



Employee job satisfaction in a steel manufacturing company in the Vaal triangle of South Africa

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Abstract

Employee job satisfaction and retention are challenges that the South African steel manufacturing industry faces. This study aims to assess the levels of employee job satisfaction in Arcelor Mittal South Africa and to determine the relationship between job satisfaction and employee retention. Furthermore, this study aims to explore factors that affect employee retention and job satisfaction within the South African steel manufacturing industry. The population of the study consisted of employees from different management levels at Arcelor Mittal South Africa, Cold Rolling department. The sample size consisted of 124 employees determined by the convenience sampling method. Data was gathered by the use of questionnaires as measuring instruments. Quantitative data analysis was done by the use of SPSS software version 22.

This study consisted of two parts, namely a literature review and an empirical study. The literature review comprised of an overview of the literature on previous findings about job satisfaction and employee retention. The empirical study was done by conducting a survey among 124 employees working at Arcelor Mittal South Africa, Cold Rolling department at different organisational levels. The measuring instrument used was the standardised Minnesota Satisfaction Questionnaire (MSQ) job satisfaction questionnaire and employee retention questionnaire developed by Marguerite Theron.

The results revealed that job satisfaction levels differ between employees with different educational levels. Employees with postgraduate qualifications appeared to have higher levels of job satisfaction than the employees with only bachelor's degrees as highest qualification and those without tertiary education.

This study further revealed the relationship between employee job satisfaction and their intention to leave the organisation. It was found that the lower the level of employee job satisfaction, the higher their intention to leave the company and vice versa. The participants of this study listed external factors namely opportunities for promotion, financial compensation, career development, and company policies as the top reasons for potentially leaving the organisation.

The findings of this study will provide managers and supervisors with insight into the level of employees' job satisfaction within the industry and help the industry identify factors that

affect job satisfaction. In turn, this will guide managers and supervisors in finding strategies that will improve job satisfaction in the workplace and employee retention.

The small sample size and the fact that the study was limited to only one department of the organisation were limitations of the study. Further research should be conducted on a larger sample that includes different departments within the organisation.

Key words: Employee retention, job satisfaction, steel manufacturing industry

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CHAPTER 1: NATURE AND SCOPE OF THE STUDY

1.1. Introduction

This section mainly provides the background of the research. It commences by giving a background of the concept of job satisfaction and some of the key components, which influences job satisfaction. The section also provides a problem statement, the primary and secondary objectives of the study, the scope and assumptions of the study, an overview of the methodology, which was used during the research process, the limitations of the study as well as a general overview of the different chapters in the study.

1.2. Background information

The general understanding of job satisfaction is that it entails people's attitudes to their jobs. According to Boles (2011: 143), job satisfaction is an affective or emotional response toward various facets of one's job. A person with a high level of job satisfaction holds positive attitudes to his or her job, while a person who is dissatisfied with his or her job holds negative attitudes about the job.

Factors such as salary, the job itself, promotional opportunities, support from supervisors, and relationships with co-workers can affect employees' positively (Ahmad *et al.*, 2014:260).

According to Zaim *et al.* (2012:87), job satisfaction has emotional, cognitive, and behavioural components and as thus is a very important aspect of an employee's . Zaim *et al.* (2012:88) further describe that emotional aspects refer to one's feelings regarding the job, cognitive aspects refer to people's thoughts and beliefs about their jobs, and behavioural components refer to people's actions with respect to their jobs.

Alkandari (2009:28) defines job satisfaction as something, which working people seek and as such it is a key element of employee retention, which is possible only by making employees feel physically and psychologically secure. Alkandari (2009: 28) further observe that the inflationary trends seen in the economy are causing the job market to be even more competitive, thereby making it more difficult for industries to retain employees as the pool of talent is becoming more and more tapped out. Therefore, in order to be

competitive, good employers should know how to attract and retain their employees for the benefit of their companies.

Biason (2014:9) illustrates that job satisfaction improves employee retention and concludes that job satisfaction is a reliable and relevant predictor of employee retention. Moreover, when employers engage in practices that support good working relationships and benefits, job satisfaction improves because employees tend to believe that the company is using their skills and appreciates their service and commitment, which in turn often results in higher levels of employee retention.

Mayo (2003:72) believes that workers are not just concerned with money, and that they could be better motivated by having their social needs met at work. Kaye and Evans (2000:14), however, conclude that while money and perks matter, employees are interested in challenging and meaningful work, good managers, and opportunities for learning and development.

It is a general belief that happy and satisfied employees will demonstrate better job performance. Various studies have been conducted to investigate whether better salaries and working conditions would make employees happy and result in better performance. Boles (2011:741) maintains that while not all arguments agree with the notion that better salaries will automatically improve employee performance, there seems to be a general consensus that job satisfaction does have a correlation with performance.

The study by Judge *et al.* (2011:381) suggests that the relationship between satisfaction and performance is partly spurious, meaning that part of the relationship is actually a result of common causes of job satisfaction and performance rather than a substantive causal relationship between the two.

Another mediator in this model is job complexity, which mediates the relationship between cognitive ability and job satisfaction as well as some of the personality variables and job performance. Also specified in this integrated model is that cognitive ability is not related to job satisfaction leading to performance, but rather performance leading to job satisfaction, because job attitudes have been found to be more likely to influence performance than performance influencing attitudes (Ricketta, 2015:477).

Satisfaction in the workplace is valuable to study for multiple reasons: (a) increased satisfaction is suggested to be related to increased productivity, (b) promoting employee satisfaction has inherent humanitarian value. In addition, job satisfaction is also related to other positive outcomes in the workplace, such as increased organisational citizenship behaviours, increased life satisfaction, and decreased absenteeism (Hardy *et al.*, 2013:310) and (c) improved retention. The study by Olowookere et al. (2016) has found that intrinsic factors to be negative related to turnover intentions and extrinsic to be positively related to turnover intention.

Each of these outcomes (decreased counterproductive work behaviour) is desirable in organisations and as such shows the value of studying and understanding job satisfaction (Judge, 2011:381).

1.3. Problem statement

The South African steel industry plays a major role in enhancing the country's economic growth. The steel industry is integrated with key industries in the economy of South Africa, including mining, construction, and manufacturing, the automotive industry, agriculture, and energy. The growth of these industries is supported by the availability of steel in the country (Construction Engineering Association of South Africa, 2017:6).

Not only is the steel manufacturing industry a capital-intensive industry, but it also requires a large pool of exceptionally talented and skilful workers at all levels of management and operation. The manpower and skill requirements go beyond the steel manufacturing industry – the allied and ancillary industries have similar demands, including the development and management of infrastructure related to the steel plants and services sector to support industrial activities and the surrounding civic and social lives (Barik & Nayak, 2016:341).

The 2013 sustainability report of ArcelorMittal South Africa indicated that growing their business depended greatly on a stable political environment and attracting and retaining the most appropriately skilled and experienced employees to ensure good customer service and quality products. The high cost of recruitment together with the scarcity of business-critical technical skills, makes talent retention a key priority for the business.

Currently, the steel producers in South Africa are facing a shortage of skilled manpower. Shortages seem to be more on the side of quality than quantity. In this scenario, paying attention towards employee satisfaction will be a revival too. In the case of Arcelor Mittal South Africa, the company is experiencing a high employee turnover, and this has generally affected its performance. This has affected the performance of the company. The high level of employee turnover can be attributed to the lack of measures by the top management of the company to ensure that the employees are highly motivated.

This study aims to assess the levels of employee job satisfaction and identify factors that affect employees' job satisfaction in a steel manufacturing company in the Vaal Triangle of South Africa. The results of the study will aid management in developing strategies to improve levels of job satisfaction. The study further aims to use the knowledge gained to make recommendations towards improved employee retention in the company of study.

1.4. Research questions and objectives

This study aims to answer the following research questions:

What is the level of job satisfaction of employees in the South African steel manufacturing industry?

- How are the factors affecting job satisfaction as conceptualised in literature?
- What is the relationship between job satisfaction and employee retention in the company?
- What is the likelihood of employees leaving the company?
- Which factors contribute to employee retention in the company?

From these research questions the primary and secondary objectives were derived.

1.4.1. Primary research objectives of the study:

To determine the level of job satisfaction of employees at Arcelor Mittal South Africa in the Cold Rolling department

1.4.2. The secondary research objectives of the study

- To determine the factors that influence employee job satisfaction positively.
- To determine the factors that influence employee job satisfaction negatively.
- To determine the likelihood of employees to leave the company.
- To identify the factors that contributes to employee retention in the company of study.
- To determine how the factors affecting job satisfaction are conceptualised in literature

1.5. Scope and assumptions of the study

1.5.1. Scope of study

This study focused on the operations department of a steel-manufacturing company in the Vaal Triangle of the Gauteng province, South Africa. The focus of the study was to measure the job satisfaction levels and to identify factors that affect employee job satisfaction in the Cold Rolling Department of a South African steel manufacturing company. This study focused on junior level and middle management level. Senior management and contractors were excluded from the study. This is because they could not properly answer most of the questions in the questionnaires. The population of the department used for the study comprised of over 600 employees. Convenience sampling was applied to determine the sample which consisted of 150 employees.

1.5.2. Assumptions

The following assumptions were made in this study:

- The results of one department of a steel manufacturing firm are considered a good representative sample of the company.
- Junior level and middle management employees are considered to represent the labour force of the company of study.

1.6. Research methodology

The research comprised of two phases namely a literature survey and an empirical study. The empirical study was conducted by processing and administrating questionnaires to the targeted population. This study followed a quantitative research method.

1.6.1. Phase 1: literature review

The literature review of the study focused on job satisfaction of employees in the workplace in general, theories of job satisfaction, factors affecting job satisfaction, and the relationship between job satisfaction and employee retention.

1.6.2. Phase 2: empirical study

1.7. Research Design

The study followed a quantitative research design and comprised of a survey conducted on a sample of 150 employees within one specific department of a steel manufacturing company in the Vaal Triangle of the Gauteng province of South Africa by means of a two standardised questionnaires.

1.8. Measuring instrument

The Minnesota Satisfaction Questionnaire (MSQ) was used to measure job satisfaction. The MSQ is a commonly used measurement tool of job satisfaction. It abstracts satisfaction by measuring intrinsic or extrinsic aspects of a job. Intrinsic satisfaction refers to how people feel about the nature of their job tasks and extrinsic satisfaction relates to aspects of the job that are external to job tasks or to the work itself (Weiss *et al.*, 1977:1).

Three forms are available: two detailed forms (the 1977 version and 1967 version) and a condensed form. The condensed form was used in this study. The MSQ provides more specific information on the aspects of a job which an individual finds rewarding than the more general measuring tools on job satisfaction. The MSQ is also useful in exploring client vocational needs through counselling follow-up studies and generating information about reinforcements in jobs (Weiss *et al.*, 1977:1). For this study the short version of the MSQ is used.

The employee retention survey developed by Theron (2015:78) was used to measure the likelihood of employees to leave their current jobs.

The questionnaire was structured as follows:

1.9. Handling of data

The questionnaires were distributed by e-mail to those respondents with access to e-mail and by hand to those respondents without access to e-mail. The questionnaire was easy to complete, with clear instructions and guidelines. The participants were assured of confidentiality of the information they provided and that the results would only be used for research purposes. Participants were also assured that they could withdraw from the study if any of the questions made them feel uncomfortable.

The consent form was signed by the researcher and the participants, which affirmed that the information provided by participants would be kept confidential.

1.10. Limitations of the Study

- The findings of the study are limited to the Cold Rolling department of the steel manufacturing company in the Vaal Triangle; however, the information gained could be used to guide future investigation on employee job satisfaction.
- The responses of participants might have been affected by current issues within the company, for example the results of the on-going wage negotiations and of the current restructuring the company is undertaking.
- The population of the study is limited to only one specific department of a steel manufacturing company which cannot be generalised and might not be an accurate representation of the South African steel industry as a whole.

1.11. Overview of the Chapters

Chapter 1:

This chapter provided the general introduction, problem statement, objectives and research questions, significance of the study, research design, scope of the study, limitations, and assumptions of this study.

Chapter 2:

This chapter will be the literature review section. The chapter will deal with the theoretical orientation, principles, applications, and models associated with employee job satisfaction.

Chapter 3:

This chapter presents the research design, methods of data collection, sampling methods, measuring instruments, data capturing procedures, statistical data analysis, results, and a discussion of the results.

Chapter 4:

This chapter provides the findings based on the data, which was collected from the field and a thorough analysis and interpretation of the given data. This has been done through the use of tables.

Chapter 5

This section provides the conclusions based on the findings of the study and the key recommendations, which the company should put in place. It also offers suggestions for further studies.

CHAPTER 2: LITERATURE REVIEW

2.1. Introduction

The aim of this chapter is to explore the literature regarding factors that affect employee job satisfaction and employee retention, and to further explore the relationship between job satisfaction and employee retention in the workplace. Previous studies, which have been carried out by previous scholars have been provided in this section. Various theories as well as models in the field of job satisfaction and employee retention within the workplace have also been provided in this chapter.

2.2. Job satisfaction

There is no universally accepted definition of employee job satisfaction, and as such there exist many definitions of job satisfaction in the literature (Unutmaz, 2014:5). The varied understanding of job satisfaction under different people can be ascribed to people being affected by different factors, including personal characteristics, needs, values, feelings and expectancies. Moreover, the understanding of job satisfaction varies from company to Company, since factors that influence job satisfaction such as the working environment, job characteristic, and opportunities for employees differ between companies (Unutmaz, 2014:5).

According to Boles (2011:28), job satisfaction reflects a person's attitude toward a job. In other words, job satisfaction is an affective or emotional response toward various facets of one's job – a person with a high level of job satisfaction holds positive attitudes towards his or her job while a person who is dissatisfied with his or her job holds negative attitudes about the job

Studies by Ahmad *et al.* (2014:76) show that job satisfaction is the general attitudes that people have about their jobs, and job factors such as pay, the job itself, promotion opportunities, support from supervisors, and relationships with co-workers can affect employee satisfaction or dissatisfaction. Job satisfaction is seen as a very important aspect of an employee's wellbeing and has emotional, cognitive, and behavioural components. The emotional aspect refers a person's feelings about his or her job, the

cognitive aspect refers thoughts and beliefs about a job, and the behavioural component refers to people's actions with respect to the job (Zaim *et al.*, 2012:35).

2.2.1. Relationship between job satisfaction and performance

Performance is associated with quality of output, timeliness of output, attendance on the job, efficiency of the work completed, and effectiveness of the work completed Mathis & Jackson, 2013: 45).

Campbell *et al.* (2012:76) refer to job performance as a result of two aspects, which consist of the abilities and skills (natural or acquired) of employees to perform a better job. Rue *et al.* (2010:291) add a third aspect to performance by arguing that an employee's performance is determined by a combination of three factors namely effort, ability, and direction.

Effort refers to how hard a person works, ability is concerned with the person's capabilities, and direction refers to how well the person understands what is expected (Campbell *et al.*, 2014: 77). Performance is often confused with effort, although a person's performance is somewhat dependent on effort, it should be measured in terms of the results achieved, not in terms of the effort expected (Campbell *et al.*, 2014: 78).

Job performance consists of the observable behaviours of people in their jobs that are relevant to the goals of the organisation (Campbell *et al.*, 2014: 78). Job performance is of interest to organisations because of the importance of high productivity in the workplace (Murphy, 2013: 67). Performance definitions should focus on behaviours rather than outcomes because a focus on outcomes could lead employees to find the easiest but not necessarily the most efficient way to achieve the desired results, which is likely to be detrimental to the Organisation because other important behaviours might not be performed (Murphy, 2013: 67).

The link between job satisfaction and job performance is one of the most studied relationships in industrial/organisational psychology, and meta-analyses have estimated the magnitude of this relationship to be $\rho = .30$. With many potential causal models that explain this correlation, one possibility is that the satisfaction-performance relationship is

actually spurious, meaning that the correlation is a result of common causes of both constructs rather than a causal relationship between the two (Cook, 2015: 107). Judge *et al.*'s (2001: 256) causal model explains this relationship, and the results of the study have also suggested that the relationship between satisfaction and performance is partly spurious; meaning that part of the relationship is actually due to common causes of satisfaction and performance rather than a substantive.

Ahmad *et al.* (2014: 76) further identify three presiding points of view concerning this relationship: Satisfaction results in performance, performance results in satisfaction, and rewards result in both performance and satisfaction. The next section will explore the constructs of job satisfaction in more detail.

2.3. Constructs of Job Satisfaction

2.3.1. Extrinsic construct

Herzberg (1959: 76) has identified factors that generate negative job attitudes, situations, or job dissatisfaction, and such factors have been found to be associated primarily with an individual's relationship with the context or environment in which a person does his or her work. These factors were classified as extrinsic to the work itself and are referred to as dissatisfiers or hygiene (or maintenance) factors. Extrinsic factors include supervision, work conditions, co-workers, and pay (Herzberg, 1959: 77).

Bektas (2017: 67) defines extrinsic job satisfaction as a level of content or sense of fulfilment resulting from elements that are produced by external sources. Extrinsic factors are related to the environment outside the individual.

2.3.2. Intrinsic construct

Herzberg *et al.* (1959: 78: 78) term motivating factors that centre on achievement, recognition, responsibility, advancement, growth, and the work itself as intrinsic, and further argue that although their absence is not necessarily dissatisfying, when present, they could be a motivational force of job dissatisfaction. The factors mentioned are classified as intrinsic job satisfaction factors (Herzberg *et al.*, 1959: 76).

Bektas (2017: 65) defines intrinsic job satisfaction factors as those factors that include such components as a sense of success at work, relationships with colleagues, job stability, customer relations, and efforts to unearth one's skills.

2.3.3. Factors affecting job satisfaction

Two types of factors determine how an individual feels about his or her work and his or her satisfaction and motivations of the work environment, which will in turn either enhance or diminish work performance (Unutmaz, 2014:23).

2.3.3.1 The work itself

Working conditions or the work itself is one of the factors that determine an individual's level of satisfaction with his or her job. Enjoying one's work is a key to personal fulfilment and an element that drives enthusiasm to go to work. Robbins *et al.* (2014: 42) refer to the work itself as "the extent to which the job provides the individual with stimulating tasks, opportunities for learning and personal growth, and the chance to be responsible and accountable for results".

Robbins *et al.* (2014: 39) further argue that unchallenging jobs lead to boredom and frustration. Contrary to the above, Johns (1996: 254) is of the opinion that some employees prefer jobs that are unchallenging and less demanding. Leedy & Omrod (2013: 62) postulate that employee job satisfaction depends on satisfaction with the individual job components, such as the work itself.

2.3.3.2 Salary

Empirical evidence to indicate that pay alone improves worker satisfaction or reduces dissatisfaction is lacking (Edwards, 2013: 26). Edwards (2013: 27) is of the opinion that highly paid employees may still be dissatisfied if they do not enjoy the nature of their jobs and feel that they cannot enter a more satisfying job (Edwards, 2013: 27).

Furnham (2006: 13) also argues that compensation does not have a long-term motivational effect nor does it necessarily increase productivity. However, the author has

found that where pay does not meet expectations or there is disparity in remuneration levels, motivation and performance are negatively affected. Moreover, uniform pay adjustments have been found to be less motivational than merit-based increases. Finally, the study shows that employees would exchange pay for other benefits like time off and job security.

2.3.3.3 Supervision

Supervision plays a pivotal role in job satisfaction in the form of the ability of the supervisor to provide emotional and technical support and guidance with work-related tasks. The supervisor's attitude and behaviour toward employees may also be a contributing factor to job-related complaints (Chandrasekar, 2014: 17).

Kosteas (2013: 131) has found that "employees with supervisors who display democratic management or leadership styles experience higher levels of job satisfaction than those with supervisors who exhibit autocratic or laissez-faire leadership styles". Chandrasekar (2014: 26) contend that supervisors whose leadership styles emphasise consideration and concern for employees generally have more satisfied workers than supervisors practicing task structuring and displaying concern for production.

2.3.3.4 Leadership

Leadership is a process by which an executive can direct, guide, and influence the behaviour and work of others toward the accomplishment of specific goals in a given situation (Adair, 2012: 87). Leadership is a manager or leader's ability to induce their subordinates to work with confidence and zeal; therefore, leadership can be defined as the capacity to influence a group to realise a goal (Adair, 2012: 88).

Iqbal *et al.* (2015: 63) argue that the "participative leadership style has a greater positive effect on employee job satisfaction, in which situations employees feel they have the power and confidence to do their jobs and make different decisions". Where autocratic leaders make decisions in which employees feel inferior in doing jobs and decisions because they are excluded from decision making, a democratic leadership style employee has some level of discretionary power to do work autonomously, resulting in better

performance than in autocratic style (Iqbal *et al.*, 2015: 64). It is important to determine which leadership styles employees perceive as having a more positive influence on their job satisfaction to help companies align their management styles toward enhancing employee job satisfaction.

2.3.3.5 Promotion

Promotion or career advancement is a process through which an employee of a company is given a higher share of duties, a higher pay scale or both.

Promotions are highly significant facets of the life and career of the employees. It significantly affects the other components of work experience. At the same time, they constitute a highly significant component of labor mobility of the employees. According to Steel & Lounsbury (2009: 279), promotion has huge effects on the other job characteristics, like responsibilities and subsequent job attachment. Companies, which make use of promotions as a reward for the workers who are highly productive, always gain a number of benefits. According to Blau & DeVaro (2007: 520), promotions are just effective mechanism for eliciting bigger efforts when the employees place great value on the promotion itself. Brown, Gardner, Oswald & Qian (2008: 361) point out that workers may value promotions since with promotion, there is an increase in the number of job amenities like a bigger office or an increase in the spending account.

As Danish & Usman (2010: 161) point out, a promotion is not just beneficial for employees but is also highly crucial for the employer or business owners. It boosts the morale of promoted employees, increases their productivity and hence improves upon the overall profits earned by the organization.

According to a study, which was carried out by Hart *et al.* (2007: 279), promotion is an important aspect of employee career advancement and has an influence on job satisfaction. Previous studies like the one carried out by Hausknecht & Trevor (2011: 369) pointed out that when some of the employees stay in the same job for a very long period of time, they become demotivated. This is because a number of the employees are always bored when they overstay in the given positions. It makes them to believe that the

companies are not interested in utilizing their talent in a proper manner. A study, which was done by Hom, Mitchell, Lee & Griffeth (2012: 840) pointed out that promoting the employees is a highly significant means of developing the current team through giving the top performers more responsibilities and, hence, there is a significant rise in the level of motivation of the employees. It also results in an improvement in the level of morale of the given employees. The findings of the study pointed out that there are numerous benefits, which are linked to promoting the employees. Some of the main ones include promoting the performance of the employees, boosting the level of motivation of the employees and increasing the level of loyalty of the employees, making the employees to be retained by the given organizations, making the companies to develop a highly competitive spirit within the places of work, grooming the future leaders and minimizing the level of resistance and discontent of the employees.

A different study by Kosteas (2013: 53) also noted that promoting from within a company plays a highly significant role in boosting the level of morale of the employees besides helping to keep the level of productivity of the employees high. It makes the new employees to see the growth potential and this result in an improvement in their motivation levels. According to Steel & Lounsbury (2009: 275), when the employees know there is a potential career path in the company, the companies are generally less likely to lose promising staff to other companies. (Kosteas, 2013: 54).

Some workers might enjoy the added responsibilities that come with an increase in authority that often accompany a promotion. Given all the dimensions in which promotions can affect employee careers and compensation, relatively little attention has been given to the importance of promotions as a determinant of job satisfaction (Kosteas, 2013: 46).

From the literature it is clear that job satisfaction influences employee job performance in general, but there is a lack of research of the factors that affect job satisfaction within the South African manufacturing industry. It has further not been determined how organisations can create a motivating environment to raise job satisfaction levels and hence job performance in the South African manufacturing industry. Previous research carried out by Jain, Jabeen, Mishra & Gupta (2007: 201) on job performance have found several factors that can influence employee job performance, ranging from individual-related factors to organisational level factors to organisational-environmental factors. The

following are some of the factors identified by researchers and practitioners as factors that affect performance in the workplace (Boles, 2011:124).

2.3.1 Employee retention

Firms that attract, develop, and retain top talent will thrive; those who do not will battle to do so. As the global economy has become increasingly knowledge-based, and as such the attraction and retention of high-quality employees has become a factor that offers companies a competitive advantage (Sabbagha 2016: 222).

In its simplest form, employee retention can be described as the ability of the employer to retain employees in a work environment. This can be achieved by creating an environment that will make employees happy to stay in a particular work environment. In the contemporary work environment, employees tend to stay longer at some companies while others do not – reasons that employees do not stay longer include a variety of reasons which will be discussed further

According to Senevirathna (2017: 04), employee-retention is generally the intention of employees to stay loyal to their current workplaces, which normally occurs when employees are encouraged to remain in the organisation for a long period or until an ongoing-project is complete.

Osama (2013: 68) defines job embeddedness as an employee retention strategy with three dimensions: links, fit, and sacrifice. Links are defined as “formal or informal connections between a person and institutions or other people”, while fit refers to “an employee’s perceived compatibility or comfort with an organization and with his or her environment”.

Khan & Aleem (2014:122) note that it is difficult for organisations to compete in the current era of competition without the loyal and competent human resources personnel. Loyal employees have been found to be the most productive and are sources of an organisation’s development – this effect is also reversible. To this extent an organisation can gain a competitive advantage by retaining a qualified, productive, and loyal work force.

Many factors can contribute to employees leaving an organisation, and these factors will vary from organisation to organisation. It is therefore important for organisations to critically assess how they compare in their potential to retain their employees relative to their competitors if they want to know whether this factor is a strength or weakness and remain competitive.

In countries like South Africa where there is a shortage of a skilled labour force, it is important for companies to retain skilled employees if they want to compete in the market.

2.3.1. Factors affecting employee retention

While employees leave their organisations of employment for different reasons, there are common factors that lead to high turnover in organisations. The following are factors that affect employee turnover in the organisations.

2.3.1.1. Engagement

Employee engagement generally refers to the approach, which is often used within the workplaces, and which ensures that there are right conditions for all the employees within the company (Khalid, Irshad & Mahmood (2011: 127). When the employees are highly engaged, they always work towards making sure that the different goals and objectives of the organizations are attained. It makes the employees to be in a position to do their best every day. It also strives to ensure that the employees are highly committed to the different goals and objectives of their companies. Additionally, it plays a role in ensuring that the employees are highly motivated to contribute to the overall success of the companies. Employees are more likely to stay with company process if they are engaged, because employees that are engaged are more positive about learning. Employee engagement has evolved from affective commitment; however, organizational engagement is distinct from commitment (Subhash, 2017:706). Employee engagement generally goes beyond games, activities, as well as events. It plays a major role in driving the overall organizational performance. When the employees are highly engaged, they will always understand the overall purpose of the company. They will thus work towards making sure that the company achieves its purpose. Employee engagement also enhances the decision-

making process within the companies. The companies, which have engaged workforce, always outperform their rivals. These companies have also been stated to have greater earning per share (EPS). They also recover more rapidly after the financial setbacks and recessions. It is also worth pointing out that engagement is a critical component of growth as well as innovation (Khan, Nawaz, Aleem & Hamed, 2011: 2699).

Organizations can adopt a number of measures in order to ensure that the employees are highly engaged. Some of the main strategies, which can be used in order to ensure that the employees are highly engaged include listening to them, ensuring that good practises and ideas are shared among the team members and through the use of highly effective group learning strategies (Roelen, Koopmans, Groothoff, Koopmans & Groothoff, 2008: 437).

There are studies, which also indicate that when certain kinds of benefits are provided to the employees, there will be an improvement in their motivation levels. Some of them include provision of health insurance to the employees, having in place different kinds of company parties to ensure that there is social engagement and giving the employees different kinds of gifts. The other kinds of strategies, which may be embraced, include making sure that the employees are recognized for the good work they do and ensuring that there is a highly effective communication in the whole organization. The companies should use proper communication channels. Adoption of these practices will significantly improve the level of engagement of the employees within their organizations (Wan, Sulaiman & Omar, 2012: 122).

2.3.1.2. Compensation

Compensation is a significant factor that influences employee turnover in organisations, especially under lower level employees, which are typically employees who want to earn more to be able to live better and meaningful lives or afford better life styles. The first thing that attracts most employees to employment opportunities is a better salary offer, which is then followed by other factors.

Lower levels of compensation have been found to be a cause of employee turnover – a study by Khan & Aleem (2017: 45) has concluded that improper recruitment, bad working conditions, and less compensation have a negative effect on the employee turnover.

2.3.1.3. Work environment

Kundu & Lata (2017: 97) have projected that 80% of employees look for better work environments. Therefore, it becomes vital to create a work environment that is conducive of organisational support to retain professional employees. A supportive work environment has been found to cultivate the expected retention.

It therefore important for an organisation to strive to create a good working environment for employees to retain their skilled employees. Professionals who are unhappy with their working environments will leave their organisations, especially in countries like South Africa where there is a shortage of skills and skilled professionals who are left with a selection of Organisations to join.

Moreover, the strong professional connections today powered by social media like LinkedIn and Facebook make it easier for information to spread under professional communities, making it easier to negatively publicise organisations with poor work environments. As such it will become more difficult for such an organisation to attract skilled and demanded professionals. The converse is also true in that those organisations with good work environment are easily positively publicised among other professional which will make it easier for said organisations to attract talented professionals.

2.3.1.4. Promotion opportunities

An organisation wanting to retain its workforce for a long period has to invest in the career advancement of its human resources. The absence of promotion opportunities causes talented employees to quit organisations. High turnover ratios will decrease the career growth in such organisations. Organisations require a brilliant workforce to give them a competitive advantage, and employees want to grow and develop their careers (Khan & Aleem, 2017:124).

In South Africa the phenomenon is common under young professionals not wanting to stay in one position for long. If the organisation is unable to give them opportunities and assurance of growth, they will look for other opportunities outside of the organisation. These employees want organisations to give them a sense of assurance that they will be able to grow. In most organisations, the turnover rate is higher under young professionals and reduces under older employees (Bhoola, 2008: 34).

2.3.2. Creating an enabling environment for employee retention

2.3.2.1. Provision of learning opportunities

In their investigation, Kyndt *et al.* (2009: 43) have shown the perception of the importance of learning to employees and the quality of the work climate to be strong predictors of employees' intention to remain with their current employers. Moreover, appreciation and stimulation have been found to have a strong positive influence on employee retention.

Employees value organisations which offer them learning opportunities, and it is common among young professionals to seek funding to further their learning and improve their skill sets. It is therefore important for organisations to empower their employees by offering them learning opportunities as ways of creating and enabling environments for employee retention.

2.3.2.2. Supportive work environment

A supportive work environment is viewed as a climatic factor such as supervisory or peer support and the constraint and opportunity to perform learned behaviour on the job (Kundu & Lata, 2017: 54). The work environment factor includes supervisory support, al support, and peer support. Organisational support theory and social support theory propagate on how "organizational support" builds affective commitment among employees and strengthens their emotional connection with the organisation (Kundu & Lata, 2017: 57).

Employees need to feel supported and valued as this makes them to feel important in the organisation. The feeling of being important and valued goes a long way, as employees realise that their contributions are valued, which will make them committed to the organisation.

2.4. Job Satisfaction and employee retention

The relationship between employee retention and job satisfaction at work has been one of the most researched areas in the field of management in relation to different professions (Biaison, 2017: 76). Moreover, employee retention is a major concern for an organisation's competitive advantage since it would influence its efficiency, productivity, and sustainability. Particularly, employee retention is a process in which the employees are encouraged to remain with the organisation for the maximum period or until the completion of a project. Even though employee retention has become an organisational challenge, it is beneficial to the organisation as much as it is to the employee (Biaison, 2017: 77).

Studies have revealed a negative relationship between job satisfaction and turnover, meaning that the higher the level of job satisfaction the lower employee's turnover (Khan & Aleem, 2017:125). Job satisfaction is a critical factor in delivering quality products or services and is ultimately responsible for the success of the organisation. Khan & Aleem (2017:125) have found job satisfaction to be a significant contributor of turnover and absenteeism in the workplace (Khan & Aleem, 2017:125).

Research conducted in a gold mining company in South Africa has revealed job satisfaction to be the most significant predictor of turnover intention and is strongly and negatively correlated with turnover intention (Sabbagha, 2016:224). The study demonstrated a strong support for the hypothesised positive relationship between employee turnover intention and job satisfaction (Sabbagha, 2016:224).

According to McShane and Von Glinow (2005: 54), where the levels of job satisfaction are constantly low, employees are more likely to leave their jobs. They further argued the main cause of employee turnover to be job satisfaction – when the turnover rate begins to rise abnormally, this can be regarded as a sign of job dissatisfaction, and management should evaluate the cause of the high turnover and work out suitable remedies.

In a study by Martin & Roodt (2008: 72) on the correlation between job satisfaction, organisational commitment, and turnover indicated that the more job satisfied an individual is, the less likely he or she will be to leave the organisation because of higher levels of commitment, and therefore will have lower the predicted turnover intentions. The characteristics of the individual combined with the characteristics of the job environment will help determine the job satisfaction levels. According to Sabbagha (2016:176), the job satisfaction level correlates fairly well with intention to quit the job.

Another study conducted by Nguyen *et al.* (2003: 89) has found a positive relationship between job satisfaction and pay, and the study further reveals lower levels of compensation to be the cause of employee turnover and that improper recruitment, bad working conditions, and less compensation have negative effects on employee turnover rates. Furthermore, job satisfaction has been found to increase with better pay and fringe benefits and decrease the employee turnover.

Bison (2017: 145) has also found job satisfaction to be a reliable and relevant predictor of employee retention. When employers engage in practices that support good working relationships and benefits, job satisfaction improves because workers tend to believe that the organisation is using their skills and appreciating their service and commitment. In turn, higher job satisfaction generally results in higher levels of employee retention.

All the studies listed above show that job satisfaction has an effect on employee retention within organisations. It is therefore important for organisations to consider the job satisfaction levels of their employees if they want to retain the skills so that they are able to compete with other organisations.

2.5. Summary of the chapter

This section has provided the literature review section. A literature review refers to a critical evaluation of published literature or published sources on a given topic. It is a critical assessment of the literature and offers a summary, classification, comparison as well as general evaluation. This chapter has provided some of the previous studies, which have been carried out by other scholars in relation to the aspects of job satisfaction and employee retention and the relationship between job satisfaction and employee retention

within the organizations. It has offered, in a detailed manner, some of the studies, which have been carried out by previous scholars concerning various aspects, which this study seeks to explore.

CHAPTER 3: RESEARCH METHODOLOGY

3.1. Introduction

The last chapter, which is that of the literature review, has provided a review of literature regarding the topical issues that the research is exploring. This chapter mainly provides the research methodology that the researcher adopted while executing the research to make sure that the research aims and objectives are attained. The methodology section is mainly concerned with the manner in which collection and analysis of data was done to meet the research objectives. This chapter therefore provides the research design, which the researcher adopted during the research process; the target population; sampling technique used to get the sample size, the sample size; data collection methods; the instruments for collection of data; the procedure which was used in order to collect the data; processing and analysis of the data which was collected and the ethical issues which the researcher adhered to while carrying out the research.

3.2. Research Paradigm

According to Creswell & Plano (2011), there are two main kinds of research paradigms. Qualitative and quantitative research paradigms. Interpretative paradigm is in support of the belief that reality is constructed by subjective perception. It also holds on the viewpoint that predictions can't be made (Creswell, 2013). The paradigm believes that people have free will, goals, purposes, as well as intentions. As a result, people ought to be studied as active agents. The basic foundation of the paradigm is the fact that individuals often make decisions and act based on their subjective understandings of situations they get themselves. Based on the paradigm, the world is composed of social objects, which are named, and which are having socially determined meanings. The actions of individuals are founded on their interpretations. This paradigm is mainly applicable for qualitative studies. It was not adopted in the current study because it is quantitative in nature. On the other hand, positivism research paradigm was adopted.

3.3. Research methodology

According to Greene (2015), methodology refers to a systematic and theoretical analysis of the diverse methods used in a field of study. Research methodology refers to the

specific techniques or procedures, which are used for the identification, selection, processing, and analysis of information regarding a given topic. Through the methodology section, readers are capable of critically evaluating the validity and reliability of the research. There are three main research methodologies, which can always be used in any research process. They include qualitative, quantitative and mixed methods research methodologies (Greene & Hall, 2010).

3.3.1. Qualitative research approach

Qualitative research refers to the studies that are not involving numbers or any kind of numerical data (Bazeley & Lynn, 2012). They mostly involve words or language. However, pictures, photographs or mere observations can be involved. Qualitative analysis often generates rich data, which offers an in-depth picture and it is mainly beneficial for exploring why and how things have happened. Some of the major sources of qualitative data include interviews, observations, secondary data and focus groups (Guest, 2013). In this study, this methodology was not used.

3.3.2. Mixed method research approach

According to Hesse-Biber (2010), mixed methods research refers to the methodology for carrying out research, which entails the collection, analysis and integration of quantitative and qualitative research. The approach is often employed when the researcher seeks to get a much better understanding of the research problem (Johnson, 2017; Mendlinger & Cwikel, 2008).

3.3.3. Quantitative research approach

As Mendlinger & Cwikel (2008) point out, in quantitative research, the data that is generated are often numerical. They are often analysed through the use of statistical and mathematical methods. The major sources of quantitative data include surveys, observations and secondary data (Schoonenboom, 2016). This study followed a quantitative research method by using a structured questionnaire as measuring instrument to determine the level of employee job satisfaction and the likelihood of the employees to leave the company. The questionnaire consisted of three section, section A, B and C.

Section A consisted of bibliographic information of the respondents, section B consisted of the MSQ (short form) job satisfaction questionnaire and section C consisted of the employee retention questionnaire. The sample comprised junior level to the middle management employees of a steel manufacturing firm in Vanderbijl Park. All the questions in the questionnaire were analysed using descriptive analysis.

3.4. Research Design

According to Creswell (2012) and Finn & Jacobson (2008), research design ensures smooth sailing of the research process and therefore, it makes the research to be very efficient in giving a lot of information at a small expenditure through saving on effort, money and time. A research design or a research plan guides data collection process and data analysis process. It is also worth pointing out that research design has a big bearing on the reliability of results. As such, it generally constitutes the basis of the entire edifice of research work (Adèr, 2008).

A design that is highly effective is often characterised by various adjectives like: efficient, flexible, appropriate, as well as economical among others. In a number of instances, a design which reduces bias and that maximises reliability of the data that is collected and analysed is always deemed to be a highly effective research design. In addition, design, which offers the least experimental error, is always regarded to be the best design (Adèr, 2008). At the same time, a research design, which generates maximal information, is regarded to be highly appropriate and efficient. Research design is always divided into three major respects, which include: descriptive research, explanatory research, as well as causal research design (Tabachnick & Fidell, 2007).

This research used descriptive research design. In this kind of research design, the research participants can be accurately depicted. The use of this design enabled the researcher to get a good understanding of the underlying opinions, reasons and motivations regarding safety leadership, safety culture and safety management within the construction industry. The design also offered deeper insights into the research problem. Besides, this research design helped in uncovering trends in opinions and thoughts, enabling the researcher to delve deeper into the research problem (Tabachnick & Fidell, 2007).

3.5. Participants

The population of the study consisted of 124 employees in Arcelor Mittal South Africa, Cold Rolling department. Convenience sampling method was used. The population are made up mainly junior level employees and middle management level employees in the company of study.

3.6. Data Collection

According to Fandango (2008) and Tabachnick & Fidell (2007), data collection mainly involves the collection of both secondary data, as well as primary data.

3.6.1. Primary data

This research has used primary data as the main information source for the research. There are a number of advantages, which are associated with the primary data sources. First, it is worth pointing out that primary data is connected to the research objectives and to the research questions to a great extent due to the fact that the data is often specifically collected (Hair, 2008). Additionally, primary information is always highly reliable. It is also in line with the research objectives and the research questions. In this study, questionnaires were used for the collection of primary data.

While primary data has a number of advantages, which made it to be used when the research was being carried out, there are also some disadvantages, which are associated with the use of primary data. First, it requires a lot of time, energy as well as resources to carry out. On the same note, in some cases, getting the data is always highly challenging due to secrecy and privacy issues, which hinders cooperation from the respondents (Kothari, 2009).

3.6.2. Secondary data

Secondary data refers to the data, which is got from various sources including journals, websites, periodicals, magazines, newspapers and books (David & Ronald, 2007). Secondary information is always mainly aimed at the provision of increased understanding

of the research questions. It also gives information, which is related to the research questions. While highly useful information can be got through the use of secondary data sources, it is worth pointing out that it has its own advantages as well as its disadvantages. With regards to the advantages, it is worth pointing out that use of secondary data saves both time and money and as such, it reduces that costs which are associated with the research project. It is also worth pointing out that secondary sources of data are highly durable unlike primary data sources (Donald & Del, 2008).

There are also a number of disadvantages, which are associated with the use of secondary data sources. For example, the main aim of data collection may not be in line with the requirements of the researcher. At the same time, it might be difficult to get the data. In some instances, the costs, which are associated with gaining access to the data, is high. For instance, some journals require subscription for data access (Kothari, 2007).

3.7. Data Collection Instruments

During the research process, the instruments, which were used, for the collection of data are two standardised questionnaires. The questionnaires, which were completed by participants, addressed the variables of the research as well as the research questions. The questions, which were addressed by the questionnaires, strived to establish the appropriate answers to the research questions.

3.7.1. Questionnaire construction

The standard MSQ (short form) job satisfaction questionnaire was used to measure the level of job satisfaction of the sample identified. No standardised existing questionnaire could be found with which to measure employee retention in a workplace. An existing questionnaire developed by Theron (2015: 78) named the employee retention survey was used with the aim of measuring the likelihood of employees to leave their current jobs.

The structure of the questionnaire was as follows:

3.7.1.1. Part A: Biographical Information

Part A of the questionnaire consists of the o bibliographic information which includes following:

- Gender
- Ethnicity
- Age group
- Current job grading
- Years of experience
- Highest academic qualification
- Job category

3.7.1.2. Part B: Job satisfaction questionnaire

Part B of the questionnaire consisted of the MSQ (short form) to measure the level of job satisfaction of the employees.

All questions in part B were measured on a five point Likert scale as follows:

Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied
1	2	3	4	5

3.7.1.3. Part C: Employee retention survey

C1: Factors that may influence the employee to leave the company

Part C1 of the questionnaire measured the factors that may influence the respondents to leave the company as “yes” and “no”.

C2: Statement that reflects your intension to leave the company

Part C2 of the questionnaire is a statement that reflects the respondent’s intention to leave the company in a six point Likert scale as follows:

Strongly disagree	Disagree	Slightly agree	Slightly disagree	Agree	Strongly agree
1	2	3	4	5	6

C3: The most likely reason that will force you to leave the company

Part C3 of the questionnaire addresses the mostly likely reason the respondents could think of to leave the company, for which the respondents chose the top five reasons.

3.7.2. Questionnaire distribution

The distribution of the questionnaire was limited to the operations department of one steel manufacturing firm. The questionnaires were distributed to 150 respondents from the junior level employees to middle management level employees. The questionnaires were distributed using e-mail for the junior and middle management employees, as all had personal e-mail addresses. For the junior level employees, who did not have e-mail addresses, the questionnaire was printed out and distributed via their supervisors during their caucus meetings.

The period for completion of the questionnaires were two weeks. Only a few questionnaires were returned after two weeks and a reminder to complete the questionnaires was sent again to the respondents with significant response rate obtained from the second round.

Out of the total 150 questionnaires distributed, 128 questionnaires were returned with spoiled questionnaires mainly due to them not having been completed properly. This resulted in a response rate of 83%.

3.8. Reliability and validity

According to Miller & Neil (2012), reliability refers to consistency in the results obtained if a given research is repeated. Reliability is a state where there is consistency in the results obtained if the research is repeated severally (Powell, 2014). Reliability can also be defined as the extent to which the research tools generate consistent and stable results. Validity implies that an instrument is in a position to measure accurately what it is supposed to measure (Neuman, 2006). In order to test reliability and validity of the research instruments, Cronbach's alpha was used. Based on the Cronbach's Alpha coefficient, which was .996, it can clearly be noted that there was internal consistency. This has been demonstrated in the table below:

Case Processing Summary

		N	%
Cases	Valid	150	100.0
	Excluded	0	.0
	Total	150	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
0.996	48

3.9. Data analysis

According to Bischooping (2015), data analysis refers to the process through which collected data is inspected, cleansed, transformed and modeled with the sole aim of unearthing highly useful information, informing conclusions and supporting decision-making. Data analysis refers to the techniques used for analyzing data and the overall process of analyzing the given data (Outhwaite & Turner, 2013). Quantitative data was analysed through the use of SPSS software version 22. As a form of preliminary outset, descriptive statistical analysis presented the basic profile of the respondents, thereafter, multiple correlation analysis were carried to measure how well the job satisfaction constructs can be predicted for the different grouping of the respondents. Reliability analysis was also utilised as well as validation analysis.

3.10. Ethical Considerations

There are a number of ethical factors, which the research looked into while carrying out the research. The researcher ensured anonymity and confidentiality of the data that was collected from the participants. The researcher also ensured that participation was voluntary. Informed consent was obtained from the research participants. It was the choice of participants to take part in the research or not. Participants could also at any time decide to discontinue participation of the research. The researcher also sought permission from the company of study prior to the collection of data.

CHAPTER FOUR: ANALYSIS AND INTERPRETATION OF RESULTS

4.1. Introduction

The statistical analysis was done with the aid of the Statistical Consultation Services of the North-West University's Vaal Triangle campus. The data from the 124 completed questionnaires was captured on Excel and submitted for analysis. The data was analysed with IBM SPSS Statistics version 22 statistics software.

4.2. Biographical Information

4.2.1. Gender of participants

The first question on the questionnaire (question A1) was to determine the gender distribution of the participants. Table 1 below indicates the gender distribution of the participant. The sample consisted mainly of men (82%), with females making up only 17.7% of the population. The percentage distribution was in line with the total population of the company, indicating that the industry is male dominated.

Table 1: Gender

Gender	Frequency	Percentage
Male	102	82.3%
Female	22	17.7%
Total	124	100.0

4.2.2. Ethnicity of participants

Question A2 on the questionnaire was to determine the ethnicity distribution of the participants. Table 2 below reveals that the ethnicity distribution of the precipitants was 79.8% blacks followed by 19.4% white, with only one participant classified as other.

Table 2: Ethnicity

Ethnicity	Frequency	Percentage
White	24	19.4
Black	99	79.8
Other	1	0.8
Total	124	100.0

4.2.3. Age of participants

Table 3 below shows the age distribution of the participants. The highest age distribution was 50-59 at 36.3% followed by 40-49 at 35.5%, then 30-39 at 25%, with the lowest being 20-29 and 60+ at 2.4% and 0.8% respectively.

Table 3: Age group

Age group	Frequency	Percentage
20-29	3	2.4%
30-39	31	25.0%
40-49	44	35.5%
50-59	45	36.3%
60+	1	0.8%
Total	124	100.0

4.2.4. Job grading

Table 4 shows the job grading distribution of the respondents. The job grading was distributed almost evenly, with the highest being G-F (engineers and technicians) at 29% followed by I-H (senior process controllers) at 28.2%, then K-J (junior process controllers) at 22.6%, and lastly E (middle managers and senior engineers) at a 20.2% grading.

Table 4: Current Job Grading

	Frequency	Percentage	Valid percentage	Cumulative percentage
K-J	28	22.6%	22.6%	22.6
I-H	35	28.2%	28.2%	50.8
G-F	36	29.0%	29.0%	79.8
E	25	20.2%	20.2%	100.0
Total	124	100.0%	100.0%	

4.2.5. Years of experience

Table 5 below shows the experience in the positions of the respondents. The highest experience in a position was 10+ years at 44% followed by 7-10 years at 35.5%, 1-3 years at 16.9%, and lastly 4-6 years at 3.2%.

Table 5: Years of experience in position

	Frequency	Percentage	Valid percentage	Cumulative percentage
1-3	21	16.9%	16.9%	16.9
4 -6	4	3.2%	3.2%	20.2
7 -10	44	35.5%	35.5%	55.6
10+	55	44.4%	44.4%	100.0
Total	124	100.0	100.0	

4.2.6. Academic qualifications

Table 6 below indicates the academic qualification distribution of the respondents. The highest was the respondents with postgraduate degrees at 23.4% followed by those with only matric at 19.4%, then the ones with degree at 16.9%, and those with diplomas, qualifications lower than matric, and certificates were at 16.1%, 14.5% and 9.7% respectively.

Table 6: Highest academic qualification

Qualification	Frequency	Percentage	Cumulative percentage
Lower than matric	18	14.5%	14.5%
Matric	24	19.4%	33.9%
Certificate	12	9.7%	43.5%
Diploma	20	16.1%	59.7%
Degree	21	16.9%	76.6%
Postgraduate degree	29	23.4%	100.0%
Total	124	100.0%	

4.2.7. Job category

Table 7 below indicates the job categories of the respondents, of which most of the respondents were production or operations employees at 76%, followed by administration employees at 9%, and lastly corporate and maintenance employees at 7.4%.

Table 7: Job category

Job Category	Frequency	Percentage	Cumulative percentage
Maintenance	9	7.4	7.4
Production	93	76.2	83.6
Administration	11	9.0	92.6
Corporate	9	7.4	100.0
Total	122	100.0	

4.3. Statistical analyses of job satisfaction

4.3.1. Descriptive statistics of job satisfaction items

Table 8 below shows the valid sample size (N), mean, standard deviation, skewness and kurtosis of the employee job satisfaction items. A five-point Likert scale was used, with 1 being the minimum score (very dissatisfied) and 5 the maximum score response (very satisfied). This five-point Likert scale was chosen to encourage stronger sentiments of satisfaction and dissatisfaction that the respondents experienced.

Table 8: Descriptive statistics for intrinsic job satisfaction construct

		N	Mean	Std. deviation	Skewness	Kurtosis
		Valid				
B1	Being able to keep busy all the time	124	3.7	1	-1.1	0.9
B2	The chance to work alone on the job	124	3.6	1.1	-0.8	0
B3	The chance to do different things from time to time	124	3.4	1	-0.5	0
B4	The chance to be "somebody" in the community	124	3.3	1	-0.4	0.3
B5	The way my boss handles his/her workers	122	3.4	1.2	-0.6	-0.6
B6	The competence of my supervisor in making decisions	120	3.5	1	-0.5	0.3
B7	Being able to do things that don't go against my conscience	121	3.2	0.9	-0.3	-0.1
B8	The way my job provides for steady employment	124	3.5	0.7	-1.2	1.6
B9	The chance to do things for other people	124	3.5	0.8	-1.1	1.5
B10	The chance to tell people what to do.	124	3.5	0.9	-1	1.4
B11	The chance to do something that makes use of my abilities	124	3.6	1.1	-0.7	0.2
B12	The way company policies are put into practice	122	2.4	1	0.8	0.3
B13	My pay and the amount of work I do	124	2.5	1.1	0.3	-0.9
B14	The chances for advancement on this job	122	2.6	0.8	-0.1	-0.5
B15	The freedom to use my own judgment	124	3.3	1.1	-0.6	-0.5
B16	The chance to try my own methods of doing the job	124	3	1.1	0	-0.9
B17	The working conditions	124	3.2	1.1	-0.4	-0.4
B18	The way my co-workers get along with each other	124	3.3	1.2	-0.8	-0.4
B19	The praise I get for doing a good job	124	3.2	0.9	-0.9	0.2
B20	The feeling of accomplishment I get from the job	124	3.4	0.9	-0.5	0.6

From the results in Table 8 above, the means of the items fall mostly between 2 and 4, implying that the respondents chose "dissatisfied", "neutral" or "satisfied". The statement "being able to keep busy all the time" had the highest mean score at 3.7, indicating that the average respondent was satisfied with this item. The statement with the lowest mean score was "the way company policies are put into practice" with a mean value of 2.4, indicating that the average respondent was dissatisfied with this item.

Other items toward which the respondents expressed dissatisfaction include “my pay and the amount of work I do” and “the chances for advancement on this job”.

The standard deviations were approximately 1, with the highest score being 1.2 and the lowest 0.7. The means with the highest standard deviation were 3.4 and 3.2 for “the way my boss handles his/her workers” and “the way my co-workers get along with each other” respectively.

Most of the items reflected a negative skewness, with only two items reflecting a positive skewness, which indicates that most of the responses leaned to the left of the mean, thus towards “dissatisfied”. Only one item had a neutral distribution with a skewness of 0, which belonged to “the chance to try my own methods of doing the job” item.

The highest kurtosis, thereby indicating the item with the highest peak, was 1.6 for the “the way my job provides for steady employment” item, and the lowest kurtosis was negative with -0.9 for the “my pay and the amount of work I do” item.

4.3.2. Reliability analysis of job satisfaction

An overall Cronbach alpha value of 0.89 was obtained for the 20 job satisfaction items, which is above 0.7 and which verifies that the measuring instrument is consistent. A Cronbach value of 0.7 and above is generally considered as an acceptable reliability coefficient (Van der Schyff, 2016:34).

The results of the internal consistency reliability in Table 9 below indicate that all job satisfaction items could be retained, as no single item had a significant effect on Cronbach’s alpha score for reliability.

Table 9: Reliability analysis for job satisfaction

		Scale mean if item deleted	Corrected item-total correlation	Cronbach's alpha if item deleted
B1	Being able to keep busy all the time	61.23	0.62	0.885
B2	The chance to work alone on the job	61.37	0.56	0.886
B3	The chance to do different things from time to time.	61.54	0.59	0.886
B4	The chance to be "somebody" in the community	61.66	0.29	0.894
B5	The way my boss handles his/her workers	61.56	0.81	0.878
B6	The competence of my supervisor in making decisions	61.46	0.65	0.884
B7	Being able to do things that don't go against my conscience.	61.8	0.35	0.892
B8	The way my job provides for steady employment	61.5	0.3	0.893
B9	The chance to do things for other people	61.51	0.41	0.891
B10	The chance to tell people what to do	61.53	0.52	0.888
B11	The chance to do something that makes use of my abilities	61.42	0.65	0.884
B12	The way company policies are put into practice	62.54	0.44	0.89
B13	My pay and the amount of work I do	62.46	0.64	0.884
B14	The chances for advancement on this job	62.37	0.51	0.888
B15	The freedom to use my own judgment	61.71	0.66	0.883
B16	The chance to try my own methods of doing the job	62.03	0.51	0.888
B17	The working conditions	61.77	0.43	0.891
B18	The way my co-workers get along with each other	61.72	0.35	0.893
B19	The praise I get for doing a good job	61.85	0.44	0.89
B20	The feeling of accomplishment I get from the job	61.64	0.47	0.889

4.3.3. Validation analysis for job satisfaction items

Table 10 below show the confirmatory factor analysis for the job satisfaction items. The confirmatory factor analysis confirms that one factor accounts for 34% of the variance. As such, the job satisfaction items have been confirmed by the data.

Table 9: Validation analysis for job satisfaction items

Component	Initial Eigenvalues		
	Total	% of variance	Cumulative %
1	6.83	34.16	34.16
2	2.02	10.10	44.26
3	1.60	7.99	52.25
4	1.54	7.72	59.97
5	1.33	6.64	66.61
6	1.17	5.87	72.48
7	0.91	4.57	77.05
8	0.80	4.02	81.06
9	0.72	3.60	84.66
10	0.57	2.85	87.51
11	0.49	2.46	89.97
12	0.44	2.22	92.19
13	0.37	1.87	94.05
14	0.27	1.35	95.40
15	0.25	1.27	96.67
16	0.20	1.02	97.70
17	0.18	0.90	98.59
18	0.11	0.56	99.15
19	0.09	0.45	99.60
20	0.08	0.40	100.00

4.4. Statistics for intention to leave the company

4.6.1. Descriptive statistics for intention to leave the company

Table 11 below depicts the descriptive statistics for the items describing the employee's intention to leave the company. The valid sample size (N), mean, standard deviation, skewness and kurtosis are illustrated in the table.

A six-point Likert scale was used to rate the items, with 1 representing "strongly disagree" and 6 representing "strongly agree". The 3 and 4 scores on the scale respectively represent slight agreement and slight disagreement with the statement.

Table 10: Descriptive statistics for intention to leave the company

	N	Mean	Std. deviation	Skewness	Kurtosis
	Valid				
I think a lot about leaving the company	124	3.86	1.871	-0.199	-1.539
I am currently searching for employment outside this Company	124	3.5	1.81	-0.067	-1.623
When possible, I will leave the Company	124	4.35	1.634	-0.589	-0.996

The valid sample size for all the items was 124, which represented the total sample. In the six-point Likert scale used, scores of 3 and below indicated varying degrees of disagreement with the statement and scores of 4 and above indicated varying degrees of agreement with the statement. All the items had mean value of 3 and above, indicating that on average, the respondents agreed with the statements. The mean value for the “I think a lot about leaving the company” item was 3.86 with a standard deviation of 1.87, which related to respondents who agreed with thinking about leaving the company. The item “I am currently searching for employment outside this company” scored 3.5 with a standard deviation of 1.81, which had the lowest mean of the three items, also indicating that the respondents agreed that they were searching for employment outside of their companies.

The last item was “when possible, I will leave the company”, which had the highest mean of 4.35 and a standard deviation of 1.84, also indicating that the respondents agreed with the statement that they would leave the Company when presented with the opportunity.

All the items had a negative skewness, indicating that most of the data leaned to the left of the mean, which in this case reflected respondents’ disagreement with the statements. All the items displayed a negative kurtosis of less than -1, indicating a flatter distribution when compared with the normal distribution.

4.4.2. Validation analysis for intention to leave the company

The overall reliability coefficient was .898, which indicates that there was a string internal consistency among the items. This by far exceeds the acceptable level of a 0.7 reliability coefficient (Van der Schyff, 2016:34). The results for internal consistency show that all items can be retained from the “intention to leave the company” factor. No single item significantly affected Cronbach’s alpha score for reliability.

Table 11: Reliability analysis for intention to leave the company

	Scale mean if item deleted	Scale variance if item deleted	Corrected item-total correlation	Squared multiple correlation	Cronbach's alpha if item deleted
I think a lot about leaving the company	7.85	9.849	0.869	0.764	0.792
I am currently searching for employment outside this Company	8.22	11.212	0.748	0.584	0.899
When possible, I will leave the Company	7.36	11.94	0.792	0.682	0.865

4.5. Discussion of job satisfaction results of the study

For a comprehensive analysis of the respondents’ various levels of job satisfaction, job satisfaction was categorised under three constructs, namely general, intrinsic, and extrinsic job satisfaction constructs. Table 13 below provides a summary of the results from the job satisfaction survey on the different job satisfaction constructs.

The first construct is a general job satisfaction construct that looks at overall job satisfaction and includes both the intrinsic and extrinsic job satisfaction constructs. (Items (B1 to B20 in the short-format Minnesota job Satisfaction Questionnaire

The second construct is the intrinsic job satisfaction construct, which considers factors that affect how people feel about the nature of their jobs, motivating factors that centre on achievement, recognition, responsibility, advancement, growth, and the work itself as an intrinsic construct (Herzberg *et al.*, 1959: 76). The intrinsic construct is measured by items B1, B2, B3, B12, B13, B4, B7, B8, B9, B10, B11, B15, B16, B17, B18 and B20 from the short-format Minnesota job Satisfaction Questionnaire.

The third construct is the extrinsic job satisfaction construct, which considers aspects of the job that fall outside the job itself. Herzberg (1959: 77) defines the extrinsic job satisfaction construct as those factors which are associated primarily with an individual's relationship with the context or environment in which he or she does his or her work (reflected in items B2, B6, B12, B13, B14 and B19 of the short-format Minnesota job Satisfaction Questionnaire).

Table 12: Summary of results for the job satisfaction construct

	N	Minimum	Maximum	Mean	Std. Deviation
General job satisfaction construct	124	1.45	4.60	3.26	0.57
Intrinsic job satisfaction construct	124	1.67	4.50	3.47	0.52
Extrinsic job satisfaction construct	124	1.20	5.00	3.00	0.77

Table 13 above presents a summary of the results from the job satisfaction study, which includes the sample size (N), minimum, maximum, mean and standard deviation for the three job satisfaction constructs. A five-point Likert scale was used with 1 being the minimum score (very dissatisfied), 3 the middle score (neutral), and 5 the maximum score (very satisfied).

4.5.1. General job satisfaction construct

From Table 13 above, for the general job satisfaction construct the sample size can be seen to be 124, which represents 100% of the sample. The minimum score obtained was 1.45, which falls between “very dissatisfied” and “dissatisfied”, and the maximum score, which was obtained, was 4.6, which generally falls between “very satisfied” and “satisfied”. A mean value of 3.26 with a standard deviation of 0.56 was obtained, thus falling just above the neutral score.

This indicates that, overall, employees have neutral feelings about their overall job satisfaction within their company.

4.5.2. Intrinsic job satisfaction construct

Under the intrinsic job satisfaction construct, the minimum score of the intrinsic job satisfaction construct was 1.67, which leans toward “dissatisfied”, while the maximum score of the intrinsic job satisfaction construct of 4.5 falls between “satisfied” and “very satisfied”. The mean value attained for this construct was the highest of the three constructs, at 3.47 and a standard deviation of 0.52, which lies between “neutral” and “satisfied”. This indicates that, overall, employees felt more satisfied when it came to the intrinsic job satisfaction construct than the extrinsic and the general constructs.

4.5.3. Extrinsic job satisfaction construct

The minimum score achieved for the extrinsic job satisfaction construct was 1.2, which had the lowest score of all the constructs, thus leaning toward “very dissatisfied”. The maximum score based on the extrinsic job satisfaction construct was 5, which is the highest value, thus falling under “very satisfied”. The mean value for the extrinsic construct was 3.00 with a standard deviation of 0.77, which is neutral. This indicates that on average, employees had neutral feelings about the extrinsic construct of their job satisfaction.

4.6. Multiple correlation

Multiple correlation was conducted to measure how well the job satisfaction constructs can be predicted for the different groupings of the respondents.

Significance testing is an essential tool used for inferring statistical relationships or correlations between certain variables of interest. In academic research, significance testing plays an important role in testing for empirical validity of theories or hypotheses, both new and old (Kim, 2014: 76).

4.6.1. Multiple correlation of the job satisfaction construct and respondents' education levels

Table 14 below shows the statistical significance of the relationship between job satisfaction construct and education level as well as the mean difference between the groups.

Table 14: Multiple comparisons of job satisfaction construct and respondents' education levels

Dependent variable	(I) A6	(J) A6	Mean Difference (I-J)	Significance
Intrinsic job satisfaction construct	Matric	Diploma	-0.24	0.27
		Degree	0.02	1.00
		Postgraduate degree	-0.38	0.006
	Diploma	Matric	0.24	0.27
		Degree	0.25	0.36
		Postgraduate degree	-0.15	0.73
	Degree	Matric	-0.02	1.00
		Diploma	-0.25	0.36
		Postgraduate degree	-0.40	0.03
	Postgraduate degree	Certificate	0.38	0.01
		Diploma	0.15	0.73
		Degree	0.40	0.03
Extrinsic job satisfaction construct	Matric	Diploma	-0.06	0.99
		Degree	0.54	0.03
		Postgraduate degree	0.01	1.00
	Diploma	Matric	0.06	0.99
		Degree	0.61	0.05
		Postgraduate degree	0.07	0.99
	Degree	Matric	-0.54	0.03
		Diploma	-0.61	0.05
		Postgraduate degree	-0.53	0.07
	Postgraduate degree	Matric	-0.01	1.00
		Diploma	-0.07	0.99
		Degree	0.53	0.07
General job satisfaction construct	Matric	Diploma	-0.09	0.92
		Degree	0.22	0.44
		Postgraduate degree	-0.24	0.26
	Diploma	Matric	0.09	0.92
		Degree	0.31	0.29
		Postgraduate degree	-0.14	0.82
	Degree	Matric	-0.22	0.44
		Diploma	-0.31	0.29
		Postgraduate degree	-0.45	0.03
	Postgraduate degree	Matric	0.24	0.26
		Diploma	0.14	0.82
		Degree	0.45	0.03

4.6.2. Intrinsic job satisfaction construct versus education level of respondents

Upon inspection of the intrinsic job satisfaction construct as reflected in Table 14 above, only two groups were found to fall within the universal acceptance level of 0.05. The significance level of the intrinsic job satisfaction between the employees with matric as their highest qualification and employees with postgraduate degrees is 0.006.

The other grouping was in respect of the job satisfaction levels between the employees with postgraduate degrees as their highest qualification and employees with degrees as their highest qualification, with a significance level of 0.027

Table 15: Intrinsic job satisfactions construct vs. education level of respondents

Level of education	N	Mean	Std. deviation
Matric and lower	54.00	3.35	0.55
Diploma	20.00	3.59	0.45
Degree	21.00	3.33	0.57
Postgraduate Degree	29.00	3.73	0.34
Total	124.00	3.47	0.52

Table 15 shows the means and standard deviation of the intrinsic job satisfaction levels between employees of different education levels when considering the difference between the means of the groupings, with significance levels falling within the acceptable level of 0.05.

4.6.3. Matric and postgraduate qualification

The mean value for the respondents with matric as their highest qualification is 3.3 with a standard deviation of 0.54, indicating that this group of employees has a more neutral feeling about the intrinsic construct of the level of job satisfaction, while the mean value for the employees with postgraduate qualifications of 3.7 and a standard deviation of 0.34 indicate that these groups of employees feel satisfied about the intrinsic construct of their job satisfaction.

4.6.4. Degree and postgraduate qualification

The mean value for people with degrees is 3.3 with a standard deviation of 0.57, indicating that this group has a more neutral feeling about the intrinsic construct of job satisfaction, while postgraduate degree employees felt satisfied with a mean of 3.7.

Extrinsic job satisfaction construct versus education level of respondents

Under extrinsic job satisfaction, only one group fell within the acceptable significance level of 0.05, which includes the employees with matric and those with degrees, at a significance level of 0.03.

4.6.5. Matric and degree

Table 16 below shows the extrinsic job satisfaction construct against respondents' education levels.

Table 13: Extrinsic job satisfaction construct vs education levels of respondents

Level of education	N	Mean	Std. deviation
Matric and lower	54.00	3.09	0.88
Diploma	20.00	3.15	0.55
Degree	21.00	2.54	0.81
Postgraduate degree	29.00	3.08	0.50
Total	124.00	3.00	0.77

The mean value of the extrinsic construct for employees with matric as their highest qualification is 3.08 with a standard deviation of 0.87, and for the employees with degrees the mean value is 2.54 with a standard deviation of 0.81. The employees with matric felt more neutral about extrinsic job satisfaction, while those with degrees expressed feelings of dissatisfaction about their extrinsic job satisfaction levels.

4.6.6. General construct versus education levels of respondents

For the general construct, no significant difference was detected between any of the groups within the different education levels.

4.7. Employee retention results of the study

4.7.1 Have you ever looked for another job?

In this part of the survey, the questions addressed whether the respondents had looked for other jobs recently or not and thus to determine their intentions of leaving their current jobs for another, either within the same company or outside of the company.

Table 17: Have you ever looked for another job

Have you ever looked for another job?	Yes	No
In the same company in a different section	55%	45%
Applied for promotion in the same company	75%	25%
Applied for a position at another company	63%	38%
I only placed my CV on the web	35%	65%
I have been headhunted by another company	24%	76%
I have been approached by recruiting agency	38%	68%

The table above summarises the responses for the “have you ever looked for a job?” question.

4.7.2 Have you ever looked for a job within a different section of the company?

The first question was to determine whether the respondents had applied for any jobs within different departments or divisions of the same company, and in the above response, 55% indicated that they had applied for a position within a different division of the same company and 45% indicated that they had not looked for a position.

4.7.3. Have you ever applied for promotion in the same company?

The second question was to determine whether the respondents had ever applied for a promotion within the company, and 75% of the respondents indicated that they had applied for a promotion while 25% had not.

4.7.4. I only placed my CV on the web

For this question the respondents indicated that 65% had never placed their CVs on the web while 35% had placed their CVs on the web before.

Access to online facilities differs from employee to employee, where employees such as graduates were expected to have more access to and knowledge of online facilities than some of the employees with lower education levels.

4.7.5. Have you ever applied for a position at another company?

For this question, 63% of the respondents indicated that they had applied for a position in another company while only 37% had not done so before.

As indicated above, a high percentage of employees indicated that they had been looking for job opportunities outside of the company. The percentage scored for this question differs between the levels of employees, i.e. more employees with tertiary qualification, like the middle level managers were looking for jobs outside their companies than the employees with lower qualifications and at lower employment levels.

4.7.6. I have been headhunted by another company and I have been approached by a recruitment agency

The last two questions' results indicated that 24% of the respondents had been headhunted while 38% had been approached by recruitment agencies.

4.8. Statements that reflect intention to leave the company in the near future

Table 18 below shows the results of the respondents' intention to leave the company. The intention to leave the company was measured with three questions on a six-point Likert scale.

Table 14: Intention to leave the company

	I think a lot about leaving the company	I am currently searching for employment outside this company	When possible, I will leave the company
N Valid	124	124	124
Mean	3.86	3.50	4.35
Median	4.00	4.00	5.00
Mode	6	5	6
Std. deviation	1.871	1.810	1.634

4.8.1. I think a lot about leaving the company

The question "I think a lot about leaving the company" was asked to determine whether the respondents had been considering or contemplating leaving the company or not. All 126 respondents answered the question with a mean value of 3.86 and a standard deviation of 1.87. The mean of 3.86 indicates that the respondents agreed slightly that they had thought a lot about leaving the company.

4.8.2. I am currently searching for employment outside this company

The aim of this question was to establish whether the respondents were currently searching for employment outside of the company or not. Hundred-and-twenty-six (126) employees responded to this question, with a mean value of 3.5 and a standard deviation of 1.81. The mean value of 3.5 lies between "slightly agree" and "slightly disagree", which renders it neutral, meaning that on average the respondents offered a neutral response upon being asked to indicate whether they had currently been searching for employment outside of the company or not.

4.8.3. When possible, I will leave the company

The last question tried to determine whether the respondents would leave the company when possible or when an opportunity arrived. Hundred-and-twenty-six (126) of the respondents responded to the question with a mean value of 4.3 and a standard deviation of 1.63, indicating that the respondents agreed slightly that when possible they would be prepared to leave their companies.

4.8.4. If you ever think of leaving the company, what would be the most likely reasons?

This section of the study focused on identifying the top five reasons the respondents considered to be motivators for leaving their companies. Identifying these reasons will facilitate understanding and offer insight into what the respondents value the most and consider as reason enough to leave their company (see Annexure E for full table). The respondents were asked to select the top five reasons they considered as important motivators for leaving their companies.

Table 15: Reasons to leave the company

	Reasons	Percentage chosen
1	Would leave for promotion	71%
2	Unhappy with financial compensation	70%
3	Would leave for more pay in another company	62%
4	Unhappy about career development opportunities	53%
5	Unhappy about company policies	32%

Table 19 above indicates the top five reasons the respondents would choose to leave their companies. Based on the responses, most of the respondents would leave when they get promotion in other companies (71%). This was closely followed by poor remuneration (70%). A number of the respondents stated that they can leave when they get better pay in the other companies (62%). The top three reasons therefore involve respondents' immediate financial positions, with career development and policies following last of the top five reasons. The findings of this study are in line with a different study, which was carried out by Cho, Woods, Jang & Erdem (2006: 268) that also explored that a number of the employees always leave their companies because of lack of promotion of the employees. This is also in line with a study which was done by Gentry, Kuhnert, Mondore

& Page (2006: 1016). As a result, for the performing employees, the organizations should ensure that there are various measures in place to ensure that they are promoted. This will reduce the level of employee turnover.

4.9. Correlation between job satisfaction and the intention to leave the company

Pearson’s correlation coefficient is a statistical measure of the strength of a linear relationship between paired data and is constrained by design as follows: Positive values denote a positive linear correlation, negative values denote a negative linear correlation, and a value of 0 denotes no linear correlation. The closer the value is to 1 or –1, the stronger the linear correlation (Stats tutor, 2015: 4).

Table 16: Job satisfaction construct and intention to leave the company

		Intrinsic construct	Extrinsic construct	Extrinsic construct	Intention to leave the company
Intrinsic job satisfaction construct	Pearson correlation	1	0.562	0.731	-0.253
Extrinsic job satisfaction construct	Pearson correlation	0.562	1	0.884	-0.499
General job satisfaction construct	Pearson correlation	0.731	0.884	1	-0.457
Intention to leave the company	Pearson correlation	-0.253	-0.499	-0.457	1

Table 20 above shows Pearson’s correlation between the job satisfaction constructs and the intention to leave the company. Positive correlations can be observed between the different constructs of job satisfaction.

The Pearson correlation between the intrinsic construct and the extrinsic construct is 0.56, and 0.731 for the intrinsic and the general construct, and lastly 0.884 for the extrinsic construct and the general construct. The job satisfaction constructs all have positive correlations, indicating that when one of the constructs goes up, others tend to go up and vice versa.

Table 20 also shows Pearson's correlation between the job satisfaction construct and the intention to leave the company. The results show a negative correlation between all the job satisfaction constructs and the intention to leave the company. The correlation between the intention to leave the company and the intrinsic construct was - 0.253, while being - 0.499 with the extrinsic construct, and lastly, -0.457 with the general construct.

The negative correlation between the intention to leave the company and the job satisfaction constructs indicates that when the employee's level of job satisfaction decreases, the intention to leave the company increases, and when the level of job satisfaction increases, the intention to leave the company tends to decrease.

Different other studies have given similar findings as the current study. For instance a study, which was done by Chew & Chan (2008) indicated that a decrease in the level of job satisfaction of the employees generally makes them to leave their companies. This is also similar to a study, which was carried out by Khan, Yusoff & Khan (2014).

4.10. Summary of chapter 4

The chapter has mainly provided the statistical analysis, which was done with the aid of the Statistical Consultation Services of the North-West University's Vaal Triangle campus. The data from the 124 completed questionnaires was captured on Excel and submitted for analysis. The data was analysed with IBM SPSS Statistics version 22 statistics software. Some of the key aspects, which have been explored, include the statistic for job satisfaction. In this case, descriptive statistics for job satisfaction items was provided. at the same time, validation analysis for job satisfaction items has also been provided. the section provided statistics for intention of the employes to leave their companies. Besides the above, the section has provided a discussion of job satisfaction results based on the findings of the study. The main constructs, which have been delved into include the general job satisfaction construct, intrinsic job satisfaction construct as well as extrinsic job satisfaction construct. The section has also provided the results based on the multiple correlation analysis, which was carried out. These include multiple correlation of the job satisfaction construct and respondents' education levels. The section has also provided a the correlation between job satisfaction and the intention to leave the company.

CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATION

5.1. Introduction

This chapter presents the conclusions based on the findings of the study. It also presents some of the main recommendations, which needs to be put in place by companies for them to be in a position to gain the benefits, which are linked to job satisfaction like improved organizational performance.

5.2. Conclusion in terms of the objectives of the study

What is the level of job satisfaction of employees in the South African steel manufacturing industry?

The first objective of the study was to explore the level of job satisfaction of the employees in the South African steel manufacturing industry. When looking at the overall job satisfaction for all employees, the analysis resulted in a mean value of 3.26, indicating a medium level of job satisfaction. The study found that the level of job satisfaction differed between job levels of employees within the company. Employees with higher educational qualifications were found to have higher levels of job satisfaction than employees with lower educational qualifications. The levels of education mostly dictate the level in which the employee occupies in the company. The indication was thus that employees at higher levels of employment were more satisfied that employees at lower levels of employment. The study also showed that the employees are satisfied differently by the individual constructs of job satisfaction (the intrinsic and the extrinsic constructs).

Intrinsic job satisfaction construct

From the analysis of the employee's intrinsic job satisfaction construct, the study found that employees with grade 12 as their highest qualification and employees with postgraduate degrees showed a significant difference on their levels on the intrinsic construct of job satisfaction

The employees with grade 12 as the highest qualification appeared to be neutral on their intrinsic construct of the level of job satisfaction with a mean value of 3.3, while employees

with postgraduate were satisfied on their intrinsic construct of job satisfaction with a mean value of 3.7.

The higher level of intrinsic job satisfaction construct of employees with postgraduate as compared to employees with matric, indicated that motivating factors that centre on achievement, recognition, responsibility, advancement, growth, and the work itself, are mainly focused on the employees with higher education level than the employees with only grade 12.

Most companies will normally create development opportunities for educated employees and invest in their growth, hence satisfy their intrinsic job satisfaction construct. The job market for this category of employees is normally competitive. Companies will thus want to retain this category of employees by making development opportunities available for this them, as pointed out by Wan, Sulaiman & Omar (2012: 109).

According to Brown (2003:145) the more technologically advanced a society becomes the greater the demand for technical, scientific and professional workers who require extensive periods of formal education and training, whilst the proportion of semi-skilled and unskilled jobs declines over time. The development opportunities for employees with only grade 12, at lower job levels may thus be limited; companies do not normally invest more on this category of employees but rather on the educated employees as the workplace becomes more and more technologically advanced.

The other significant difference observed, was between the employees with postgraduate degrees as highest qualification and employees with degrees as highest qualification with a significance level of 0.027. The mean value for people with degrees was 3.3, indicating that this group had a more neutral feeling about the intrinsic construct of job satisfaction, while postgraduate degree employees were satisfied at a 3.7 mean.

This again indicate that the employees with higher education level are more taken care of and satisfied on factors like achievement, recognition, responsibility, advancement, growth, and the work itself.

The postgraduate employees had the highest intrinsic job satisfaction level among all the groups, indicating that the company tends to take better care of the employees with higher qualification than employees with lower qualifications.

Extrinsic construct

From the analysis on the extrinsic construct only the employees with matric and with tertiary degrees as highest qualification showed a significant difference, with a significance of 0.27.

The mean value for the extrinsic construct of employees with grade 12 were 3.08 at a standard deviation of 0.87, and the employees with degrees had a mean value of 2.5 at a standard deviation of 0.81. The employees with tertiary degrees showed the lowest extrinsic job satisfaction levels of all the three categories.

The results indicate that employees with tertiary degrees are less satisfied with factors such as supervision, work conditions, co-workers, and pay. In this category, employees are normally the young graduates with high expectations that tend to compare companies to each other. They tend to leave one company for another while they are not yet settled in this early stage of their careers.

General construct of job satisfaction

For the general construct of job satisfaction, no significant difference was seen in any of the categories with different educational levels.

What is the relationship between job satisfaction and employees retention the company?

There results showed a negative correlation between all the job satisfaction constructs and intention to leave the company. The Pearson correlation for intrinsic and extrinsic constructs were -0.253 and -0.499 respectively, and the general construct had -0.457 correlations.

The negative correlation between intention to leave and the job satisfaction constructs indicates that when the employees' level of job satisfaction declines, the intention to leave the company increases, and when the level of job satisfaction increases the intention to leave decreases.

The result indicated that there was a negative relationship between job satisfaction and intention to leave the company.

These results support previous findings on negative relationship between job satisfaction and employee turnover. Khan & Aleem, 2017:125 revealed a negative relationship between job satisfaction and turnover, meaning that the higher the level of job satisfaction the lower employee's turnover while Kundu & Lata (2017) have projected that 80% of employees will be looking for better work environments. Therefore, it becomes vital to create a work environment that is conducive of organisational support to retain professional employees. A supportive work environment has been found to cultivate the expected retention.

What is the likelihood of employees leaving the company?

From the results of the study employees with tertiary qualification has shown the highest likelihood of leaving the company, with 81% of respondents indicating to have applied for a position in another company while only 36% of those without tertiary qualifications indicated to have done so before.

The results on this question show a big difference between the two categories. There are more opportunities outside for employees with tertiary qualification than for the employees without tertiary qualification. This indicates that employees with tertiary qualifications are more likely to move to another company than the employees without tertiary qualifications.

The findings above indicate that the employees with tertiary qualifications are more likely to leave the company than employees without tertiary qualifications in the event of decreased job satisfaction levels. When looking further into this category, employees with only a Bachelor's degree are more likely to leave the company, as they had lower job satisfaction compared to employees with post-graduate degrees.

As such, it is important for the company to ensure that this category of employees is satisfied, as they could leave the company if their level of job satisfaction decreased.

The employees without tertiary qualification are less likely to leave the company as they have limited opportunities outside. This can be seen with the rate at which they apply for opportunities outside the company, they are more likely to apply for promotion or other opportunities within the company than outside of the company.

What are factors contributing to employees' retention in the company?

The top reasons indicated by respondents as reasons they would leave the company was getting a promotion elsewhere, followed by 70% indicating that they were unhappy with the financial compensation. Sixty percent indicated that they would leave for more pay at another company, and 53% indicated that they were not happy about career development opportunities. Lastly, 32% was unhappy about company policies.

The top three reasons involved enhancing the immediate financial position of the respondents, with career development thereafter followed lastly by policies.

5.3. Limitations of the study

Research limitations generally refer to the main features of the research designs, or the features of the research methodology, which influenced the manner in which the findings of the study were interpreted. In this study, the sample was limited to the operations department of the company, thus the results cannot be generalised to the entire company and industry. At the same time, the questionnaire was relatively long responding to such a questionnaire could be time consuming for respondents. After a while respondents might respond without taking necessary time to apply their mind properly about the questions. Lastly, too many surveys are conducted in the company, respondents are commonly negative about taking part in a survey, and this might influence how they respond the survey.

5.4. Recommendations

From the results of the study it became clear that job satisfaction levels leaned more to neutral overall, with variation observed within educational levels of employees. The

employees with higher educational levels were more satisfied than employees with lower educational levels. The findings have established that there is a relationship between job satisfaction and the intention to leave. It is therefore recommended that the company should aim at increasing the level of job satisfaction. There are a number of measures, which the companies can put in place. The company should focus on making sure that various kinds of measures are put in place to motivate the employees with tertiary degrees to stay with the company by increasing their job satisfaction levels, as this category of employees is the most likely group to leave the company for better opportunities in other companies. The findings of the study further indicated that while the employees with higher educational qualifications have a higher level of job satisfaction than the employees with lower educational qualifications, a reduction in the job satisfaction would cause them to leave for other companies. As a result, various strategies should be embraced by top management to ensure that there is an increase in the job satisfaction levels of this category of employees. Secondly, it is recommended that the company should align the compensation strategy on all levels to be market related to avoid losing employees to their competitors. The reason for this recommendation is that poor pay was cited as one of the key factors, which caused most of the employees with higher educational levels, to leave their companies. Thirdly it is recommended that the company should create promotion opportunities for employees internally. The reason for this recommendation is that most of the participants noted that when they get promotion in other companies, they would leave the company. Lastly it is recommended that the company should focus on improving career developments of employees and provide learning opportunities. Furthermore, the company should take steps in improving working experience of employees by developing policies that recognise the needs of employees at all levels to be able to create a conducive and appealing environment for employees inside and outside of the company.

In summary, some of the main measures, which the organisation could put in place to improve job satisfaction and retention include ensuring market related financial compensation, providing adequate training and development, ensuring effective rewards and recognition programs, while having succession planning and promotion in place within the organisation.

Further research should be conducted on a larger sample that includes different departments within the organisation, to be able to have a full depiction of the level of job satisfaction for the entire organisation as the results of the current study is only limited to the one department within the organisation.

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ANNEXURE A: QUESTIONNAIRE

JOB SATISFACTION AND EMPLOYEE RETENTION QUESTIONNAIRE

NORTH WEST UNIVERSITY BUSINESS SCHOOL

Employee job satisfaction in a steel manufacturing company in Vaal triangle of South Africa

The purpose of this survey is to solicit information from employees regarding Job satisfaction within ArcelorMittal South Africa. The information and ratings you provide will be useful in identifying the level of employee job satisfaction and its effect on employee retention within the organization. There is no right or wrong answer to any question. Make sure you do not skip any questions.

Your participation in this survey is completely anonymous and voluntary. You are not required to include your name on the questionnaire, therefore you cannot be identified in any way and you do not have to answer a question if you find it objectionable and you may withdraw at any stage.

The biographical information is optional and only to develop a summary of the sample demographics. It will not be used for any other analyses

All information will be treated as **STRICTLY CONFIDENTIAL** and will only be used for the academic purposes

Instruction for Completion

- Follow instructions
- Answer the question as objectively and honestly as possible
- Please answer all questions

Your contribution is highly appreciated

Mr Mokete Moripa

Tell: 083 450 9192

Email: Mokete.moripa@arcelormittal.com

PART A: BIOGRAPHICAL INFORMATION

Complete the applicable information by marking the applicable block with across(X).

A1	Indicate your gender	Male	1	
		Female	2	
A2	Ethnicity			
	Coloured	1		
	Indian/Asian	2		
	White	3		
	Black	4		
	Other	5		

		1	2	3	4	5
A3	Age Group	20-29	30-39	40-49	50-59	60+
A4	Current job grading		K-J	H	G-F	E and above

A5	Years of experience in the position	1	2	3	4
		1 - 3	4-6	7-10	10+

A6	Highest academic qualification				
	Lower than matric				1
	Matric				2
	Certificate				3
	Diploma				4
	Degree				5
	Postgraduate degree				6

A7	Job Category			
	Maintenance			1
	Production			2
	Administration			3
	Corporate			4

PART B: Job satisfaction Survey

Please rate the extend in which you feel satisfied or dissatisfied with each of the statement by marking with (X) over the appropriate number on 1 to 5 scale

1 = Very dissatisfied	2= Dissatisfied	3 = Neutral	4 = Satisfied	5 = Very Satisfied
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On my present job, this is how I feel about

		Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
		1	2	3	4	5
B1	Being able to keep busy all the time					
B2	The chance to work alone on the job					
B3	The chance to do different things from time to time.					
B4	The chance to be "somebody" in the community					
B5	The way my boss handles his/her workers					
B6	The competence of my supervisor in making decisions					
B7	Being able to do things that don't go against my conscience.					
B8	The way my job provides for steady employment					
B9	The chance to do things for other people					
B10	The chance to tell people what to do.					
B11	The chance to do something that makes use of my abilities					
B12	The way company policies are put into practice					
B13	My pay and the amount of work I do					
B14	The chances for advancement on this job					
B15	The freedom to use my own judgment					
B16	The chance to try my own methods of doing the job					
B17	The working conditions					
B18	The way my co-workers get along with each other					
B19	The praise I get for doing a good job					
B20	The feeling of accomplishment I get from the job					

PART C: EMPLOYEE RETENTION SURVEY

The purpose of this survey is to determine the factors that may influence you to leave the company.

Please complete all statement as it applies to you

Factors that may influence you to leave the company

C 1: Have you ever looked for another job? Please choose the appropriate answer below by ticking in the box next to it

		Yes	No
1	In the same company in a different section	1	2
2	Applied for promotion in the same company	1	2
3	Applied for a position at another company	1	2
4	I only placed my CV on the web	1	2
5	I have been headhunted by another company	1	2
6	I have been approached by recruiting agency	1	2

C 2: Listed below are statements that reflect your intension to leave the company in the near future.

		Strongly disagree	Disagree	Slightly disagree	Slightly Agree	Agree	Strongly agree
		1	2	3	4	5	6
1	I think a lot about leaving the company						
2	I am currently searching for employment outside this Company						
3	When possible, I will leave the Company						

C 3: If you ever think of leaving the company what would be the most likely reasons?

(Please choose your top 5)

1	Unhappy with financial compensation	
2	Unhappy about company policies	
3	Unhappy about career development opportunities	
4	Unhappy about training opportunities	
5	Unhappy about job its self	
6	Unhappy about number of hours I am required to work	
7	Unhappy about people I have to work with	
8	Would leave for promotion	
9	I get adequate emotional recognition for the work I do	
10	Would leave for more pay in another company	
11	Would leave for job closer to home	
12	Would leave for career change	
13	Would leave to start my own business	
14	Retirement	
15	Would only leave if I was retrenched	
16	Would leave for ill health	
17	Would leave for personal reasons such as family responsibilities	
18	Would leave if my spouse was transferred	
19	Would leave to study further	