve employee's satisfaction level.

- **Advancement**

Career advancement has been described as a condition that shows a person's status growth in the organisation within the career path in that organisation (Matoyo, 1994) (Cited by Moloantoa, 2015). When employees are given an opportunity to grow in their career, they become motivated to work harder as they may be promoted and given an opportunity to learn new things and develop further in their work As a result when there is an improvement in actual job duties this will improve municipal employee's satisfaction levels.

- **Responsibility**

Responsibility refers to when employees complete the tasks they are assigned and to carry out the duties required by the job. Employees need to be present for their proper shifts to fulfil organisational goals. As such when an employee can meet job expectations, this creates a feeling of satisfaction and a sense of accountability.

- **Relationship among co-workers**

One of the most important factors that affect an employee enthusiasm at work is the relationship with co-workers (Kadarisman, 2012). Within an

organisation, employees communicate with each other and need one another to work towards the same vision and objectives of the organisation. Good coordination among individuals will drive the success of the organisation. When employees respect and trust each other, this creates a feeling of belongingness, calm and security in the workplace resulting in employee job satisfaction (Kadarisman, 2012).

2.3.3.2. Extrinsic factors influencing job satisfaction

- **Working conditions**

According to Barua and Neog (2014), a healthy working environment is based on three aspects; the value and ethic foundation of the organisation, the policies and procedures that convert these principles into the day to day actions and the corporeal environment in which people work. Herzberg (1996) (Cited by Wakas *et al.*, 2014), mentioned the working conditions as; lighting, ventilation, space, tools, the amount of work and the facilities of the organisation. Bad working conditions will create dissatisfaction in the workplace. Within the municipality, a working environment with adequate working tools such as motor vehicles, computing facilities, adequate office space and equipment will more likely satisfy employees. This will attract employees to stay longer with the organisation. Employees want a physical work environment that is comfortable as this influence their level of job satisfaction (Robbins, 2001) (Cited by Barua & Neog 2014). Previous studies have found a significant linkage between indoor environment, environment satisfaction and job satisfaction (De Croon *et al.*, 2002; Veitch *et al.*, 2007; Bhuto, 2011) (Cited by Moloanton, 2015).

- **Job Security**

According to Barua and Neog (2014), job security is the probability that an employee will keep his or her job and would have a little possibility of being unemployed. Job security is a critical factor for an employee to perform well on the job (Biswas & Verma, 2007) (Cited by Barua & Neog, 2014). An employee who is satisfied with his or her job and is content with job security will be reliable and devoted to the organisation (Waqas *et al.*, 2015). Hassan

et al. (2011), in their study of Leather Industry in Pakistan, found out that there is a positive correlation between employee satisfaction, retention and job security.

- **Salary/ Compensation packages**

Salary is one of the most important factors that play a major role in determining job satisfaction. Barua and Neog (2014) defined salary/compensation as the monetary benefit that organisations give to their employees for the service rendered to the organisation. Salary is important to employees as individuals as it reflects their value among their co-workers, family and society (Barua & Neog, 2014). Kumar *et al.* (2013) found out that, "salary was the major aspect for the drive and job satisfaction between of salaried employees in the automobile industry". In a similar study of 300 respondents working in an Indian automobile company, it was found out that salary occupies the first rank for determining job satisfaction as compared to other determinants (Gurusamy & Mahendran, 2013). Herzberg (1996) (Cited by Waqas *et al.*, 2015) classified pay as a hygiene factor, arguing that pay can lead to feelings of dissatisfaction but not satisfaction. Also, he mentions that when an employee existing pay matches his or her, desired salary satisfaction will occur.

- **Relationship with supervisor**

This is a reciprocal relationship that occurs between a supervisor and a subordinate. This is measured from the employee perspective about how the supervisor lead, direct, guides his or her subordinates (Kadarisman, 2012). The subordinate will be concerned with how the leader reviews his work on performance appraisals and provides constructive criticism. A good harmonious relationship with clear lines of communication will create job satisfaction for employees. Employees will feel appreciated, cared and heard when there is support from the supervisor. According to Margulies (1969) (Cited by Waqas *et al.*, 2015), management and friendly staff relationships contributed to the level of job satisfaction. However, these results were contradicted by Herzberg (1996) (Cited by Waqas *et al.*), who is the view that supervision is irrelevant to the level of job satisfaction. MacManus and Russell

(1997) (Cited by Kadarisman, 2012) supported and proved the view that “when a supervisor provides mentoring, the relationship affects the subordinate skills development and intention to remain with the organisation”.

2.4. WORK ENGAGEMENT

2.4.1. Introduction and definition

The emergence of positive (organisational) psychology has led to the positive aspects of health and well-being become increasingly popular in Occupational Health (Jackson & Rothman, 2010). Work engagement is one of the positive aspects that were identified. In recent years, modern organisations particularly in the service sector, there is a need for employees to be more engaged in their work, more proactive, more initiative and provide best quality service to customers. A great deal of interest has been shown in employee or job engagement by many researchers, with many consulting firms conducting researches in their area claiming job engagement predicts organisational success, employee outcomes and financial performance (Bates, 2004) (Cited by Bakker & Timms, 2011). Ram (2011), argues that employee engagement is a strategic approach for driving improvement and encouraging organisational change. The researcher further goes on to explain that, engaged employees require a year-round focus on changing behaviour, processes and systems to anticipate and respond to any organisational needs. The following discussion will look at work engagement regarding; its definition, dimensions, characteristics of engaged employees, drivers, types, trend and levels in job engagement and its connection with job satisfaction.

Academic literature presents a couple of definitions of engagement. Khan (1990:694) defines engagement as the “harnessing of organisational member’s selves to their working role, and this can either be by physical engagement, emotional engagement and cognitive engagement”. He further adds that “engagement means being psychologically present when occupying and performing any organisational role” (Khan, 1992). On the other hand, in the case of disengagement employees withdraw from role performance and try to defend them physically, emotionally and cognitively (Khan, 1990). Harter *et al.* (2002:269), referred to employee engagement as “the individual’s involvement and satisfaction with as well as enthusiasm for work”. Shuck

and Wolland (2010:103) defined employee engagement as “an individual employee cognitive, emotional and behavioural state directed toward desired organisational outcomes”. According to Development International (2005), work engagement has been described as “the extent to which people appreciate their work, the degree of enjoyment experienced and the extent to which they believe in what they do. This means that work engagement is the positive emotional connection between employer and employee.

2.4.2. Dimensions (vigour, dedication and absorption)

Burnout researchers suggest that engagement is the opposite of burnout Maslach *et al.* (2001:416). Maslach *et al.* (2001:46) state that “engagement is characterised by energy, involvement and efficacy”, which is the opposite of three burnout dimensions of exhaustion, cynicism and ineffectiveness. Schaufeli *et al.* (2002b) further present engagement as a contrastive concept to burnout. They define work engagement “as a positive, fulfilling, work-related state of mind that is characterised by vigour, dedication and absorption”. **Vigour** is characterised by high levels of energy and mental resilience. Employees are willing to invest much effort in their work and persist even when they are faced with difficulties. **Dedication** is characterised by a sense of significance, pride, enthusiasm, inspiration and challenge. Finally, **absorption** is characterised by being totally and happily immersed in one’s work to the extent that it is difficult to detach oneself from it Schaufeli *et al.* (2002b:74). These three dimensions of engagement are measured through the Utrecht Work Engagement Scale developed by Schaufeli (2002b). All three dimensions are measured by this scale with statements such as, vigour (“when I get up in the morning I feel like going to work), dedication (my job inspires me) and absorption (“I am immersed in my work”). They also add that engagement is not a momentary and specific state, but rather “it is a more persistent and pervasive affective-cognitive state that is not focused on any particular object, event, individual or behaviour” Schaufeli *et al.* (2002b:74).

2.4.3. Characteristics of engaged employees

According to Schaufeli and Bakker (2001), engaged employees have the following characteristics;

- Engaged employees take the initiative and give direction to their lives. They do not submit passively to the influence of the environment but rather give form to it as well as direction to their lives. They look for challenges outside the current environment if ever they have to perform the same functions with the same clients.
- Engaged employees are characterised by enthusiasm, energy both in their work and their private lives. This shows that they are engaged even outside their work environment. The energy they possess never seems to fade.
- Engaged employees generate their positive feedback. A positive spiral is maintained because they “create” rewards in the form of recognition, success, administration, and appreciation through their attitudes and activities.
- Compared with burned out employees, engaged employees experience a different type of exhaustion. They experience this exhaustion because their energy levels are also limited. However, the exhaustion they experience can be described as “exhausted but satisfied”.
- The norms and values of engaged employees correspond with those of their organisation. If these goals are achieved, employees experience meaning in and through their work.
- Engaged employees are not workaholics. They experience pleasure in their work and also enjoy hobbies and voluntary work in the community. In contrast, workaholics give the impression of being stressed and compulsive.
- Engaged employees might have been previously burned out and burned out employees might have shown strong engagement previously. However, employees who previously suffered from burnout show high levels of engagement later in their lives.

2.4.4. Drivers of work engagement

Bakker and Demerouti (2008) reported a positive relationship between work engagement and job resources. The authors suggest that job resources play either an intrinsic motivational role because they foster employee’s growth, learning and

development, or an extrinsic motivational role because they are instrumental in achieving work goals. According to Ryan and Frederick (1997), for the intrinsic motivation role, job resources fulfil basic human needs such as the need for autonomy, relatedness and competence. Job resources play an extrinsic motivational role through fostering the willingness to dedicate one's efforts and ability to do the work task (Meljman & Mulder, 1998) (Cited in Bakker & Demerouti 2008). In the same manner, Judge and Picolo (2004) works from the premise that, having a positive mindset towards oneself predicts goal setting, motivation, performance, job and life satisfaction, career ambition and other desirable outcomes suggesting a positive relationship between personal resources and work engagement.

Khan (1990), suggest that there are determinants and mediating effects of three psychological condition namely meaningfulness, safety, and availability on employee engagement. According to Khan (1990: 703), psychological meaningfulness can be defined as a feeling that one is receiving a return on investments in oneself in the currency of physical, cognitive and emotional energy. These energies, in turn, facilitate personal growth and motivation to work. Khan (1990) also mentioned three factors that influence psychological meaningfulness: task characteristics, role characteristics and work interaction. Psychological safety is another key element which defined as "the experience of an employee being able to show other employees, one self's without fear of negative consequence to self-image, the status of career" Khan (1990:708). The author suggests that factors that play a role in psychological safety include, groups and inter-groups dynamics, interpersonal relationships, management style and processes and organisational norms. The last component of how employee engagement can be achieved using psychological condition is that of psychological availability. According to Khan (1990:714), psychological availability refers to "a sense of having physical, emotional or psychological recourse to engage at a particular moment personally, it is a measure of how engaged people are given the distractions they experience as a member of a social system".

2.4.5. Trends in employee engagement

As a result of the changes in an increasingly global marketplace, many organisations are competing for talent. Organisations are moving into a boundary-less environment as such the ability to attract, retain, engage and develop talent will become increasingly important (Goosen, 2010). Therefore given these changes, some trends are likely to have a significant impact on employee engagement. The Society for Human Resources Management's (SHRM) Special Expertise Panel (2006) Trends Report identified few trends which are listed below (see Table 1).

Table 1: Top trends led to focus on employee engagement

Top trends to focus on employee engagement
Employer-employee relationship evolving/changing to partnerships
Increase demand for work-life balance.
HR's greater role in promoting the link between employee performance and its impact on business goals.
Increasing focus on selective retention for keeping mission-critical talent.
Work intensification as employers increases productivity with fewer employees and resources.
Acquiring and keeping key talent re-emerging as top issues of concern.
Decline in traditional communication methods and increase in cyber communication
Needs wants and behaviours of the talent pool driving changes in attraction, selection and retention practices

Adapted from Society for Human Resource Management (2006). SHRM Special Expertise Panel Trends Report

2.4.6. Levels and types of engagement

There are different levels of employee engagement as depicted in Table 2 below. Understanding these levels of employee engagement is important because it provides perspective into employee behaviour that can either negatively or positively affect organisational success.

Table 2: Levels of Engagement

Level 1: Inspired	Engaged employees work with passion and feel a profound connection to their company. They drive innovation and move the organisation forward.
Level 2: Involved	Engaged employees who are highly involved in their work processes such as, conceiving, designing and implementing workplace and process changes
Level 3: Apathetic/Sleepwalking	Not engaged employees are essentially checked out. They are sleepwalking through their workday putting time, not energy or passion, into their work
Level 4: Uncommitted	Actively disengaged employees aren't just unhappy at work; they are busy acting out their unhappiness. Every day, these workers undermine what their engaged co-workers accomplish

Adapted from Goosen (2010)

2.4.7. Work engagement and job satisfaction

Job satisfaction and work engagement are two constructs that are similar in that they are both forms of positive well-being that reflect some attainment of wanted states (Warr & Inceoglu, 2012). These two constructs differ in their level of activation or arousal (Warr & Inceoglu, 2012). In comparing these definitions, satisfaction refers to an acceptable level rather than an enthusiastic (Warr & Inceoglu, 2012), an energised state whereby engagement describes positive feelings characterised by dedication, vigour and absorption (Schaufeli *et al.*, 2002a). Engaged employees are highly energised and dedicated in work (Leiter, 2011). According to Crawford (2010), engagement is a “motivational concept”, whereas job satisfaction describes a more reactive feeling about what has already been attained and is likely to be attained. War and Inceoglu (2012), mentions that “engagement may be viewed as energised satisfaction and even though engaged workers are necessarily satisfied in some way, satisfied workers may or may not be engaged”.

According to Hagedorn (2000), there is a significant positive relationship between job satisfaction and work engagement. An employee who feels high levels of achievement, and is appropriately compensated by salary, recognition and

responsibility, will be satisfied with the job (Hagedorn, 2000). The researcher further pointed out that job satisfaction predicts work engagement, adding that an employee who experiences high levels of job satisfaction is likely to be appreciative of his or her position in the organisation resulting in the employee being engaged. Low levels of satisfaction will result in the employee being disengaged, is not excited and does not contribute to the benefits of the organisation (Hagedorn, 2000). In this regard, previous studies have argued that job dissatisfaction is a consistent predictor of turnover and burnout (Harter *et al.*, 2002; Laschinger, Wong & Grec, 2006).

2.5. CHAPTER SUMMARY

This chapter looks at the literature review that was available regarding the three variables; job satisfaction, engagement and job characteristics. The next step is chapter 3 of the study which focuses on research methodology. According to Perri and Bellamy (2012:11), research methodology is defined as a means to understand how to proceed with the empirical research to make inferences about the truth at least the agency of theories. Research methodology is also a systematic way of answering a research question. The following discussion will look at that.

CHAPTER 3

RESEARCH METHODOLOGY

3.1. INTRODUCTION

This chapter focuses on the steps that are involved during the research methodology process. The empirical study is discussed in this chapter by describing the research design and method, study population, sample size, sampling techniques, different measuring instruments used, research hypotheses and statistical analysis.

3.2. RESEARCH METHOD

3.2.1. Research Approach

A quantitative approach was used in this research. According to *Welman et al.* (2005), focus on the study of observable human behaviour which involves a formal, objective and systematic process in which numerical data is used to obtain information. This research approach is used to describe variables, examine the relationship among variables and to determine cause and effect interactions between variables (Burns & Grove, 2005). Quantitative research was conducted to enable the processing and analysis of literature and statistics. The advantage of this survey method includes the fact that it can illustrate the attributes of a very large populace and the authoritative perception which it maintains *Welman et al.* (2005).

3.2.2. Research Design

A cross-sectional design was employed to achieve the research objectives. This is a special case of criterion group design which typically contains different age groups (*Welman et al.*, 2005). This design examines changes in similar groups at different ages. It compares groups from different backgrounds.

3.2.3. Study population, sample size and sampling procedure

The target population the sample was drawn from consist of all permanent and contract employees of a Local Municipality. The sample size of this study was 178 (n=178). Simple random sampling was employed to recruit the respondents. This sampling technique ensures that all the population elements have an equal chance of being selected (*Welman et al.*, 2011:59). The biographical information of the participants are presented in Table 3

Table 3: Demographic information of the respondents

Variable	Category	N	n	%
Gender	Males	178	60	33.71
	Females	178	118	66.29
Ethnicity	Black	178	149	83.71
	White	178	23	12.92
	Coloured	178	4	2.25
	Indian	178	1	0.56
	Asian	178	1	0.56
	Age group	Below 20	178	0
	20-30	178	26	14.61
	31-40	178	72	40.45
	41-50	178	34	19.10
	51-60	178	34	19.10
	61+	178	12	6.74
Highest Qualificaton	Below Matric	178	5	2.81
	Matric	178	53	29.78
	Degree/Diploma	178	95	53.37
	Postgraduate	178	25	14.04
Level of Employment	Junior	178	53	29.78
	Middle	178	83	46.63
	Senior	178	32	17.98
	Top	178	2	1.12
	Unsure	178	8	4.49

Table 3 indicates that 33.71% (n=60) of the respondents were male and 66.29% (n=118) were females. The majority of respondents were of black ethnicity (83.71%, n=149). Approximately 40.45 % (n=72) were aged between 31 and 40 years followed by those between 41 and 60 years (n=68, 38.20%). A great number of respondents has either a degree/diploma (n=95, 53.37%) followed by those with a Matric qualification (n=53, 29.78%). Regarding the level of employment, the majority of respondents occupy the middle position (n= 83, 46.66%). Figures 1 to Figure 5 depict the demographic information in graphs and charts.

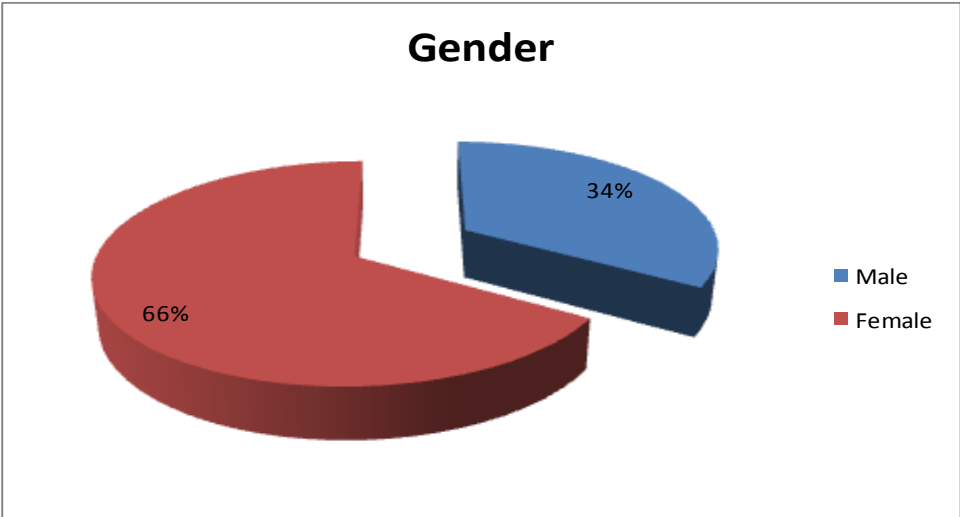


Figure 3: Gender distribution of respondents

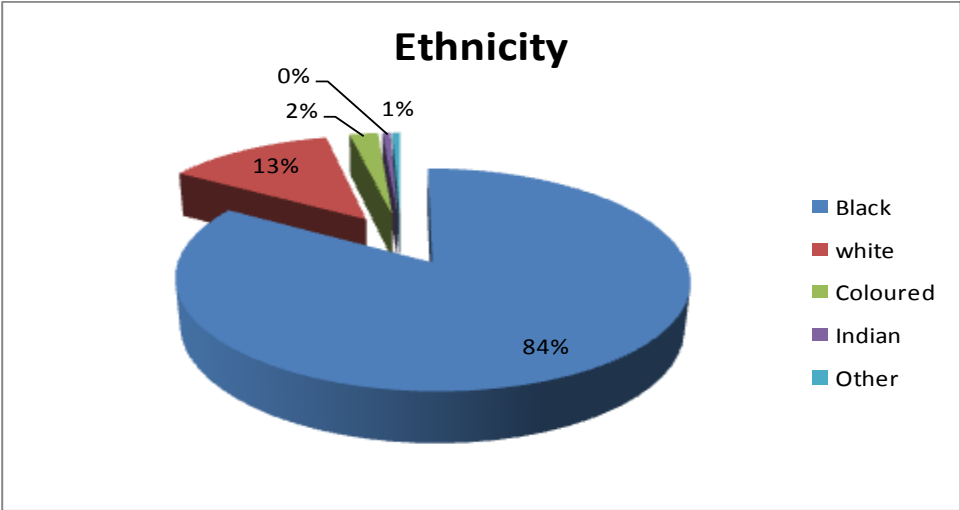


Figure 4: Race distribution of respondents

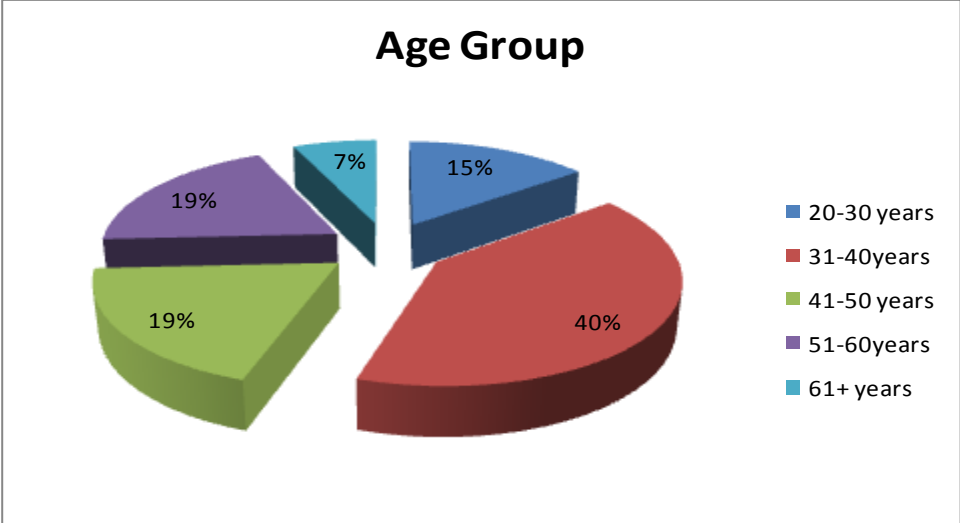


Figure 5: Age group distribution of respondents

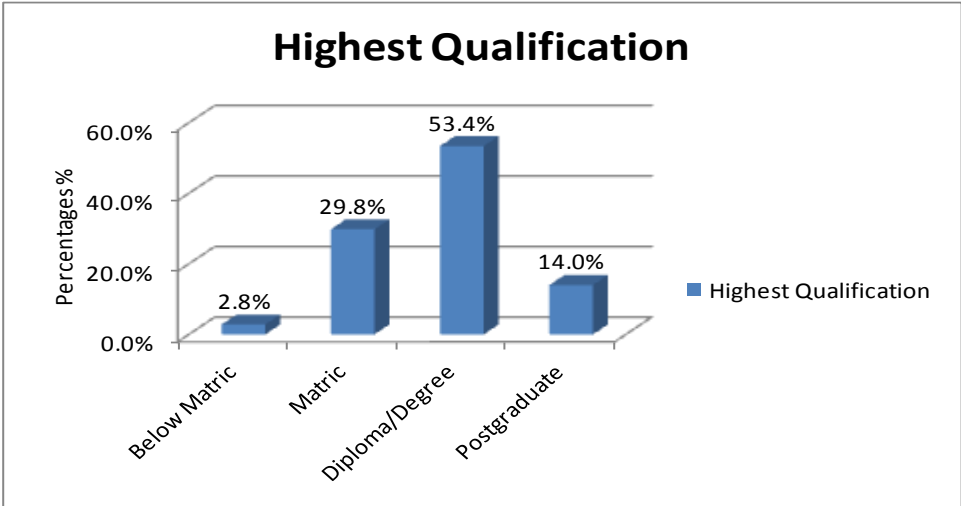


Figure 6: Level of qualification of respondents

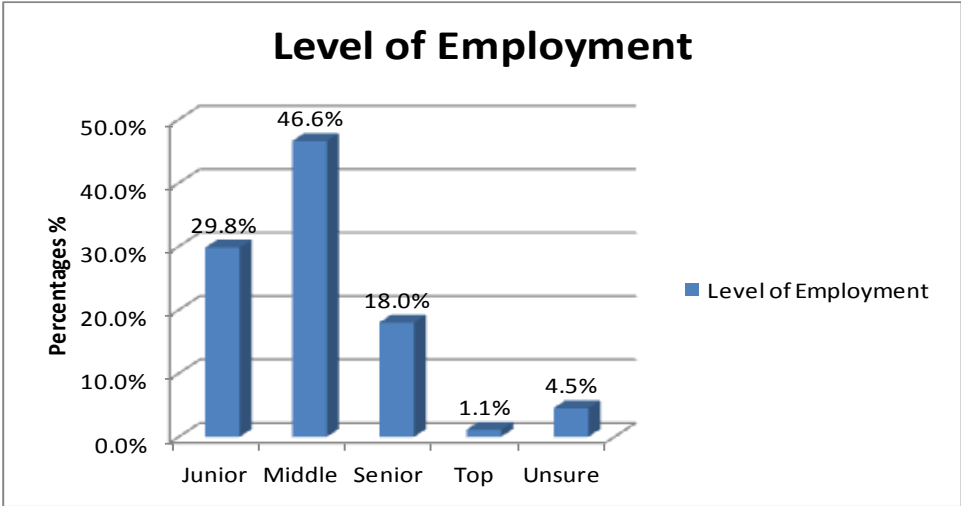


Figure 7: Level of employment of respondents

3.3. PROCEDURE

3.3.1. Preliminary arrangements

Permission to conduct the research was requested from the Human Resource Manager of the local municipality. Arrangements were made with managers of various departments to get access to municipal employees from their departments.

3.3.2. Ethical Aspects

After permission was granted to conduct the research, the questionnaire distributed includes a covering letter and instructions which informed the respondents of the general nature of the research process. Respondents were assured of the anonymity of their responses during the data collection process. Participants were encouraged to give honest answers to all questions.

3.4. MEASURING INSTRUMENTS

3.4.1. Instruments Administered

The purpose of this study is to assess job characteristics, job satisfaction and engagement among employees at a Local Municipality. A questionnaire was employed to collect the data. The questionnaire was divided into four sections. Section A requested participants to provide their biographical information. This included age, gender, race, job position and the level of education

Section B included employee job satisfaction scale developed by Weiss *et al.* (1967) which measures job satisfaction in terms of 20 different dimensions. This scale, known as **Minnesota Satisfaction Questionnaire-MSQ** in the literature, includes more comprehensive dimensions in comparison with other job satisfaction scales (Berry and Morris, 2008). The "Minnesota Satisfaction Questionnaire" is the most commonly used scale in the related literature (Irving *et al.*, 1997; Nystedt *et al.*, 1999; Hançer & George 2003) (Cited by Berry & Morris, 2008). Respondents feedback on their level of job satisfaction were measured on a 5- point scale ranging from 1 (strongly agree) to 5 (strongly disagree). The scales obtained acceptable Cronbach alpha coefficients of above 0.70, Intrinsic ($\alpha=0.76$), Extrinsic ($\alpha=0.72$) and General ($\alpha=0.76$). According to Gliem and Gliem (2003), the recommended Cronbach's alpha coefficient of a scale should be above 0.70. This signifies internal consistency of the measuring instrument

The Utrecht Work Engagement Scale (UWES) developed by (Schaufeli *et al.*, 2002a) (Cited by Jackson & Rothmann, 2004) was used to measure the levels of work engagement of the participants in Section C of the questionnaire. The model includes three dimensions, namely Vigour, Dedication and Absorption. The questionnaire consists of 17 questions and includes questions like "I am bursting with energy every day in my work"; "Time flies when I am at work" and "My job inspires. The various items on the questionnaire were measured with a scale ranging from 0 (Never) to 6 (Always). The scales obtained acceptable Cronbach alpha coefficients of above 0.70, Vigour ($\alpha=0.85$), Dedication ($\alpha=0.89$) and Absorption($\alpha=0.88$). This signifies internal consistency of the measuring instrument.

Section D of the questionnaire elicited the respondent's job characteristics inventory. Jackson and Rothmann (2005) developed the Job-Demands Resource scale that

was used in this study. **The Job Characteristics Inventory (JCI)** was used to measure job demands and job resources for employees. The JCI consisted of 48 items and was measured on a 5-point scale ranging from 1 (strongly disagree) to 5 (strongly agree). The model identifies various demands and resources in an organisation. According to Jackson (2004), these dimensions of the JCI include pace and amount of work, mental load, emotional load, work variety, opportunities to learn, work independence, relationships with colleagues, relationship with immediate supervisor, ambiguities at work, information, communications, participation, contact possibilities, uncertainty about the future, remuneration and career possibilities. An exploratory factor analysis conducted identified six reliable factors namely, organisational support ($\alpha=0.95$), advancement ($\alpha=0.89$), relationship with colleagues ($\alpha=0.75$), contact possibilities ($\alpha=0.74$), workload ($\alpha=0.77$) and job insecurity ($\alpha=0.83$).

3.4.2. Administration of the measuring instruments

The research instrument was distributed to the participants through door-to-door in the various departments of the municipality. Data was collected during different days and times. Of the 300 questionnaires initially administered to municipal employees, 185 questionnaires were returned. Among these, seven incomplete questionnaires were discarded, which resulted in a final sample of 178 respondents.

3.4.3. Data Capturing

The completed questionnaires were captured on an Ms Excel spreadsheet to facilitate statistical analysis and draw conclusions of the research.

3.5. STATISTICAL ANALYSIS

The statistical analysis was carried out using the IBM SPSS version 23. Descriptive statistics in the form of means, standard deviations, skewness and kurtosis were computed to explore the data. An exploratory factor analysis was conducted to determine the validity of the job characteristics questionnaire. Cronbach alpha coefficients were used to assess the internal consistency of the measuring instruments. Pearson product –moment correlations were used to assess the relationship between the variables. The statistical significance was set at 95% confidence interval level ($p<0.05$). Effect sizes (Cohen, 1988) were used to determine the practical relevance of correlations <0.30 (small effect), $0.30<0.50$

(medium effect) and >0.50 (large effect) (Cohen, 1998). Cut-off points for the practical significance of the correlations coefficients were set to 0.30 (medium effect) (Cohen, 1988). A modified cut-off point of 0.25 was set to increase our probability, for the practical significance of correlation coefficients for the work engagement variables of vigour, dedication and absorption. A regression analysis was also conducted to determine the proportion of variance in the dependent variables of intrinsic, extrinsic, dedication, vigour and absorption that was predicted by the independent variables namely, organisational support, advancement, relationship with colleagues, contact possibilities, workload and job insecurity. The effect sizes in the case of multiple regression are given by the formula $f^2 = R^2/1-R^2$ (Steyn, 1999). The parameters for practical significance of f^2 (Steyn, 1999) were set at 0.01 (small effect), 0.09 (medium effect) and 0.35 (large effect)

3.6. RESEARCH HYPOTHESES

The following research hypotheses were formulated for the purpose of this study:

H1: A significant strong relationship exists between job satisfaction, engagement and job characteristics.

H2: Job characteristics are a significant predictor of job satisfaction.

H3: Job characteristics are significant predictors of engagement

3.7. CHAPTER SUMMARY

Chapter 3 of this study described the empirical study procedure focusing on the study population, sample and sampling procedure, the research method, the different measuring instruments used and the statistical analysis. The following chapter which is Chapter 4 of the research process will focus on the analysis of the collected data. Different statistical methods will be employed to analyse the data.

CHAPTER 4

RESEARCH FINDINGS AND DISCUSSIONS

4.1. INTRODUCTION

This chapter discusses the research findings by describing exploratory factor analysis, descriptive statistics, the correlation between the measuring instruments and the regression analysis testing the effect of independent variables (organisation support, advancement, relationship with colleagues, contact possibilities, workload and insecurity) on the dependent variables of work engagement (vigour, dedication, absorption) and job satisfaction (intrinsic and extrinsic).

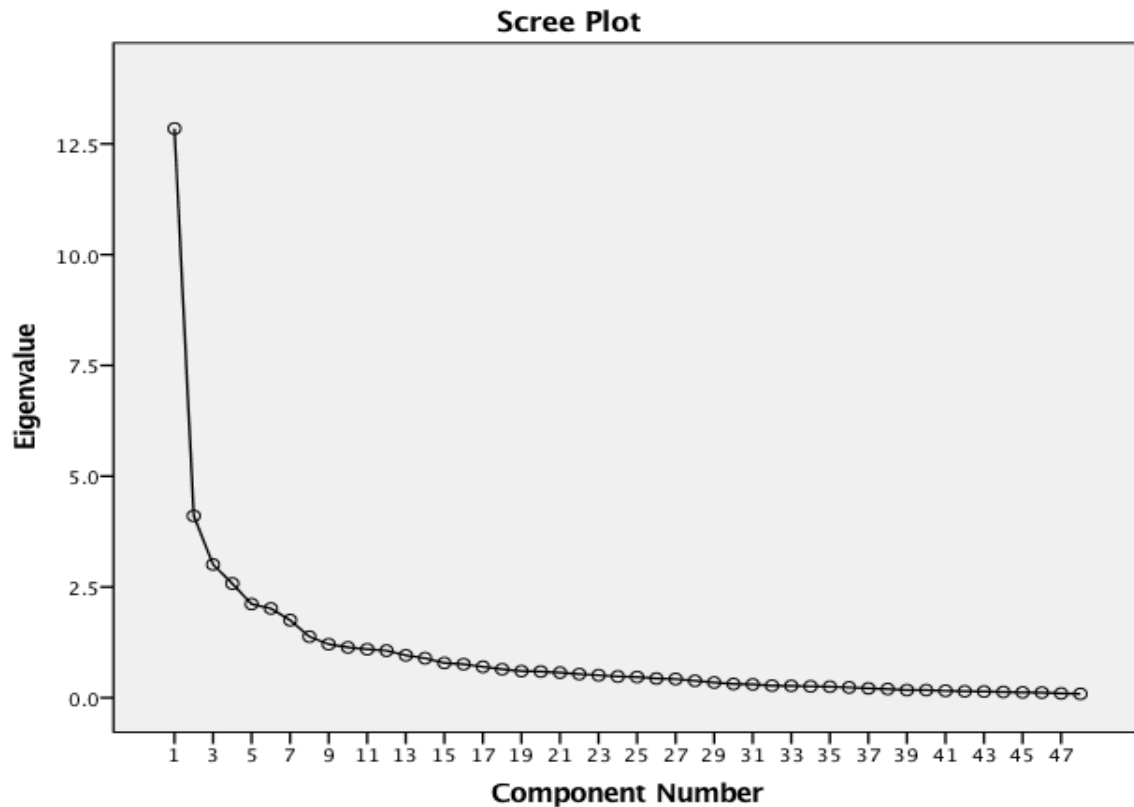
4.2. EXPLORATORY FACTOR ANALYSIS

A simple principal component analysis was carried out on the items of the Job Demands-Resource Scale (JD-RS) to assess the number of factors. An analysis of the eigenvalues (>1) in line with literature (Cattell, 1966) and the screen plot (figure 8) indicated that six factors could be extracted which explained 55.5% of the total variance. The eigenvalues of these factors were as follows: Factor 1=12.85; Factor 2=4.10; Factor 3= 3.00; Factor 4= 2.58; Factor 5=2.11 and Factor 6= 2.01. Factor 1 was labelled *Organisational support*. This factor (21 items) refers to the relationship with immediate supervisor, ambiguities about work, and participation and information. Factor 2 was labelled *Advancement*. This factor (6 items) refers to career possibilities, financial rewards and remuneration. Factor 3 was labelled *Workload*. This factor (9 items) refers to pace and amount of work, mental load and emotional load. Factor 4 was labelled *Relationship with colleagues*. This factor (4 items) refers to the relationships one had when interacting with colleagues. Factor 5 was labelled *Contact possibilities*. This factor (3 items) refers to how one has contact with colleagues as part of their work during working hours. Factor 6 was labelled *Insecurity*. This factor (3 items) refers to uncertainty about your job in the future. The results of the principal component analysis with a varimax rotation are reported in Table 4.

Table 4: Principal component analysis with a varimax rotation

Scale items		Component					
		F1	F2	F3	F4	F5	F6
JC43	Do you think that your organisation pays good salaries?	0.14	0.77	-0.06	-0.09	0.07	0.07
JC44	Can you live comfortably on your pay?	0.15	0.81	-0.10	-0.01	0.05	-0.06
JC45	Do you think you are paid enough for the work that you do?	0.17	0.82	-0.06	-0.02	0.05	-0.10
JC46	Does your job offer you the possibility to progress financially?	0.17	0.80	-0.13	0.09	0.09	0.12
JC47	Does your organisation give you opportunities to follow training?	0.22	0.66	0.14	0.11	-0.02	0.18
JC48	Does your job give you the opportunity to be promoted?	0.31	0.69	0.14	0.11	0.00	0.07
JC1	Do you have too much work to do?	0.08	-0.04	0.67	-0.06	-0.03	0.14
JC2	Do you work under time pressure?	-0.08	-0.10	0.76	0.06	-0.09	-0.02
JC3	Do you find that you do not have enough work?	0.05	0.22	-0.47	-0.09	0.12	-0.11
JC4	Do you have to be attentive to many things at the same time?	0.22	-0.13	0.54	-0.16	0.17	0.08
JC5	Do you have to give continuous attention to your work?	0.19	0.09	0.59	-0.19	0.07	0.10
JC6	Do you have to remember many things in your work?	0.21	0.15	0.52	-0.36	0.23	0.10
JC7	Are you confronted in your work with things that affect you	-0.04	-0.05	0.21	-0.50	0.35	-0.17
JC9	Does your work put you in emotionally upsetting situations?	-0.07	-0.24	0.36	-0.50	0.30	0.00
JC11	Does your work make sufficient demands on all your skills and capacities?	0.20	0.06	0.62	0.11	0.12	-0.05
JC12	Do you have enough variety in your work?	0.23	0.24	0.54	0.03	0.06	-0.16
JC13	Does your job offer you opportunities for personal growth and development?	0.40	0.43	0.27	0.39	0.14	0.06
JC14	Does your work give you the feeling that you can achieve	0.44	0.35	0.29	0.36	0.24	0.00
JC15	Does your job offer you the possibility of independent thought	0.45	0.27	0.34	0.23	0.40	0.07
JC16	Do you have freedom in carrying out your work activities?	0.58	0.19	0.09	0.09	0.33	-0.09
JC17	Do you have influence in the planning of your work activities?	0.51	0.17	0.10	-0.05	0.49	-0.09
JC18	Can you participate in the decision about when a piece of work must be completed?	0.51	0.11	0.21	0.12	0.44	-0.18
JC19	Can you count on your colleagues when you come across difficulties in your work?	0.25	-0.10	0.14	0.65	0.25	-0.15
JC20	If necessary, can you ask your colleagues for help?	0.11	0.03	-0.05	0.69	0.26	0.03
JC21	Do you get on well with your colleagues?	0.11	-0.03	0.03	0.68	0.09	0.15
JC22	Can you count on your supervisor when you come across difficulties in your work?	0.68	0.00	0.12	0.33	-0.09	0.02
JC23	Do you get on well with your supervisor?	0.68	0.06	0.12	0.24	-0.17	0.11
JC24	In your work, do you feel appreciated by your supervisor?	0.75	0.09	0.10	0.26	-0.11	0.14
JC25	Do you know exactly what other people expect of you in your work?	0.64	0.14	0.03	0.02	0.17	0.25
JC26	Do you know exactly for what you are responsible and which	0.49	0.18	0.09	-0.16	0.15	0.32
JC27	Do you know exactly what your direct supervisor thinks of your performance?	0.72	0.06	0.05	-0.09	0.02	0.20
JC28	Do you receive sufficient information on the purpose of your work?	0.76	0.12	-0.06	0.00	0.29	0.07
JC29	Do you receive sufficient information on the results of your work?	0.83	0.17	-0.07	0.01	0.04	-0.03
JC30	Does your direct supervisor inform you about how well you are doing your work?	0.76	0.21	0.11	0.18	-0.08	0.12
JC31	Are you kept adequately up-to-date about important issues within the your workplace?	0.69	0.22	0.13	0.23	0.04	0.09
JC32	Is your workplace decision-making process clear to you?	0.67	0.24	0.19	0.18	0.04	0.08
JC33	Is it clear to you whom you should address within your work place for specific problems?	0.70	0.12	0.16	0.03	0.15	0.15
JC34	Can you discuss work problems with your direct supervisor?	0.71	0.10	0.09	0.10	0.18	0.18
JC35	Can you participate in decisions about the nature of your work?	0.67	0.17	0.12	-0.06	0.22	-0.07
JC36	Do you have a direct influence on your company decisions?	0.50	0.29	0.02	0.10	0.29	-0.06
JC37	Do you have contact with colleagues as part of your work?	0.15	-0.06	0.11	0.18	0.66	0.08
JC38	Can you have a chat with colleagues during working hours?	0.09	0.10	-0.09	-0.02	0.72	0.34
JC39	Do you find that you have enough contact with colleagues during working hours?	0.17	0.17	-0.03	0.03	0.53	0.49
JC40	Do you need to be more secure that you will still be working in one year's time?	0.18	-0.08	0.04	0.09	0.04	0.78
JC41	Do you need to be more secure that you will keep your current job in the next year?	0.20	0.04	0.11	0.07	0.01	0.82
JC42	Do you need to be more secure that next year you will keep the same function level as currently?	0.11	0.10	0.09	-0.04	0.13	0.72

Figure 8: Screen plot for the factor analysis of job characteristics scale



4.3. DESCRIPTIVE STATISTICS AND CORRELATION ANALYSIS

The descriptive statistics and correlation of the measuring instrument are presented in Table 5.

Table 5: Descriptive statistics (N=178) and correlation analysis

Variable	α	Mean	SD	Skweness	Kurtosis	1	2	3	4	5	6	7	8	9	10
1. Support	0.95	3.25	0.82	-0.43	0.08	-									
2. Advancement	0.89	2.64	1.08	0.29	-0.69	0.48**	-								
3. Colleagues	0.75	3.67	0.89	-0.6	0.30	0.35**	0.12	-							
4. Contact	0.74	3.66	0.86	-0.51	0.14	0.38**	0.19*	0.24**	-						
5. Workload	0.77	3.44	0.64	-0.14	-0.29	0.39**	0.14	0.22	0.22**	-					
6. Insecurity	0.83	3.28	1.08	-0.41	-0.27	0.30**	0.11	0.63	0.32**	0.12	-				
7. Intrinsic	0.85	3.09	0.88	-0.17	-0.29	0.33**	0.24**	0.31**	0.10	0.19*	-0.50	-			
8. Extrinsic	0.78	3.42	0.64	-0.64	0.21	0.24**	0.01	0.26**	0.06	0.19*	-0.8	0.65**	-		
9. Vigor	0.79	3.86	1.25	-0.69	0.35	0.41**	0.20**	0.27**	0.24**	0.20**	0.05	0.29**	0.29**	-	
10. Dedication	0.85	4.12	1.46	-0.75	-1.03	0.51**	0.27**	0.28**	0.25**	0.25**	0.16*	0.29**	0.26**	0.79**	-
11. Absorption	0.79	3.86	1.28	-0.57	-0.01	0.34**	0.22**	0.26**	0.19*	0.26**	0.07	0.26**	0.33**	0.81**	0.74**

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

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

r>0.30 practically significant correlation(medium effect)

r>0.50 practically significant correlation (large effect)

Table 5 indicated that all the scales obtained acceptable Cronbach alpha coefficients of above 0.70. According to Gliem and Gliem (2003), the recommended Cronbach's alpha coefficient of a scale should be above 0.70. This signifies internal consistency for all the scales used in this study. Table 5 also showed that all the scores on the

subscales are normally distributed. Organisation support seems to be statistically significantly positive related to advancement (medium effect), relationship with colleagues (medium effect), contact possibilities (medium effect), workload (medium effect), insecurity (medium effect) as well as intrinsic (medium effect). Organisational support is statistically significantly positive related to vigour (medium effect), dedication (large effect) and absorption (medium effect). Advancement is statistically significant positive related to dedication (small effect) and intrinsic job factor (small effect). Relationship with colleagues seems to be statistically significantly positive related to intrinsic job factor (medium effect). Contact possibilities are statistically significantly positive related to job insecurity (medium effect), and extrinsic job satisfaction factors are statistically significant positive related to absorption (medium effect). The workload is statistically significantly positively related to dedication and absorption (small effect). The results of the study seem to suggest that intrinsic job factor is statistically significantly positive related to vigour (small effect), dedication (small effect) and absorption (small effect). In general, organisational support, advancement, relationship with colleagues and contact possibilities (job resources) are positively related to intrinsic job satisfaction factors, dedication and vigour, while workload (job demands) is positively related to dedication and absorption.

4.4. REGRESSION

To further examine the effect of the independent variables namely, organisation support, advancement, relationship with colleagues, workload, and job insecurity on the dependable variables of extrinsic, intrinsic, vigour, dedication and absorption, a regression analysis was conducted. According to Rothmann (2008), a regression analysis assists our understanding of the relative influence that each of the six independent variables had on the dependable variables. In the regression analysis, all six independent variables [job resources (JR) and demands (JD)] were entered into the regression model to determine their predictive ability on the dependable variables of intrinsic, extrinsic, vigour, dedication and absorption. The results of the regression analysis are reported in Table 6.

Closer inspection of Table 6 indicated that job demands and resources explain 19% of the variance of intrinsic job satisfaction with organisational support ($\beta=0.20$, $t=2.19$; $p=0.03$) and relationship with colleagues ($\beta=.24$; $t=3.16$; $p=0.02$) as the only

significant predictors. Insecurity ($\beta=-0.15$; $t=-2.00$; $p=0.05$), relationship with colleagues ($\beta=0.21$; $t=2.67$; $p=0.02$) and organisation support proved to be the only significant predictors of extrinsic job satisfaction explaining 14% of the variance.

Table 6: Regression analysis with intrinsic, extrinsic, vigour, dedication and absorption as dependent variables (N=178)

Predictors/Independent variables	Intrinsic	Extrinsic	Vigour	Dedication	Absorption
	β	β	β	β	β
Organisational support	0.20*	0.22*	0.33**	0.40**	0.16
Advancement	0.12	-0.12	0.00	0.04	0.09
Relationship with colleagues	0.24*	0.21*	0.13	0.12	0.19**
Contact possibilities	-0.03	-0.03	0.10	0.05	0.04
Workload	0.11	0.14	0.06	0.08	0.17*
Insecurity	-0.14	-0.15**	-0.10	0.00	-0.03
R	0.44	0.38	0.45	0.53	0.41
R ²	0.19	0.14	0.20	0.28	0.17
f ²	0.17	0.11	0.18	0.26	0.15

** Coefficient is significant at .01 level(2-tailed)

* Coefficient is significant at .05 level (2 tailed)

f² effect sizes 0 .01 (small effect), 0.09 (medium effect), 0 .35 (large effect)

It can also be seen in Table 6 that organisational support ($\beta=0.33$; $t=3.52$; $p=0.00$) proved to be the only significant predictor of vigour explaining 20 % of the variance. Relationship with colleagues ($\beta=0.19$; $t=2.44$, $p=0.02$) and workload ($\beta=0.17$; $t=2.24$; $p=0.02$) proved to be the only significant predictor of absorption explaining 17% of the variance. Organisational support ($\beta=0.40$, $t=4.51$; $p=0.00$) proved to be the only significant predictor of dedication explaining 28% of the variance

4.5. DISCUSSION

The main aim of this study was to examine the relationship between job characteristics, job satisfaction and engagement among employees. Results obtained indicated that job characteristics dimensions namely organisational support, advancement, relationship with colleagues and contact possibilities (job resources) are positive related to intrinsic job satisfaction factors, dedication and vigour. Extrinsic job satisfaction factors are positively related to absorption. Also workload

(job demand) is positively related to dedication and absorption. Some studies (Bakker, 2010; Salanova & Schaufeli, 2008; Schaufeli et al., 2006) have supported the relationship between job resources and employee engagement. Previous studies (Harter et al., 2002; Frey, Jonas & Greitemeyer, 2003) confirmed that job resources such as advancement and relationship with colleagues are linked to employee engagement. According to Bakker and Schaufeli (2004), job resources play an intrinsic motivation role through learning and development and developing employee growth, also play an extrinsic motivation role by being assisting in achieving work goals. The findings of this study thereby support the argument by Bakken and Top (2012), who had the view that employees are greatly motivated by their success in job performance and value relationships at work and organisation support. As a result, this leads to improved engagement.

In a study conducted by Jackson *et al.* (2006), the researcher found out that, organisational support was related to advancement and pay. The Perceived Organisation Supportiveness (POS) theory, states that “if workers perceive that their organisation shows concern and sensitivity to its personnel and their needs and values, including work-family needs, they will respond by showing positively related outcomes such as job satisfaction and organisational commitment” (Rhoades & Eisenberger, 2002). This is supported by Jex (2002), who argue that the nature of one’s job largely determines job satisfaction. Bakker, Veldhoven and Xanthopoulou, (2010) conducted a research and found out that there is a positive relationship between work resources namely organisation support, development, and relationship with colleagues and work engagement. In the study conducted by Alarcon and Lyons (2010), the researchers found out that all three factors of job engagement (dedication, vigour and absorption); have a positive relationship with job satisfaction. This is further supported by Schaufeli *et al.* (2002b) who indicated that employee who shows dedication in their work are characterised by a sense of significance, pride, enthusiasm, inspiration and challenge.

Another objective of this study was to determine the role of job characteristics in job satisfaction. The results obtained in this study indicated that organisation support and relationship with colleagues were the only significant predictor of intrinsic job

satisfaction. Insecurity and relationship with colleagues were the only significant predictor of extrinsic job satisfaction. Advancement, workload, contact possibilities did not predict either intrinsic or extrinsic job satisfaction. This means that a good harmonious relationship between employees and supervisor with clear lines of communication will create job satisfaction for employees. Employees will feel appreciated, cared and heard when there is support from the supervisor. A study conducted by Bakker (2004) has indicated that job characteristics have an impact on job satisfaction, explaining that leadership actions influence job satisfaction. These findings agree with another study in the same area (Steyn & Vawada, 2014) who reported that job characteristics significantly predict job satisfaction in addition to another work-related outcome such as stress. According to Hagedorn (2000), job satisfaction predicts work engagement, adding that an employee who experiences high levels of job satisfaction is likely to be appreciative of his or her position in the organisation resulting in the employee being engaged. Low levels of satisfaction will result in the employee being disengaged, is not excited and does not contribute to the benefits of the organisation. Based on this finding, hypothesis 2 which states that job characteristics are a significant predictor of job satisfaction is partially accepted as not all job characteristics predicted job satisfaction.

Another objective of the study was to determine the role of job characteristics in work engagement. The findings of the study seem to suggest that organisational support is the only significant predictor of vigour and dedication. Workload and relationships with colleagues seem to be the only significant predictors of absorption. Advancement, contact possibilities and insecurity did not predict either vigour, dedication or work engagement. Some studies (Hagedorn, 2000; Laschinger *et al.*, 2006; William & Anderson, 1991) are in support of the view that job characteristics can predict work engagement. The findings of this study mean that when municipal employees are happy and proud of their work, they are more likely to experience feelings of absorption and dedication. Due to this finding hypothesis 3 which states that job characteristics are a significant predictor of engagement is partially accepted as not all job characteristics predicted work engagement.

The overall results of this research, therefore, indicate that job demands and job resources relate to work outcomes such as job satisfaction and work engagement.

This is evidenced by the JDR model which shows a linkage between both resources and demands in the workplace and organisational and personal outcomes such as job satisfaction, burnout and engagement (Bakker *et al.*, 2010; Bakker & Schaufeli, 2004).

4.6 CHAPTER SUMMARY

This chapter focused on the results of the study. Quantitative results obtained from the measuring instruments forms the discussion of the study. The objectives designed for this study has been achieved. The next chapter will look at the limitation of the study, conclusion and recommendation to the organisation and for future research.

CHAPTER 5

CONCLUSION, LIMITATION AND RECOMMENDATIONS

5.1. INTRODUCTION

This study was carried out to assess the relationship between job satisfaction, job characteristics and work engagement. This chapter will focus on conclusion regarding empirical study and literature review. The limitation of the study will be discussed, and recommendations will be made for future research as well as for the organisation.

5.2. CONCLUSIONS

5.2.1. Conclusion drawn from literature review

Job demands and resources and employee attitudes

Job characteristics are described as job demands and job resources that can result in positive and negative outcomes within the workplace. Job resources consist of qualities or features specific to a job such as organisational support, advancement and pay, contact possibilities, relationship with colleagues and growth opportunity working conditions, physical and mental demands, skills and knowledge required. Job demands are factors such as workload and job security that require sustained the physical and mental effort. The features can be identified, acknowledged and assessed within the workplace and can generate ideal conditions for high levels of satisfaction, performance and motivation.

Earlier researchers have consistently shown that job resources and job demands drive work engagement (Bakker *et al.*, 2003; Rothmann & Jordan, 2006; Rothmann & Buys, 2011). A resource such as organisational support, advancement and growth applied within the South African context were positively related to work engagement (Jackson *et al.*, 2006; Rothmann & Jordan, 2006). Job demands such as workload have been proven to predict lower job satisfaction and intention to quit (Jackson, 2004). Today's manager is concerned with employee attitudes such as job satisfaction and work engagement as they enable them to identify potential problems within the workplace as well as enable them to enhance other work outcomes (Jackson *et al.*, 2006).

Job satisfaction is a concept that measures how people feel about their jobs. Job satisfaction can be divided into two categories which are intrinsic and extrinsic factors. Intrinsic factors relate to those characteristics that affect employees on a personal level such as advancement, recognition and responsibility. Extrinsic factors relate to characteristics that have an effect on employee's working environment, such as job security, salary, working conditions and supervisor relationship. These factors drive job satisfaction. Job satisfaction plays a major role in predicting organisational outcomes such as work engagement, turnover intentions and absenteeism.

Work engagement describes an emotional connection between an employer and an employee which is characterised by vigour, dedication and absorption. *Vigour* is characterised by high levels of energy and mental resilience while working, the willingness to invest in one's work and the persistence even in the face of challenges. *Dedication* is characterised by a feeling of significance, pride, enthusiasm, inspiration and challenge. *Absorption* is characterised by totally and happily immersed in one's work, to the extent that it is difficult to detach oneself from it (Bakker & Schaufeli, 2004). In today's competitive marketplace employee engagement has emerged as the critical driver for success. Organisations nowadays are competing for talent as such being able to attract, retain and engage employees becomes increasingly popular.

Work engagement and job satisfaction

Literature (Hagedorn, 2000; Harter *et al.*, 2002) indicates that there is a positive connection between engagement and job satisfaction, productivity and employee retention. Engaged employees can show high levels of job satisfaction. Dissatisfaction has been found to be a consistent predictor of turnover intentions and absenteeism (Laschinger *et al.*, 2006).

5.2.2. Conclusion drawn from empirical study

All of the scales used in this study, indicated a Cronbach alpha coefficient of $\alpha > 0.70$ thereby reflecting the internal consistency of the measuring instruments used in this study. The main objective of the study was to assess the relationship between job satisfaction, job characteristics and work engagement and empirically the study

found out that a strong positive relation exists between variables of job characteristics, job satisfaction and work engagement. Six factors namely; organisational support, advancement, workload, relationship with colleagues, job insecurity and contact possibilities were extracted using exploratory factor analysis.

The overall results seem to suggest that job demands and job resources relate to work outcomes such as job satisfaction and work engagement. The application of the Pearson's correlation revealed that organisational support, advancement, relationship with colleagues and contact possibilities (job resources) are positively related to intrinsic job satisfaction factors, dedication and vigour, while workload (job demands) is positively related to dedication and absorption. Further analysis of the regression model indicates that organisation support and relationship with colleagues were the only significant predictor of intrinsic job satisfaction. Insecurity and relationship with colleagues were the only significant predictor of extrinsic job satisfaction. Advancement, workload, contact possibilities did not predict either intrinsic or extrinsic job satisfaction. Additionally, workload and relationships with colleagues were the only job characteristics factors that predict absorption. Advancement, contact possibilities and insecurity did not predict either vigour, dedication or work engagement.

5.3.3. Limitations

One of the limitations of the study was the sample size. The study was concentrated on a small portion of a large organisation that employees approximately two thousand employees. As such this put limitations on the statistical analysis conducted and the generalisability of the research findings. Also it is important to note the influence of the general limitations that involve quantitative data techniques. A blend of qualitative and quantitative approach may have produced enriching results through the method of triangulation. Another limitation was that a cross-sectional survey would make it difficult to prove relationships. The study was also conducted in one government institution as such this has an implication in generalisability of the findings to other government institutions.

5.4. RECOMMENDATIONS

5.4.3. Recommendation for future research

To enable a comprehensive understanding of the constructs, further research should be conducted. A larger sample should be used to make recommendations for other organisations. Also further research should cover a wide geographical area and also concentrate on other provinces considering that this research only covered the Gauteng province. As far as research design is concerned, future studies should strive to make use of designs that make use of inferences regarding cause and effect. Comparable studies should examine the influence demographic variables such as gender; race, education qualification and job level have on the study constructs. Further research should also be conducted on the construct of job characteristics, and its impact on turnover intention, absenteeism, and productivity.

5.4.4. Recommendation to the organisation

The findings in this study have shown that job characteristics can predict job satisfaction and work engagement. It is, therefore, important for management to strongly focus on these variables to ensure that their employees are engaged in their work. This is supported by literature that when employees are happy and proud of their work, they are more likely to experience feelings of absorption and dedication. As a result, the performance of the organisation improves. An awareness campaign to promote the culture of engagement within the workplace must be carried out. Each department within the Municipality should organise team building activities to educate employees on the importance of being engaged at work. A municipality offered services to the local community as such when employees are satisfied and engaged in their work, the community is happy, and they will be peace and harmony.

As identified by the study, job characteristics can predict job satisfaction. Factors such as organisational support, advancement, workload, contact possibilities, job insecurity and relationship with colleagues play a role in determining the job satisfaction of municipal employees. The following should be considered by the organisation to increase job satisfaction.

- There is a need for management/supervisors of every department within the municipality to have intense commitment and involvement. Their leadership

qualities should display transformational leadership by being, a role model, being able to demonstrate to their employee a clear sense of purpose and commitment, be intellectually stimulating and individually considerate. As a result, they will be able to engage the employee in true commitment and involvement at work.

- Employees should be encouraged to develop a sense of teamwork and also a social aspect to their jobs to improve satisfaction. Employee involvement groups will assist employees to interact with individuals of other departments and organisations. This will benefit the entire organisation as teamwork is a very important aspect of success and productivity. Developing work relationships will encourage employees not to let co-workers down
- The municipality should strive to improve working conditions of its employees. Employees are frustrated when they work in a cramped space and with faulty equipment. This can be done by making sure equipment and facilities are upgraded. This will ensure adequate working space and decrease dissatisfaction.
- There should be a clear line of communication between management and an employee to ensure that sufficient information is communicated as well as feedback on performance issues. An open door policy should be encouraged.
- The organisation should develop work-life balance policies that encourage employees to balance their work life and personal life. This is important to maintaining job satisfaction.
- Other recommendations will include, offering competitive salaries to reduce turnover, giving employees proper roles that can utilise their talents and give them a sense of achievement as well as giving a sense of freedom and ownership of their work.

5.5. CHAPTER SUMMARY

In this chapter conclusions regarding the literature and empirical objectives were discussed. Limitations of the study were identified, and recommendations for future research as well as for the organisation were made. This study will contribute to the

existing body of knowledge regarding job satisfaction, job characteristics and work engagement.

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ANNEXURE 1: RESEARCH SURVEY QUESTIONNAIRE

Dear Respondent

Thank you for sparing your precious time to complete this questionnaire. The questionnaire will assist the researcher in analysing the relationship between job characteristics, job satisfaction and engagement within the workplace. It would be greatly appreciated if you kindly complete the following questions as honest as possible. Please note that the information being asked for is purely for academic purposes and will be kept strictly confidential. Hence your name and that of your department/organisation are not required.

Your participation in this survey is highly appreciated

Section A: Biographical Information

Please complete the following by marking your choices with an X in the appropriate box

Age group:	1. Under 20	2. 20-30	3. 31-40	4. 41-50	5. 51-60	6. 60+
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Gender:	1. Male	2. Female
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Race:	1. Black	2. White	3. Coloured	4. Indian	5. Other
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Level of Employment:	1. Junior	2. Middle	3. Senior	4. Top	5. Unsure
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Highest Qualification:	1. Below Matric	2. Matric	3. Diploma / Degree	4. Postgraduate
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Section B

Please rate the extent to which you feel (dis)satisfied with the following statements by making an "X" over the appropriate number on the 1 to 5 point scale next to the statement

1 = Strongly Agree	2 = Agree	3 = Neutral	4 = Disagree	5 = Strongly Disagree
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	STATEMENT	SCALE				
1	Being able to keep busy all the time.	1	2	3	4	5
2	The chance to work alone on the job.	1	2	3	4	5
3	The chance to do different things from time to time.	1	2	3	4	5
4	The chance to be "somebody" in the community.	1	2	3	4	5
5	The way my boss handles his/her workers.	1	2	3	4	5
6	The competence of my supervisor in making decisions.	1	2	3	4	5
7	Being able to do things that don't go against my conscience.	1	2	3	4	5
8	The way my job provides for steady employment.	1	2	3	4	5
9	The chance to do things for other people.	1	2	3	4	5
10	The chances to tell people what to do.	1	2	3	4	5

11	The chance to do something that makes use of my abilities.	1	2	3	4	5
12	The way company policies are put into practice.	1	2	3	4	5
13	My pay and the amount of work I do.	1	2	3	4	5
14	The chances for advancement on the job.	1	2	3	4	5
15	The freedom to use my own judgement.	1	2	3	4	5
16	The chance to try my own methods of doing the job.	1	2	3	4	5
17	The working conditions.	1	2	3	4	5
18	The way my co-workers get along with each other.	1	2	3	4	5
19	The praise I get for doing a job.	1	2	3	4	5
20	The feeling of accomplishment I get from my job.	1	2	3	4	5

Section C

The following 17 statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, cross the '0' (zero) in the space after the statement. If you have had this feeling, indicate how often you feel it by crossing the number (from 1 to 6) that best describes how frequently you feel that way.

Never	Almost Never	Rarely	Sometimes	Often	Very Often	Always
0	1	2	3	4	5	6
	A few times a year/less	Once a month/less	A few times a month	Once a week	A few times a week	Everyday

1	At my work, I feel bursting with energy	
2	I find the work that I do full of meaning and purpose	
3	Time flies when I'm working	
4	At my job, I feel strong and vigorous	
5	I am enthusiastic about my job	
6	When I am working, I forget everything else around me	
7	My job inspires me	
8	When I get up in the morning, I feel like going to work	
9	I feel happy when I am working intensely	
10	I am proud on the work that I do	
11	I am immersed in my work	
12	I can continue working for very long periods at a time	
13	To me, my job is challenging	
14	I get carried away when I'm working	
15	At my job, I am very resilient, mentally	
16	It is difficult to detach myself from my job	
17	At my work I always persevere, even when things do not go well	

Section D

The purpose of this questionnaire is to obtain an accurate picture of how you personally evaluate specific aspects of your work and work environment. Please read each statement carefully and decide if you feel this way. Please do not skip any questions.

SCALE:

1 =Strongly disagree	2 = Disagree	3 = Neutral	4 = Agree	5= Strongly agree
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	STATEMENTS	SCALE				
1	Do you have too much work to do?	1	2	3	4	5
2	Do you work under time pressure?	1	2	3	4	5
3	Do you find that you do not have enough work?	1	2	3	4	5
4	Do you have to be attentive to many things at the same time?	1	2	3	4	5
5	Do you have to give continuous attention to your work?	1	2	3	4	5
6	Do you have to remember many things in your work?	1	2	3	4	5
7	Are you confronted in your work with things that affect you personally?	1	2	3	4	5
8	Do you have contact with difficult colleagues in your work?	1	2	3	4	5
9	Does your work put you in emotionally upsetting situations?	1	2	3	4	5
10	In your work, do you repeatedly have to do the same things?	1	2	3	4	5
11	Does your work make sufficient demands on all your skills and capacities?	1	2	3	4	5
12	Do you have enough variety in your work?	1	2	3	4	5
13	Does your job offer you opportunities for personal growth and development?	1	2	3	4	5
14	Does your work give you the feeling that you can achieve something?	1	2	3	4	5
15	Does your job offer you the possibility of independent thought and action?	1	2	3	4	5
16	Do you have freedom in carrying out your work activities?	1	2	3	4	5
17	Do you have influence in the planning of your work activities?	1	2	3	4	5
18	Can you participate in the decision about when a piece of work must be completed?	1	2	3	4	5
19	Can you count on your colleagues when you come across difficulties in your work?	1	2	3	4	5
20	If necessary, can you ask your colleagues for help?	1	2	3	4	5
21	Do you get on well with your colleagues?	1	2	3	4	5
22	Can you count on your supervisor when you come across difficulties in your work?	1	2	3	4	5
23	Do you get on well with your supervisor?	1	2	3	4	5
24	In your work, do you feel appreciated by your supervisor?	1	2	3	4	5
25	Do you know exactly what other people expect of you in your work?	1	2	3	4	5
26	Do you know exactly for what you are responsible and which areas are not your responsibility?	1	2	3	4	5
27	Do you know exactly what your direct supervisor thinks of your performance?	1	2	3	4	5

28	Do you receive sufficient information on the purpose of your work?	1	2	3	4	5
29	Do you receive sufficient information on the results of your work?	1	2	3	4	5
30	Does your direct supervisor inform you about how well you are doing your work?	1	2	3	4	5
31	Are you kept adequately up-to-date about important issues within your workplace?	1	2	3	4	5
32	Is your workplace decision-making process clear to you?	1	2	3	4	5
33	Is it clear to you whom you should address within your work place for specific problems?	1	2	3	4	5
34	Can you discuss work problems with your direct supervisor?	1	2	3	4	5
35	Can you participate in decisions about the nature of your work?	1	2	3	4	5
36	Do you have a direct influence on your company decisions?	1	2	3	4	5
37	Do you have contact with colleagues as part of your work?	1	2	3	4	5
38	Can you have a chat with colleagues during working hours?	1	2	3	4	5
39	Do you find that you have enough contact with colleagues during working hours?	1	2	3	4	5
40	Do you need to be more secure that you will still be working in one year's time?	1	2	3	4	5
41	Do you need to be more secure that you will keep your current job in the next year?	1	2	3	4	5
42	Do you need to be more secure that next year you will keep the same function level as currently?	1	2	3	4	5
43	Do you think that your organisation pays good salaries?	1	2	3	4	5
44	Can you live comfortably on your pay?	1	2	3	4	5
45	Do you think you are paid enough for the work that you do?	1	2	3	4	5
46	Does your job offer you the possibility to progress financially?	1	2	3	4	5
47	Does your organisation give you opportunities to follow training courses?	1	2	3	4	5
48	Does your job give you the opportunity to be promoted?	1	2	3	4	5

Thank you very much for your time and effort