

"Influence of job satisfaction on service among employees of Department of Economic Development, Environment, Conservation and Tourism in North West Province"

By

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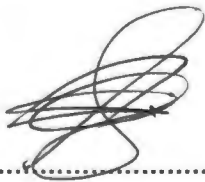
Mini dissertation submitted in partial fulfillment of the requirements for the degree of Masters of Business Administration in the Graduate School of Business and Government Leadership at North West University

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DECLARATION

I declare that this mini-dissertation for the degree for Masters Of Business Administration in the Graduate School Of Business Administration and Government Leadership at North West University hereby submitted, has not previously been submitted by me for a degree of this or any other university, that is my own work in design and execution, and that all materials contained herein have been duly acknowledged.



Date: 13/04/2016

S. C. LECHUTI

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ABSTRACT

The objective of this study was to determine the level of job performance and the influence of job satisfaction on service delivery among employees of DEDECT in the North West Provincial office. All organisations that have to render service have to seek best ways and means of rendering efficient and effective service in term of quality and promptness. It also aims to satisfy the needs and demands required by its community. DEDECT is also required to deliver the best service to its community. The study covered the main three (Economic Development, Environment & Conservation and Tourism) units within the DEDECT that are core in ensuring that the communities of the North West Province are serviced as expected or as required. A sample random sampling technique was used to select 173 officials to ensure proper representative of the population. The instrument used for data collection was a structured questionnaires, the data was analysed using the statistical package (regression analysis, frequencies, mean and percentages). The collected data was presented in tables. The main findings of the study shown that there is a strong relationship between job satisfaction and job performance and employees' job satisfaction level of DEDECT and other factors may impact negatively on the job performance and service delivery. The study indicated that the DEDECT employees are not satisfied. The majority of employees have indicated dissatisfactions. The challenges are, Human Resource issues are not attended by the management. The employees are not getting support from management. The incentives and promotions in the department are not done fairly. It is evident that employees cannot carry on with other duties due to the insufficient budget and lack of resources including transport. The statistical analysis indicated that employees are dissatisfied with 37 variables out of 40 variables. The regression result has shown that an increase on the level of job satisfaction will increase the level of service delivery. It proves that job satisfaction

factors can contribute to increase the job performance in the organisation. The study also revealed that there was a positive relationship between job satisfaction and job performance. It is however recommended that the DEDECT management must try to improve on the factors affecting job satisfaction among employees in order to build the positive morale of employees and to improve the level of job satisfaction and job performance to make most of service delivery potential.

ACRONYMS

"DEDECT" Department Of Economic Development, Environment, Conservation & Tourism

"EMPLOYEE" Any person employed by the Department in terms of the Public Service Act of 1994 as amended which includes contact workers, interns and volunteers

" EMPLOYER" Refers to the Head Of Department

"RSA" Republic Of South Africa

"SMME" Small Medium Macro Enterprise

"NWP" North West Province

"Batho Pele White Paper" Is the national government' s white paper for transforming Public Service Delivery, it is about giving good customer service to the users of government service

"ANC" African National Congress

"Public Service Act" To provide for the organisation and administration of the public service of the Republic, the regulation of the conditions of employment, terms of officer, discipline, retrenchment and discharge of members of the public service

"The Constitution Of The Republic Of South Africa" Is the supreme law of the country of South Africa, to provide the legal foundation for the republic and sets out rights and duties of its citizen

"Code Of Conduct" Is a set of rules outlining the responsibilities of proper practices for an individual, part or organisation

"Basic Condition Of Employment Act" To regulate the right to fair labour practices

"Skills Development Act" To provide an institutional framework to devise and implement national, sectoral and workplace strategy, so as to develop and improve the skills of the South African workforce

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CHAPTER ONE

1.1 INTRODUCTION

Job satisfaction is an important factor of any organisation's success. Satisfied employees in any work environment have several important reasons, amongst others; it has a direct effect on the productivity level of an organisation. After the birth of new South Africa, there was formulation of several policies intended to improve the life of the people, especially previously disadvantaged people. The Batho Pele White Paper on Service delivery was one of the policies outlines a clearly defined implementation strategy for organisational transformation in line with Batho Pele Principles from Batho Pele Handbook (2007).

Performance in any organisation is a need for satisfied employees, who will be able to carry out their duties to the highest level and with integrity. It is imperative that employer provide employees with required resources, it is important to build up the morale of employees, there are numerous factors that motivate employees as stated by various scholars from different studies, e.g. encouragement, mentoring, reward, compensation, promotion and the job itself (Mehmood et al 2012, Ali (2009) & Parvid (2011).

Mofolo (2012) argues that actions should not focus on poor performance and subsequently take disciplinary action against employees, but rather take actions such as mentoring and developing, as well as encouraging good performance through reward. In addition management should acknowledge good performance, in the event of employees who have successfully met or exceeded targets.

The White Paper further maps out the process that should be followed and mechanisms to be used towards continuous service delivery improvement in the public service. The fundamental ethos of placing people first is not only captured in the White Paper on Service Delivery but has been an integral part of the legislative processes followed by

different departments within the public service. The major challenges, however, remain Government's machinery and mechanisms to deliver quality services to all citizens in a fast, efficient, simplified and seamless manner (Batho Pele Handbook 2007).

According to Hussin (2011), Employee motivation is essential to the success of any company regardless big or small. In modern workplace, human resources are valued above all others. Motivated employees are productive, happy and committed. The spin off of this includes reduced employee turnover, results driven employees, company loyalty and workplace harmony.

This research has been considered after noticing the problematic that the Department of Economic Development, Environment, Conservation and Tourism is experiencing with regard to service delivery. To facilitate its promise of good governance to the country's citizens, the government promulgated various acts and legislative directive to be implemented by government.

One of the most significant acts in this regard is the Public Service Act 103 of 1994, the Constitution of the Republic Of South Africa of 1996, Basic Condition of Employment Act 75 of 1997, Skills Development Act, that places obligations on public manager for the effective management and administration of public institutions and the Code of Conduct that lays down norms and standards in promoting integrity, and efficient and effective delivery of service to the public.

This chapter has a layout starting with an introduction highlighting what this study is all about, followed by a brief background explaining the research talking about the focus area and identifying the role of players. It then flows into the problem statement which will provide the context to this research study and generate the questions which the research has to answer. The importance and significance of the research are highlighted, explaining why the study has been undertaken and what value it adds to the situation. The research design explains the plan on how the study was conducted.

1.2 BACKGROUND ON THE DEPARTMENT OF ECONOMIC DEVELOPMENT, ENVIRONMENT, CONSERVATION AND TOURISM (DEDECT).

The study focuses on the operations of the Department of Economic Development, Environment, Conservation and Tourism in the Provincial office based in Mmabatho in the North West Province of South Africa. The offices are based in a rented building from the North West Development Corporation (NWDC).

DEDECT happens to be one of the smallest Departments in the Province and has a total of about three hundred and fifty seven including those in the District offices. However this number includes employees who are not working closely with the community to provide service delivery. The Department has three programs that work closely with community to ensure service delivery, which are:

- Economic Development
- Environment and Conservation
- Tourism

This research focuses on the above mentioned programmes within the Department of DEDECT and seek to gauge their satisfaction towards their jobs as well as to identify problem areas with regard to service delivery as well as the factors affecting job satisfaction, in order to come up with possible recommendations on improving the satisfaction level of employees for better service delivery.

1.3 STATEMENT OF THE PROBLEM

DEDECT has 19 years of existence; however there are complaints received concerning lack or poor service delivery by the department. Many complaints attributes to poor service delivery to a number of issues including, lack of resources to deliver services, e.g. budget, fleet, and capacity, etc; staff turnover and absenteeism are rife in the department. Although access to government services has improved for many people in

South Africa since 1994, this is not happening in the department. It is the view of the researcher that, service delivery may be hampered by level of job satisfaction, resources, capacity and budget.

Similarly to DEDECT, according to Husin S.M. (2011), every organisation could not last without their employees. Employees are the main reason an organisation could exist for a long time, employees are the ones who play the major roles and make significant contribution to the organisation. Hence, the organisation should pay attention to them in order to keep them in the organisation. This will also influence the productivity of the organisation which eventually will lead to achieving the organisation's visions and goals.

According to Mogodi I. (2014), the wellness unit conducted one on one team-building session with respective sub-Directorates within the DEDECT. The aim of the session was to create a platform where supervisors and the supervisees can openly and honestly discuss issues that may affect their working relationships. Special focus was given to relations between the supervisors and the supervisees as well as relations between fellow employees in general. Employees were encouraged to raise issues of concern that may affect them and to also try to find possible remedies to these issues amongst themselves, and they have raised the following issues:

a) Arrogant managers and moody managers: Arrogance of managers is a burning issue for many employees in most units. Most employees maintain that sense of self-importance and self-sufficiency of managers affect productivity as these managers refuse to take inputs from their subordinates and always put them down when they try taking initiative. In cases where employees try to voice their difference of opinions, Performance Management Development System (PMDS) is used as disciplinary measure.

b) Perceived Power struggle amongst the senior managers: The employees maintain that there is power struggle amongst senior managers and that it puts them in a difficult position as they in most instances bear the brunt. Furthermore this struggle

affects protocol because more often employees receive directives from the managers without the knowledge of their immediate supervisors. This cause confusion as to whom they have to report to.

c) Confidentiality: Employees raised a concern on lack of confidentiality especially on issues of recruitment processes, as it creates unnecessary conflicts with fellow employees and prospective appointees.

d) Lack of communication and redress: It was noted that managers do not give feedback to their subordinates about departmental issues that affect them and their respective directorates. As a result employees end up operation on grape vine from the corridors which is in most instances far from the truth/ reality.

e) Lack of capacity development: Employees maintain that lack of training leads to monotony, and low morale and sometimes poor performance.

f) Unclear job-descriptions: Creates confusion between supervisors and their subordinates. This was regarded as the major cause of unnecessary conflicts as it also affects their performance assessments. Furthermore ad-hoc projects consume most of employees' time, causing deviation from performance agreements as thus negatively affects performance assessments of employees.

g) Leave mismanagement: It's a concern of most employees that their counterparts who are forever not at work always have more leave days/ credits from the previous cycle compared to employees who are always on duty. According to these employees this is caused by mismanagement of leave by managers and as thus they feel there is no consistency as other are favoured over others.

h) Failure to provide employees with office equipments: Employees feel that when appointed and or transferred from other units they struggle with acquisition of office equipment and space. This gives them the impression that proper planning was not done making them feel unwelcomed. Replacement of equipments for those in the employ of the Department remains a great challenge.

Ali (2009) found that pay, promotion, supervisor, fringe benefit, contingent reward, working condition, coworkers, nature of work and communication are factors that affect job satisfaction among employees, employees who are not satisfied tend to leave the organisation or they do mistake continuously instead of getting to the solution, he further mentioned that other circumstances of dissatisfaction employees tend to fake sick leave, high absenteeism, misusing resources or involve in misconduct, e.g. theft. This seems to support the course of job dissatisfaction in DEDECT.

According to the National Government Service Delivery Model Draft (2013), services are still not equally accessible to all communities or are at the desired level of delivery especially to those in rural areas. Although visible progress has been made with the transformation process and improved service delivery, departments still struggle with the continuous improvement and delivery of quality services to all, such as inability in most cases to ensure effective and efficient service delivery; non-existence of service delivery models putting forward on how department will address their mandates,

- lack of standard operating procedures in department;
- lack of unit costing done in department;
- Quality and service standards have not always improved, despite massive increases in successive budgets. In some areas service quality and standards have deteriorated and
- Institutionalisation of Service Delivery Improvement Plans to ensure sustainable continuous service delivery improvement, etc.

Job satisfaction level affect workers' productivity, creativity and commitment, it also affects their capability to deliver services to clients and eventually the efficiency of the department. If the department has satisfied employees it will have satisfied and happy clients. This research examined the influence of job satisfaction on service delivery among employees of Department of Economic Development, Environment, Conservation and Tourism in North West provincial office.

1.4 RESEARCH QUESTIONS

This study attempted to answer the following research questions:

What factors influence job satisfaction of employees?

What is the job satisfaction level of employees of DEDECT?

What services are performed by DEDECT employee?

What is the level of service delivery by DEDECT employees?

What are the personal characteristics of employee?

1.5 RESEARCH OBJECTIVES

The objective of this study is to determine what selected factors are related to employees' job satisfaction at DEDECT. It is an attempt to find out how employees feel about their jobs, what pleases them in their work, what brings negative reactions or frustrates them. The objectives are mentioned as follows:

- To determine personal characteristics of DEDECT employees.
- To examine job satisfaction of DEDECT employees.
- To assess job satisfaction level of employees at DEDECT.
- To identify the factors which affect the job satisfaction among employees of DEDECT.

1.6 IMPORTANCE AND SIGNIFICANCE OF THE STUDY

If most of employees are found to have low level of job satisfaction, then the researcher hopes that this study will contribute towards improving the level of job satisfaction among DEDECT employees, which in turn, may be adopted by policy-makers to address the problems. The need to examine support service needs and constraints faced by the employees of DEDECT is important for the department's ability to increase level of job satisfaction, and other related issues to improve service delivery. The findings will be useful in helping policy-makers in understanding the challenges, the importance and significant of job satisfaction.

1.7 LIMITATION OF THE STUDY

The findings of this study was limited in the following aspects:

1.7.1 The scope of the study

In this study, the respondents have been classified into three (3) categories of staff members which were on daily basis interact with the community for service delivery. The study was only conducted at the provincial office of DEDECT which is in Mmabatho.

Empolyees participation was based on voluntarily basis. Therefore, the respondents participated in this study did not represent all the selected sample of DEDECT. Other limitation encountered was related to work environment where factors will take place such as absenteesim, ill health and filed work.

1.8 RESEARCH DESIGN

Research design has been defined as "the entire process of research from conceptualising a problem to writing research questions, data collection, analysis, interpretations and report writing" (Creswell, 2007:5).

1.9 DEFINITION OF TERMS

1.9.1 What is Job Satisfaction?

Parvid (2011) defines job satisfaction as an effective or emotional response towards various aspects of an employee's work and as a feeling that a worker has about employee's job or general attitude towards work or a job and it is influenced by the perception of one's job.

Saari et al (2004) Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience.

Kwenin et al (2013) defines job satisfaction as the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job value.

Mehmood et al (2012) job satisfaction is an emotional state related to the positive or negative appraisal of job experiences.

Job satisfaction can be defined as an emotional state of mind that reflects an affective reaction to the job and work situation (Hussin 2011).

1.9.2 What is employee satisfaction?

Hussin (2011) employee satisfaction refers to the positive or negative aspects of employee's attitude towards their jobs or some features of the job. Employee satisfaction is the terminology used to describe whether employees are happy and contented and fulfilling their desire and needs at work.

1.9.3 What is Job Performance?

Saetang et al (2010) Job performance is a human behavior the result of which is an important factor for individual work effectiveness evaluation. From this view, it could be said that organisation's success or failure depends on job performance of the individuals

in that organisation. Work performance has been identified as the significant key for organisations to gain competitive advantage and superior productivity.

According to Mofolo (2012), Performance is a task that includes activities that are meant to ensure that the goals and objectives of an organisation are consistently being achieved in an efficient and effective way.

Job performance consists of the observable behaviours that people do in their jobs that are relevant to the goal of the organisation (Hussin 2011).

Besides the above definitions, Hussin (2011), defines job performance as the employee is capable of influencing other employees, can make decision in performing their job and the job they do is valuable to themselves.

1.9.4 What is Performance?

According to Hussin (2011), the act of doing something successfully, using knowledge as distinguished from merely possessing it, a performance comprises an event in which generally one group of people (the performer or performers) behaves in particular way for another group of people.

1.9.5 What is Service Delivery?

Ngugi et al (2012) Service delivery involves a comparison of expectations with performance. Service delivery is perceived as a set of activities performed by an organisation that aims at creating value, which includes specific services or economic activities, acts or performance to customers as well as other organisational activities that are part of the value creation process such as leadership and management styles, structure of operations, customer relationship initiatives, etc and not services as market offerings only.

1.10 JOURNAL ARTICLE ON HOW JOB SATISFACTION AFFECT SERVICE DELIVERY OR JOB PERFORMANCE

According to Chandrasekhar (2011) employees' attitude at the workplace is affected by factors like interpersonal relationships, control over environment, shift, emotional factors, job assignment, overtime duty, extended work, etc. They are arrays of non cognitive abilities that influence one's ability not to succeed in coping with environmental demands and pressure. Thus this leads to reduction in productivity at the workplace.

Kwenin et al (2013) believed that low level of job satisfaction has a great influence on employees' retention, it was established that when employees are satisfied with their organisation, they tend to stay.

Job satisfaction is often determined by how well outcome meet or exceed expectation. For instance, if organisation participants feel that they are working much harder than other in the department but are receiving fewer rewards they will probably have a negative attitudes towards the work (Islam et al 2012).

According to Ean (2007), low job satisfaction affects the staff morale and psychological well-being. He further noted that low job satisfaction seems to affect the quality of care and treatment provided to client, and may have strong influence on administrative functioning.

Most South African employees experience a lack of job satisfaction resulting in a low level of employee commitment that, in turn, impacts on performance and the achievement of organisational goals. The symptoms of these problems result in low productivity, high absenteeism, labour unrest, industrial action and high labour turnover. The current situation in the public sector in South Africa is not dissimilar. Public sector employees are faced with a multitude of factors that impact on effective and efficient service delivery (Lubby 2005).

According to Lubby (2005), a high employee turnover rate is often prevalent in an environment where employees are highly dissatisfied. Employees lacking job satisfaction often tend to withdraw from situation and environment as a means of dealing with their dissatisfaction, a major form of employee withdrawal is voluntary turnover, by not reporting to duty, or by resigning to seek new job prospects, individual might be expressing their dissatisfaction with their jobs or attempting to escape from the unpleasant aspects they may be experiencing.

Satisfaction will affect a worker's effort, increase satisfaction from performance possibility helps to increase expectations of performance leading to rewards. Satisfaction and productivity are crucial relationship in which each affects the other (Pushpakumari 2008).

Chaulagain et al (2012) have stressed that job satisfaction is not only affecting the motivation of employees but it can hinder with their relationship with others and as well as the well-being of individual. They further highlighted that job satisfaction has a strong correlation with job performance, it is necessary to strengthen relevant human resources policies, improving working conditions and compensation. Priority should be given to improved relationship between management and staff and increasing decision-making latitude with continuous job evaluations and monitoring of job satisfaction likely to increase overall job satisfaction.

Job satisfaction can be considered as one of the main factors when it comes to efficiency and effectiveness of business organisations. In fact the new managerial paradigm which insists that employees should be treated and considered as human beings that have their own wants, needs, personal desires is a very good indicator for the importance of job satisfaction in contemporary companies. When analysing job satisfaction the logic that a satisfied employee is a happy employee and a happy employee is a successful employee (Aziri 2011).

According to Zhengu et al (2009), workers are more likely to steal petty cash and commit other unethical acts when they are dissatisfied and see their own supervisor behaving badly. A good work-life balance and a high level of job satisfaction, on the other hand, were thought to promote ethical behavior among employees.

Numerous empirical studies show a strong relationship between employee satisfaction and customer satisfaction. The job satisfaction can affect the customer's satisfaction if they are not serviced accordingly which, in turn affect the productivity of the organisation.

Catherine et al (2005) argue that because of the relationship prevailing between employees and customers, if the level of job satisfaction of employees is low it will definitely affect the level of satisfaction for customers, it was mentioned that a study that was done at Sears Roebuck & Co. shown that a five-point improvement in employee attitude led to a 1.3 rise in customer satisfaction which, in turn, generated a 0.5 increase in revenues.

1.11 CHAPTER SUMMARY

This chapter reflects the background of the study. It also presents the problem statement, the scope of the study, research questions, research objectives, importance of the study, research design, and definition of terms, journal articles on how job satisfaction affect service delivery or job performance. The next chapter focuses on literature reviewed for this study.

In the next chapter the literature from various sources was reviewed and analysed in order to give an overview of the job satisfaction not only in the public sector but also in the private sector indicating the challenges, advantages, disadvantages, and aspects which enhance or impact service delivery in the variuos sectors.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter is basically introducing the concept of job satisfaction, job performance and service delivery and highlighted the various motivational studies relating to job satisfaction, job performance and service delivery. Furthermore, it intends to give an overview of the literature with regard to job satisfaction, factors affecting job satisfaction, linkage between job satisfaction and service delivery or job performance, factors affecting service delivery among employees, the impact of service delivery in the community, the role of workforce/ employees in service delivery, job performance and factors influencing job performance among government employees.

Generally the public service in South Africa is perceived to be slow and not effective institution when it comes to service delivery. DEDECT is not exclusion from this idea as it is part of the Provincial Government where in some sections of the Provincial government structures are even regarded as the worst in service delivery as compared to their counterpart at National level.

The study explains the matters within the department that could hamper or improve service delivery and the challenges that exist and the possible ways in which they could be approached to solve the factors hindering service delivery to the community.

The contents used come from various journal articles from well known researchers, books as well as websites in relation to job satisfaction, job performance, and service delivery. This chapter will cover what other scholars have in mind or what they found in their findings with regard to the influence of job satisfaction in the workplace.

2.2 JOB SATISFACTION

Job Satisfaction has been defined in a number of ways by different scholars but all definitions generally means a concept which measures worker's positive emotions/ attitude towards employees job satisfaction as an unidimensional subjective construct representing an overall emotional feeling individuals have about their job as a whole.

According to Oladele et al (2010), job satisfaction is an attitude which results from a balancing and summation of many specific likes and dislike experienced by an employee in the performance. Job satisfaction and job performance are important areas of study because of the nature of work employees do to deliver service to the communities. This chapter explains why job satisfaction is relevant to the employees of DEDECT.

Ean (2007) in the past, job satisfaction was approached from the perspective of needs fulfillment. That is whether or not the job met the worker's physical or psychological needs. If the worker is satisfied with their needs, there is probably job satisfaction. If employee is not, there is probably job dissatisfaction. One of good example of such need satisfaction is the theory designed by Maslow.

Ean (2007) Herzberg is another theorist who uses the needs of satisfaction to explain job satisfaction. Job satisfaction can be achieved by using two factors theory: "motivation" and "hygiene" issues can minimise job dissatisfaction but do not cause job satisfaction. Hygiene factors include company policies, supervisor, salary, interpersonal relations and working conditions. They are variable related to the workers' environment. On the other hand, motivation factors intrinsic to the job and job content have the power to increase job satisfaction. The motivation factors are achievement, recognition, the work itself, responsibility and advancement.

According to Parvid (2011), job satisfaction is very important for each organisation and it describe how an employee feels about the job. He agreed that there are factors that affect job satisfaction as stipulated in chapter one. He believes that job satisfaction is not

the same as motivation, i.e. an employee can be satisfied but not motivated or other way round, even though they sometimes link together.

Parvid (2011) Human Resource is the key to ensure that employees are satisfied by putting in place relevant policies as guidance for the optimum productivity; he added that training and skills development also play a pivotal role in satisfying employees.

Parvid (2011) from all factors affecting job satisfaction, salary is the highest, because on his rating compensation was ranked number one, i.e. employees are more satisfied by monetary rewards as job contributes towards their wealth and livelihood. Monetary form part of job satisfaction, employees are satisfied if they are aware that the supervisors are giving enough support on the job they do, by showing what to do, how to do it and why we do it. And by so doing they feel the sense of belonging to the organisation.

Job satisfaction implied that if employees have high job satisfaction, they would be happy and put more effort to get their job done as well as they can. On the other hand, if employees have low job satisfaction since they might think that their own needs could be negligent by organisation, they would be bored, show lack of willingness to work, have high conflict, absenteeism, etc. This would definitely affect their job performance (Saetang et al 2010).

2.3 Factors Affecting Job Satisfaction among employees

According to Aziri (2011), job satisfaction is under the influence of a series of factors such as: the nature of work, salary, advancement opportunities, management, work groups and work conditions. When talking about factors of job satisfaction, those factors can also cause dissatisfaction, must be kept in mind. Therefore the issue whether job satisfaction and job dissatisfaction are two opposite and excludable phenomena, there is no consensus regarding this issue among authors.

Aziri (2011) has highlighted that, in fact the main idea is that employees in their work environment are under the influence of factors that cause job satisfaction and factors

that cause job dissatisfaction. Therefore all factors that have derived from a large empirical research and divided in factors that cause job satisfaction (motivators) and factors that cause job dissatisfaction (hygiene factors), Table 1.

Hygiene factors	Motivators
Company policies	Achievement
Supervision	Recognition
Interpersonal Relation	Work itself
Work condition	Responsibility
Salary	Advancement
Status	Growth
Job Security	

Job satisfaction courses a series of influence on various aspects of organisational life. Some of them such as the influence of job satisfaction on employees’ production, loyalty and absenteeism are analysed as part of the text (Aziri 2011)

Mehmood et al (2012) cited factors affect job satisfaction of employees as follows:

- Salary and benefit, working condition, co- worker relation, job security, job itself, treatment by supervisor, working condition- if the environment in the workplace is not welcoming, obviously there is going to be dissatisfaction, if the relationship of employees, either between themselves or between supervisor and subordinate there cannot be satisfaction and this will lead to absence, turnover and poor performance.

- Upwards striving. If there is no empowerment or promotion, employees are going to be dissatisfied and leave the organisation to other organisations.
- Salary & benefit- low salary and low benefit cause dissatisfaction among employees and as a result of low salary and low benefit, employees to leave the company and look for employment opportunities and this resulted in course poor performance due to capacity constraints.
- Autonomy- If employees are not given chance to decide on their own and do what they think is right, create dissatisfaction.

The success of any business depends largely on the motivation of the employees. An organisation with low employee motivation is completely vulnerable to both internal and external challenges because its employees are not giving the extra mile to maintain the organisation's stability. As we know, an instable organisation ultimately underperforms (Hussin 2011).

Amabile et al (2011) agree with what is stated by Hussin (2011). He argued that lower job satisfaction foreshadowed poorer bottom-line performance, when people don't care about their jobs or their employers, they don't show up consistently, they produce less or their work quality suffers.

Mehmood et al (2012) state that job satisfaction is influenced by several variables in the workplace including good teamwork, organisational culture, and employee's empowerment. It was highlighted that intrinsic and extrinsic rewards also have a positive influence towards job satisfaction. Intrinsic factors reported to be important for analysing the accomplishment, innovative and ability to take risk and work challenged faced and on the other hand extrinsic reflect behavior and attitude toward career development, salary and perks, and potential increase in income.

Ali (2009) further mentions that factors such as salary, supervisor, benefit, coworkers and nature of work have a very high impact on causing job dissatisfaction among

employees. For example, if an employee is paid well but the relationship between the employee and the supervisor or any coworker is not welcoming; employee cannot be satisfied.

Khan et al (2012) conducted studies on the same matter and mentioned the same factors, it was noted that those factors have a negative for both job satisfaction and job performance. Most researchers have listed pay as the most critical factor to satisfy employees, and they noted that all of these factors need to be attended to for optimum performance and job satisfaction. Happy employees are capable to put an organisation where it is wanted and again if not happy they are capable to sabotage the organisation.

Chaulagain et al. (2012) have conducted a study on factors influencing job satisfaction among Health Professionals and concluded that factors leading to satisfaction describes as motivators, were promotional and personal growth opportunities, responsibility, achievement and recognition. These are factors that are intrinsically rewarding to the individual. Extrinsic factors, described as hygiene factors, leading to job dissatisfaction include pay, physical working conditions, job security, company policies, quality of supervision and relationship with others. Factors contributing to high levels of employee satisfaction have been identified as: supportive colleagues, supportive working conditions, mentally challenging work and equitable rewards.

According to Zipkin (2014), these factors sited below have a great motivation on employees:

- Word of affirmation- Encouraging and affirming words can reinforce an employees' desire to feel wanted and needed.
- Acts of service- Helping employees get tasks done or working collaboratively on projects can motivate them by evoking a sense of teamwork or purpose.
- Quality time- One- on one time with a manager or other co- worker can lead to better insight into employees; needs and can increase motivation.

- Physical touch- Remember to give high fives, fist bumps or congratulatory handshake.
- Tangible gifts- The key to an appropriate gift in the workplace is though, not the amount of money you spend on gift. Taking the time to notice what you employees like and buying small related gifts is a great way to motivate your workforce.

2. 4 FACTORS AFFECTING SERVICE DELIVERY AMONG EMPLOYEES

Wanjau et al (2012) have mentioned that service delivery is very crucial because it has a special relationship with customer satisfaction, customer retention, loyalty, costs, profitability, service guarantees and growth of organisation. It was further noted that if customers are not happy with the service there is no way they can remain or be loyal to the organisation, they go and look where they can get a better service and they also influence other customers to use that particular organisation for services, and as a result the organisation will not perform.

Wanjau et al (2012) have described these factors in relation to job satisfaction as stated below:

- Inadequate technology-technology makes the work very much easier and through technology the delay can be reduced. Technology makes stakeholder to access information at a required time and effectively, e.g. technology adoption in health institution would enable the provision of high- quality medicine to patient, reduce time lags in getting lab and imagine result, ensure the resulting system meets the needs of clinicians and improve the accessibility of relevant information efficiently and effectively.
- Ineffective communication, you cannot deliver service without communicating, communication concur everything. From time to time there is a need for interaction with stakeholder in order to follow up on other issues. Employees must be communicated to in order to understand what is needed from them, policies and regulation must be clear and this is done through various channels of communication. Communication is there to inform, educate and persuade, e.g. effective communication would enable the

accessibility of treatment, quality of health care, efficient admissions, diagnostic testing and patient follow-up also reduce risk of hospital admission, incubation and poor prescribed medication, delayed diagnosis, misdiagnosis and inappropriate referral.

- **Employees' capacity-** Employee's capacity plays a vital role in service delivery. Knowledge to your work, skills offers and competence can deliver good service to customers. It is imperative for employer to employ incumbents who have knowledge to the work, skilled and competent to carry on duties, e.g. service delivery at hospital fails because of the sum total of seemingly inconsequential event arising from employees lack of capacity as in itself service delivery requires specific skill levels and experience which must be continuously learned.

- **Insufficient financial resources-** All organisations, either big or small need finances to be able to deliver services to the clients. Budget is the life blood of the organisation to perform. Organisational planning requires budget in order to succeed, e.g. insufficient funds lead to purchasing of low quality drugs and medical equipments, low staff payment demotivating them carrying out their duties as expected affecting provision of high service quality.

According to Thornley (2006), where there is a service delivery both supplier and customer will be motivated and as a result there will be job satisfaction and good relationship among employees and with customers as well.

Thornley (2006) like other scholars researched on the factors affecting service delivery within community pharmacy in the United Kingdom; unlike other referenced authors he listed more factors as follows:

Customer need	Employees confidence
Customer demand	Support
Public attitude	Time
Employees characteristic and attitude	Staff resources
Training	Remuneration
Communication	Employees environment
Awareness of Service	Relationship with employees
Recruitment	Evidence of the value of the service
Operational	External environment

Mehmood et al (2012) differ with Parvid (2012) that salary and benefits are the most factors affecting job satisfaction. According to Mehmood et al (2012) work condition or environment is the predominant factor that affects the level of job satisfaction. He believes that if this aspect can focused and addressed in the organisation setup it may improve the satisfaction level of employee that in turn lead to increase in job performance.

Dean (2005) like other scholars has conducted a study to find out what can be the factors affecting service delivery in frontline employees from telecommunication call center. Through this study, the overall study suggests that, to deliver high levels of service delivery quality, managers need to rethink their approaches to productivity and performance management and hiring the "right" service staff.

Dean (2005) has identified nine factors that affect service delivery as follows:

- Management emphasis on sales- Sales are perceived as higher priority than service quality
- Performance monitoring and goals- Quality assurance process seen as too restrictive for individual needs.
- Efficiency demands- It causes stress and weaken employees' ability to manage calls, service quality initiatives are decreased and productivity takes precedence over service quality.
- Centre structures and support- Process are sometimes slow and inflexible, no system for customer inputs and inadequate system for employee communication.
- Employee- Job fit-Because staff is not fit for the post they ended up stressed and as a result unable to think clearly and eventually withdraw from customers.
- Human Resource Management- For employees to deliver service they also need to be trained. Imbalance between work demand and reward de- motivating and inadequate roasters cause negative attitudes to customer care.
- Teams- A good relationship is required amongst employees. A lot of effectiveness depends on employees relationships with team leaders, can be negative.
- Service encounter stress- Positive encounters are motivating, some encounter very de-motivating. Employees need more breaks, flexibility and counseling to assist them to cope with customers.
- Managerial attitudes- There is a need of a support from management towards frontline staff, if they do not get that support they will eventually not motivated or not happy to satisfy customers.

Dorasamy (2010) has also conducted a study on enhancing an ethical culture through purpose – directed leadership for improved public service delivery in South Africa. Behavior in the public service has impacted on the quality of service delivery in many government of South Africa. It was mentioned that public leaders are expected to serve public needs and not to promote personal interest.

Nagar (2010) looks how leaders contribute towards the service delivery, what standards they put in place. It was highlighted in the article that through ethical and purpose driven leadership, the mission statement of the public service is not only communicated to all concerned, but it is also clarified and understood and becomes the driving force in delivering what is to be achieved, without compromising the quality of public service.

Two factors identified as the main factors affecting service delivery among employees.

1. Unethical behavior that was noticed in South African public service include the following:

- Lack of responsiveness to the need of the clients
- Tardiness in the discharge of duties
- Manifestations of inefficiency and ineffectiveness
- Corruption

2. Lack of ethical culture within purpose directed leadership

- Conflict of interest
- Mismatch post appointment
- Lack of commitment

Dean et al (2005) the factors affecting service delivery in call center. The intention towards this study was also to see if employees are able to stand with their kinds of work

they do and if not what hinders them to achieve that. In their findings, three factors are found to affect service delivery, which are service climate, service quality gaps and service profit chain were identified.

According to Dean et al (2005), Service climate in terms of "employee perceptions of the practices, procedures and behaviours that get rewarded, supported, and expected with regard to customer service and customer service quality". It was further noted that service climate is a general orientation to service, that emphasises human resource practices, managerial priorities and customer orientation. Service climate studies have identified factors such as "concern for customers" and "concern for employees". It is also mentioned that service climate is related to employee attitudes that subsequently affect service quality for customers.

With regard to service quality gap, the authors proposed that the size of gap can be explained by teamwork, employee-job fit, technology-job fit, perceived control, supervisory control systems, role conflict and role ambiguity. It was noted that employees must be in position to minimise as much gap as possible in order to deliver quality service to customers and this can only be achieved through communication and teamwork among employees (Dean et al 2005).

The third factor, service profit chain places the delivery of service quality at the centre of a sequence which commences with organisational activity related to "internal service quality", such as workplace and job design, and human resources policies and practices. This practice mentioned to contribute to employees behaviour in order to the performance at their best to deliver quality service and it must first practised internally (Dean et al 2005).

According to Wanjau et al (2012), taking into consideration that service delivery has a significant relationship with customer satisfaction, customer retention, loyalty, cost, profitability, service guarantee and growth of organisation. However, other public hospital in Kenya has poor service delivery.

According to Wanjau et al (2012), low employee's capacity led to a decrease in provision of service quality public health sector with while Inadequate Technology adoption. Provision of health service led to a decrease in provision of service quality by a factor of the ineffective communication channels affected delivery service quality in public health sector, while insufficient financial resources resulted to decrease in provision of health service quality. This implied that low employees capacity, low technology adoption, ineffective communication channels and insufficient fund affect delivery of service quality to patients in public health sector affecting health service quality perceptions, patient satisfaction and loyalty.

Ngugi et al (2012) report that factors that affect service delivery in the National Police Service of Kenya in Nairobi country were as follows: Information Communication Technology (ICT). The effect of ICT on service delivery in their police service is investment in ICT, ICT infrastructure, Knowledge and skills in ICT and ICT policy.

- Remuneration. The impact of remuneration on service delivery in the policy service are job satisfaction, job security, distribution of work, level of delegation and involvement in decision making.
- Training. The effect of training on service delivery in the police service are, management of the training functions, level of the understanding of the training policy guidelines, relevance of training programme, distribution of the training opportunity and involvement in decision making.
- Working Environment. The effect of working environment on service delivery in the police service are, training facility, administration failure, housing, recreational areas, enough space in the office and safety measures and general repairs. Payment and incentives in police service are seen as having an effect in service delivery. Training and development also impact positively towards service delivery. Training and development not only enhance service delivery it also increase staff productivity and knowledge.

Odaro (2012) investigated on the causes of poor service delivery in Africa and identified two key factors affecting service delivery.

- The funding shortfall. According to Odaro (2012), in many instances funding allocated for services is not adequate and many problems faced are due to budget constraints, inefficiency and bottleneck often lead to actual spending of only two-thirds of the budget allocated (Odaro: 2012).
- Lack of Accountability. Odaro (2012) mentioned that greater political accountability has been shown to improve public services and reduce corruption in Uganda, where transparency about government transfers to local spending units has reduced misappropriation of funds by as much as 90%.

There is some evidence that asymmetric information plays an important role in public service delivery; World Bank found that countries with better media coverage could have more efficient public service provision. Another contributory factor could be a lack of political will or political pull amongst the public, because most citizens have never experienced functional public services, the impetus for political mobilisation to effect change is hardly existent. Unfortunately, the long-standing state of woeful service delivery has given rise to a local mafia class that provides water, fuel, and other services. These lords protect their market and high profits by sabotaging new government-sponsored infrastructure (Odaro 2012).

2. 5 IMPACT OF SERVICE DELIVERY ON CUSTOMER SATISFACTION

Impact on service and explores the impact of the employee on customer satisfaction, and leadership's influence on employee motivation. This stresses that leaders need to support employees to deliver exceptional service. The power to provide differentiated services is significantly influenced by the willingness of a company's employees to operate this strategy. The relationship between a customer and supplier is significantly impacted on

by the quality of the service a customer receives from employees rather than the actual performance of the product (Sanes 1996).

If the community is getting services, obviously it will impact positively; it will eliminate complaints and protests. The country will have a happy community. If the service is not rendered the government will receive a huge amount of complaints from the community, it will experience a high rate of protests and this will cause continuous delay on service delivery and it is costly because in most cases the community makes a lot of damages on protests which are going to be fixed by the government and it also affects the studies of scholars.

For the past few years, service delivery protests have been rife in municipalities across South Africa, with angry residents taking to the streets in remonstrance against the poor performance of these municipalities. In many instances the provision of services has been very slow, and has not met the expectations of many residents, who perceive municipal officials to be self-serving and neglectful of their needs.

This dire state of affairs has greatly influenced political parties' campaigning, with the issue of service delivery being seen as the most important in the upcoming election and forming the basis of political parties' manifestos. In most multi-party democracies it might be anticipated that the failure of the ruling party to deliver the basic services which were promised, and are now expected, would lead the electorate to cast their vote for the opposition.

According to Nagar (2010), the upcoming local government election is occurring under circumstances which are similar to the previous election, in which the electorate vented its frustration at the slow pace of service through protests. A survey conducted before the 2006 local government election revealed that, in addition to voting, protests were also being used as a tool to achieve service delivery and were not necessarily a revolt against the ANC. "Poor government service delivery and uncertainty regarding the political direction has been high on the agenda for South African business owners in every

quarterly survey we have ever conducted,” the national chairman for Grant Thornton South Africa. “It is concerning that the nation’s government doesn’t add valuable input into the success of business, and instead causes undue pressures to business operations”.

2. 6 ROLES OF WORKFORCE/ EMPLOYEES IN SERVICE DELIVERY

Employees play a very important role in service delivery because they are the engines of the organisation and they also contribute towards the goal achievements, without employees there is no service delivery and not only employees, but happy, motivated, empowered and satisfied employees. Employees are there to render service and satisfy customers (Sanes 1996).

Sanes (1996) has noted that, 14 percent of customer defections in the service business are the result of a poor quality product, and that more than 65 percent are the result of indifferent or unhelpful employees. From another company, positive relationships and affiliations built over time with financial consultants, fitness instructors, hairdressers and other service providers that are based on trust, friendship and confidence, will result in strong customer loyalty. In these and other instances, it is the frontline workers who are responsible for these positive customer-supplier relationships which provide revenues to the corporation.

In essence, it is the corporate strategy of service differentiation which provides an opportunity for a company to achieve competitive advantage, but this opportunity cannot be realised without employees being motivated to build strong customer-supplier relationships by delivering exceptional service. The traditional human resources levers of recruiting, staffing, training, developing, recognising and rewarding can influence employee motivation significantly. Although these levers support each other, the recognition and reward system generally provides the greatest influence (Sanes 1996).

Some companies that are empowering employees to deliver differentiated services report that they typically earn more, have greater levels of job satisfaction and lower turnover rates than in comparable companies, and that their customer satisfaction and customer retention rates are higher.

2. 7 JOB PERFORMANCE

According to Hussin (2011), job performance is the sum total of a worker's execution of assigned tasks.

2.8 FACTORS INFLUENCING JOB PERFORMANCE AMONG GOVERNMENT EMPLOYEES

Meyer et al (2005: 25) indicate that performance management would be beneficial to Municipalities if addresses the following objectives:

- Create a supportive environment that promotes the culture of good performance
- Establish clear performance standard
- provide performance feedback to employees
- promote the development of employees through training, counseling and coaching, in order to realise job opportunities
- Improve communication and relationship be establishing mutual goals establish a framework for linking remuneration to performance.

According to Venter et al (2007), it has been stated that "to ensure that the effective and efficient delivery of public service, especially in the local government sphere is improved, the government of the day will have to take the note of the most urgent challenges and address them in a more co-ordinate and proactive manner, focusing on macro goals, in order to develop the country's infrastructure in such a way that all the country's citizen benefit".

Chandrasekar (2011) found that many managers and supervisors labor under the mistaken impression that the level of employee performance on the job is proportional to the size of the employee's pay packet. Although this may be true in minority of cases; numerous employee surveys have shown by and large this to be untrue. In fact, salary increases and bonuses for performance, in many instances, have a very limited short term effect. The extra money soon comes to be regarded not as an incentive but as an "entitlement".

Venter et al (2007) has mentioned eight factors affecting the performance of employees in an organisation, and noted that it is the responsibility of the administrators of the organisation to create a good working environment for the employees.

- Knowledge and skills: for employee to work and function well in the organisation, the employee should have adequate knowledge and skills. The employee must have proper attitude with the skills necessary to be efficient in work (Venter et al 2007).
- Family: Usually all employees in any organisation will have family problem at one point in their life. Some people may have frequent problems. These problems at home may also affect their work. These problems can affect the work adversely. The employers should be able to show adequate compassion on these workers to help the worker function effectively (Venter et al 2007).
- Support from superiors: Superiors have to understand the needs of the employees for the employee to work efficiently. Sometimes frequently fault finding of the employees work may also lead to deficiency in work. Employee effectiveness is also lost if there is no proper guidance or planning in an organisation (Venter et al 2007).
- Adaptability: Some employees may not be able to cope with the changes that occur at work. Equipment may change or the type of work can change in an organisation. This can make the employee unable to adapt. Adequate training is necessary to help the employee to cope and be able to perform better (Venter et al 2007).

- **Social values:** The type of work in an organisation may also involve a sense of compassion. This is especially true when the organisation deals with people. People who tend to be aggressive by nature may find conflicts in the situation. Good performance may be affected, not because of lack of ability or interest, but by conflict of values (Venter et al 2007).

- **Health:** Employees must be physically and mentally healthy to perform better in an organisation. Chronic illness in the family can also affect the performance of the employee. In course of time, it can lead to conflict and non-performance. Adequate improving the efficiency of the person at work (Venter et al 2007).

- **Workplace:** Some people are highly sensitive to the environment and also climate. These should be conducive for work; otherwise even good performers can also become poor performers. The work situation and environment should be adequately modified to help the employee have better working conditions (Venter et al 2007).

- **Ethics:** Work ethics is very important for the performance of an employee. Good morals and ethics can help a person to improve their performance. Otherwise, it can lead to poor performance and also demotivated the other employees (Venter et al 2007).

Mofolo (2012) states that to improve job performance among employees; municipalities should consider developing reward systems the will assist and persuade employees to put more effort into their work and to perform as expected. Employees should also be informed about the way their efforts would be rewarded.

According to Mofolo (2012), managers should make themselves available and be able to guide and assist workers when problematic issue arises. On the other hand, operational staff needs necessary resources in order to perform as expected, managers should also ensure that regular meetings are held where staff members report and voice their opinions about job related issues. In order for operational staff to be effective,

departmental managers should give them the freedom to carry out tasks independently and make decisions about work methods.

Ahmadi (2008) found that, factors believed to influence job performance outcome among hospital nurses in Riyadh Region, Saudi Arabia are:

- Job expectation- If an employee is given the job that is not expected can lower the morale of the employee to perform as expected.
- Performance feedback- If an employee does not get feedback on his/her performance she/he become discouraged and as a result lowers the performance.
- Environment and tools- The environment of the workplace has an impact on job performance. Not welcoming environment courses employees to be unhappy or dissatisfied and it also transfer with the performance of the job.
- Motivation and Incentives- Motivated employees are able to perform to the satisfactory. Motivation goes hand in hand with incentives, if incentives are lower or not satisfying in most cases courses employee not to perform. Knowledge and skills-employees need to be developed through proper training in order to be in position to perform their job.

Ahmadi (2008) further indicated that performance is also influenced by relationship at work, educational level, and satisfaction with job itself. If the relationship is not good among employees, especially between the supervisor and the subordinate it can affect the performance. The same applies to educational level, if an official is given to carry a certain work which the employee is not conversant with or does not have enough skills about it, will affect the performance same applies to the employee who is not satisfied with the type of a job is doing.

Shaffril (2010) examined the influence of socio-demographic factors on work performance among employees of government agriculture in Malaysia, and found that

changes in demography affect work performance, e.g. gender, age, organisational tenure, job position and ethnicity. It was also highlighted that women tend to have better work performance compared to their counterparts. Different of age was also found to be a potential factor for work performance. The study mentioned that younger employees are not performing well.

Work performance is influenced by financial and non-financial incentives. The main motivating factor for work was appreciated by managers, colleagues and the community, a stable job and income and training. Low salary is also a main discouraging factor, work experience also believed as one of the factors influencing work performance. It is noted that older employees perform higher (Shaffril 2010).

Saetang et al (2010) found that major factors influencing job performance are:

- Goal setting- Goal setting mentioned to be a motivational technique that can be used to motivate staff to carry the duty effectively. Elements that contribute to the goal setting are clarity, challenge, commitment, and feedback and task complexity. It is also noted that the goal setting is guided by supervisor support and participation in goal setting and strategy.
- Role ambiguity- The scholars have highlighted that there are four widely accepted dimension to role ambiguity, which may be experienced by the role incumbent, and are based on the incumbents' perspective. These dimensions included goal/ expectation/ responsibility ambiguity, process ambiguity, priority ambiguity and behavior ambiguity.
- Job Satisfaction- Satisfied employees are motivated to perform to their expectations. It is noted that job satisfaction is, in fact, predictive of performance. As a result, it could be concluded that the job satisfaction is shown to be positively associated with job performance.

According to Zipkin N. (2014), there are three main factors that lead to better performance, higher motivation and personal satisfaction, which are:

- **Mastery-** People want to get better at what they do. Overcoming a challenge of finding a creative solution to a problem is a characteristic that strongly motivates employees.
- **Autonomy-** Employees have an innate desire to be self-directed. Typical management overrides that desire can turn employees into robots that are told what to do and when to do, which is not very motivating.
- **Purpose –** Perhaps the greatest employee motivator is cultivating a sense of purpose. If employees feel that they are contributing to the greater good, they will be driven and energetic.

Saetang et al (2010) concluded that satisfied employees would be happy and put more effort to get their job done as much as they can. On the other hand, if employees have low satisfaction since they might think that their own needs could be neglected by organisation, they would be bored, show lack of willingness to work, have high conflict and absenteeism. This would definitely affect their job performance.

2.9 LINKAGE BETWEEN JOB SATISFACTION AND SERVICE DELIVERY OR JOB PERFORMANCE

Different scholars have different opinions with regard to the relationship between job satisfaction and job performance. Others have indicated that there is a slight relationship whereas others say there is no relationship at all. Because of all these differences towards the linkage between job satisfaction and job performance, models were gathered to review all researches done: (Aziri 2011, Saani et al 2004 & Prasanga et al 2012).

- **Model 1:** job satisfaction causes job performance. It simply implies that high morale leads to improved productivity
- **Model 2:** job performance causes job satisfaction. It emphasises that if employees have performed they will be rewarded and they will be satisfied.
- **Model 3:** Job satisfaction and job performance are reciprocally related.

- Model 4: The relationship between job satisfaction and job performance is spurious. Job satisfaction and job performance relate based on organisation, but once organisation self-esteem allowed to influence both there is no relationship between the two.
- Model 5: The relationship between job satisfaction and job performance is moderated by other variables. What is stated here is performance itself may be intrinsically satisfying to individuals.
- Model 6: There is no relationship between job satisfaction and job performance. This model shows that there is no relationship between the two.
- Model 7: Job satisfaction and / or job performance. According to several theories of motivation, including expectancy theory, goal setting theory and attribution theory, employees with positive affect may be more motivated.

According to Aziri (2011), there is no strong linkage between job satisfaction and productivity, because satisfied workers will not necessarily be the highest producers, there is evidence that job satisfaction, may not necessarily lead to individual performance improvement but does lead to departmental and organisational level improvement.

For optimum job performance in the organisation employees must be satisfied to carry out their duties. If there is job dissatisfaction obvious the service delivery will be very low or there will be no service delivery at all. The organisation must guard against the above mentioned factors affecting job satisfaction in order to ensure job performance or growth of the organisation.

The above statement is supported by Luddy (2005) that the lack of job satisfaction results in a low of employee commitment that in turn impact on performance and the achievement of the organisational goals and the symptoms of these problems ended up in low productivity, high absenteeism, labour unrest, industrial action and high labour turnover.

Saani et al (2004) has highlighted on the study that the study of the relationship between job satisfaction and job performance has a controversial history. The Hawthorne studies, conducted in 1930s, are often credited with making researchers aware of the effects of employee attitudes on performance. Shortly after the Hawthorne studies, researchers began taking a critical look at the notion that a "happy worker is a productive worker". Most of the earlier reviews of the literature suggested a weak and somewhat inconsistent relation between job satisfaction and job performance.

The static correlation between job satisfaction and job performance was about thus, these authors concluded that the presumed relationship between job satisfaction and performance was a "management fad" and "illusory". This study had an important impact on researchers, and in some cases in organisations, which some managers and Human Resource Practitioners concluding that the relationship between job satisfaction and job performance was trivial (Saani et al 2004).

According to Saani et al (2004), the relationship between job satisfaction and job performance was not clear as a result there was disagreement if there is a link between the two. Only after the studies that were taken, the research starts to find out if happy worker is a productive worker. Even old scholars have suggested that relationship between job satisfaction and job performance is not that strong and even Human Resource practitioners and some managers concluded that both relationships between the two is not important.

Saani et al (2004) have further mentioned that other research conducted differently with the conclusion made by previous research, it was stated that what courses other scholars not to see the relationship between job satisfaction and job performance is because they are not closely defined on their importance to link the two. If performance was clearly defined with regard to behavior not only appraisal, the relationship between the two will be improved.

Prasanga et al (2012) have stresses that there is a positive relationship between job satisfaction and job performance. It was noted that if an employee is satisfied there is a surety of good performance or high productivity. The first approach satisfaction course performance, the second performance courses satisfaction and the third one was the relationship between performance and satisfaction is moderated by a number of variables.

Prasanga et al (2012) have further colloquial that according to analysis undertaken it is clear that job satisfaction and job performance are relating. It was concluded that satisfaction and performance have a positive relationship and it was aimed that job satisfaction determine performance. The other has a way of influencing the other.

Staff turnover can compromise service delivery, and that consistent quality standards are difficult to maintain. A new person taking up the work thus has to figure out how to perform the work and thus service delivery suffers.

2.10 CHAPTER SUMMARY

Clearly, the literature review gives an overview of various dynamics of job satisfaction, job performance and service delivery. The issue of job satisfaction affects community as well because they do not get service delivery.

In the next chapter will discuss the research methodology used in this study. The whole chapter outlined the methods that were used to collect the required information from respondents.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter outlined the methods that were used to collect the required information from respondents. The study describes specific research tools which include the survey design and the analytical framework. The study covers the study area, population of study, sampling procedure and sampling size and ethical consideration. The research is basically the linking of the research questions and objectives to data collection, analysis and interpretation.

3.2 STUDY AREA

The study was conducted in the North West Province, Department of Economic Development, Environment, Conservation and Tourism. The study was conducted in the provincial office which is based in Mmabatho. The mandate of the department is to ensure that the North West Province is economically developed, through registering of business in the province, empowering emerging businesses, educating traders, checking compliances among traders, and to protect the rights and interests of consumers by investigating, prohibiting and controlling harmful business practices.

DEDECT consists of five District Offices. These districts are Dr Ruth Segomotsi Mompati, Dr Kenneth Kaunda, Ngaka Modiri Molema, Brits and Bojanala. The selected study area is the provincial office including Ngaka Modiri Molema districts; hence they are operating within the provincial office, the community around Ngaka Modiri Molema local municipalities (Ratlou, Tswaing, Mafikeng, Ditsobotla and Ramotshere Moiloa local municipalities) travel to provincial office in Mmabatho for various services. At Dr Ruth Segomotsi Mompati all outskirt areas around that local municipality travel to Vryburg for service deliver, areas around Dr Kenneth Kauda travel to Klerksdorp, those around

Bojanala travel to Rustenburg and also areas around Brits travel to Brits for service delivery due to lack of fully-fledged offices and capacity constraints.

3.3 POPULATION OF STUDY

The population targeted in this study included permanent and contract employees. The entire population of employees at DEDECT is 357 including those who are based in districts offices (Human Resource Practitioner 2013).

According to Wanjau (2012), a population is an entire group of individual, events or objects with some common observable characteristics.

3.4 RESEARCH TYPE

The study is based on quantitative research. The reason for using quantitative method is to measure, variables, so that numbered data can be analysed using statistical procedure.

Creswell (2009) describe quantitative research as a means for testing objective theories be examining the relationship among variables, in turn, can be measured, typically on instrument, so that numbered data can be analysed using statistical procedure.

Gray (2009) further describe quantitative analysis as a formal systematic process in which numerical data are utilise to obtain information about the world by identifying the characteristics of a phenomenon and exploring the possible correlations among two or more phenomenon.

3.5 SAMPLING PROCEDURE AND SAMPLE SIZE

From all 357 employees of DEDECT, a sample of 173 was selected to participate on the study due to their role in the department, they were randomly selected to enhance validity of the findings, which makes it 48.46%. According to Lani (2009), a sample size plays a very crucial role in conducting statistical tests and analysis. Sample size is

correlated to making an appropriate decision or interference about the product from which the sample has been drawn. In other words, if the sample size is too small, a systematically conducted study can fail to detect the important effects, association or correlations. In the same manner, if the sample is too large, the study would be complex and tedious. Thus, an optimum sample size is the most important part in any statistical study.

According Gray (2009), sampling may be described as the process of selecting units for an example of group of people or organisation or whatever the case may be, from a population of interest so that by studying the sample we may fairly generalise our results back to the population from which they were chosen.

Sampling means taking any portion of the population as representative of the targets population (Gray 2009).

The sample consisted of females and males, permanent and contract employees, members on salary level 5 to 13, across the following occupations: Administration Clerks, Administration Officers, Senior Administration Officers, Assistant Directors, Deputy Directors, Directors and Chief Directors.

3. 6 DATA COLLECTION, INSTRUMENTS AND APPROACH

In this study, information was not obtained directly in a face to face interviews. Written questionnaire was designed in a question paper form as a tool for data collection which consists of open-ended questions. The questionnaire was divided into the following sections:

- Section 1 : Focused on the demographic and social-economic variables of DEDECT employees, it consisted of variable such as age, gender, race, marital status, number of dependents, job category, job position, religion, level of education; job tuner, salary level, source of information.

- Section 2: Focused on the level of job satisfaction among DEDECT employees and what factors are affecting job satisfaction and were measured from 1-5 as not satisfied, least satisfied, fairly satisfied, almost satisfied and most satisfied.
- Section 3: Consisted of 41 items relating to list of services offered to the community by DEDECT and were measured as regularly, occasionally and rarely.

Before conducting the study permission was obtained from the Head of Department: DEDECT, to have access to departmental employees and information required for the study.

3.7 KNOWLEDGE AND PERCEPTION ABOUT JOB SATISFICTION

Forty one (41) questions were asked under this component of the questionnaire instrument, knowledge and perception about job satisfaction, each of which was a 5-point scale.

3. 8 DATA ANALYSIS

After data collection, data from completed questionnaires were coded and captured using statistical package. Descriptive statistical such as standard deviation, mean and frequency distribution were used to summarise the socio- economic data. Tables were used. Regression analysis was done to establish the socio-economic factors that affect job satisfaction and influence service delivery.

The coefficient of correlation was applied to identify the influence on job satisfaction among DEDECT employees. The Data collected for this study was analysed using frequency count and percentage to describe the data, while z-test statistics were used to compare job satisfaction and job performance among employees. Average of job satisfaction was determined by the summation of total score.

3.9 ETHICAL CONSIDERATION

Ethics represent certain standards according to which a particular group agrees to regulate its behavior. Issues and information that were given to the respondents included not being pressured into answering or even taking part in this research. It was being done freely willingly or voluntarily. Respondents were informed that all the information provided was and would be treated as confidential. They were also informed of the intention of the research. The result may be used to develop policy guidelines on the support needs and constraints faced by the employees. The respondents were also treated with respect, dignity and research objectives were also outlined. Participation in the research was voluntary from respondents.

Coghlan et al (2005) mention that a researcher may delete all names and identifiers from the data and report only on the broad categories of responses to help ensure confidentiality. In this study, the respondents will remain anonymous and it will be unethical to use any personal details of the respondents in the research which can lead to the identification of the respondent. In this study the participants were told not to write their names.

Participants were assured that the information provided would not be used for any other purpose beside what is stated.

3.10 RESULTS AND DISCUSSIONS

Reliability and validity of the study were tested by Cronbach's alpha. Firstly an explanatory factor analysis was conducted to confirm lack of service delivery and job performance. It was face-validated by employees and senior management using a split half reliability technique. The questionnaire had an overall reliability coefficient Cronbach's Alpha of 0.886.

3.11 CHAPTER SUMMARY

This chapter started by explaining the research types that was engaged in the course of this study and the reason why such approaches were used. In the discussion a detail of the different instruments were used were named and other aspects of importance, which have an impact on the outcomes such as sampling methods, data collection and data analysis. An attempt to define most of concept was also made and general explanation given in this regard.

The next chapter presents the research findings based on the information gathered from the respondents in DEDECT to reject or accept the raised questions with regard to the service delivery discussion.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1. INTRODUCTION

This chapter presents the analysis of the finding of the study conducted at the Department of Economic Development, Environment, Conservation and Tourism to determine the employees' reaction to the service delivery as correlated of job satisfaction among employees. The main aim of the study was to obtain the perception of employees on the job satisfaction. This chapter reflects personal information of respondents and the job satisfaction. The final section focuses on the employees opinions and rate of respondents was 48.46%.

4.2 PERSONAL INFORMATION

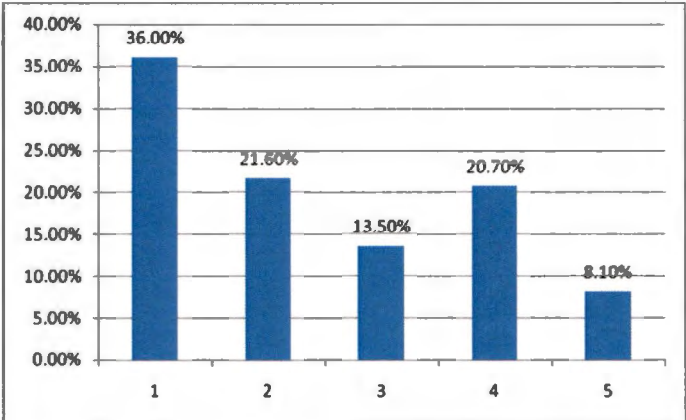
The first few items established the respondents' personal information. These included age, gender, marital status, educational level, job tenure, job category, job position, salary grade, religion, number of dependents and source of information.

4.2.1 Objective 1: To determine Personal characteristics

a) Age of the Respodents

The result of age shows that majority (36.%) were in the age of 31-40 bracket. This is understandable and reasonable as this age correspond with most employees because they are at the age of employment to make leaving for the family. The second biggest age group is 41-45 with 21.6 percent of the respondents. The other age categories were represented as follows: 20-30, 13.5 percent, 46-55 with 20.7 percent and 56-65 with 8.1 percent. From the result it can therefore be concluded that the bulk of the workforce participating in this are less than 40 years.

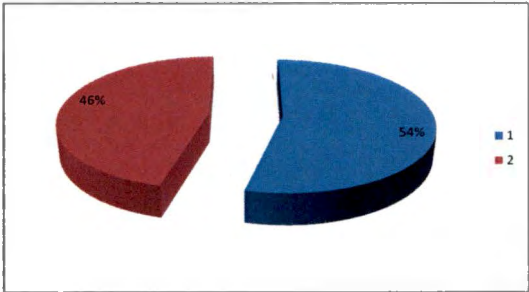
Figure 1: Age of Respondents



b) Gender of the Respondents

There were more males (54 percent) than female who only accounted for 46 percent of the respondents. This is, again, reasonable as the trend in most work environment, especially in government there are more males than females. It is shows the lenient on the side of the employer to align itself with the affirmative action policy, because it is clear that groups that were previously disadvantage, women as being part of that group are still at lower percentage than men.

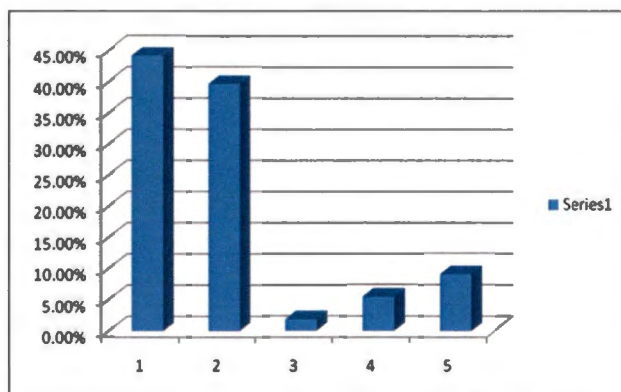
Figure 2: Gender of Respondents



c) Marital Status of the Respondents

A summary of how the respondents are distributed on the basis of marital status. About 44.1 percent were married, 39.6 percent were single, 1.8 percent were cohabitting, 5.4 percent were widowed and 9.0 were divorced. It is observed that single employees might seek employment that is more risky and challenging to pursue better employment opportunities. It is also observed that 44.1 percent of married respondents will likely not leave an organisation because of the need to provide a stable family environment and would not be willing to relocate to another province to pursue other employment opportunities.

Figure 3: Marital Status of the Respondents



d) Educational level of the Respondents

The respondents are summarised in figure 4 of how the respondents are distributed on the level of education. Of the 100% respondents, 18.9 indicated that they had possessed high school certificate, 24.3 have a postgraduate degree and diploma, 17.1 percent had honours degree and the remaining 15.3 had masters degree. It is observed that employees who have obtained college or university certificate or degree might seek

employment with another organisation that might offer a better salary package. It is also observed that 18.9 percent of respondents that have obtained a high school matric certificate are more likely to remain in the organisation due to lack of employment opportunities. It can also be concluded that the department employs officials with an educational level of postgraduate degree or diploma due to the nature of their work.

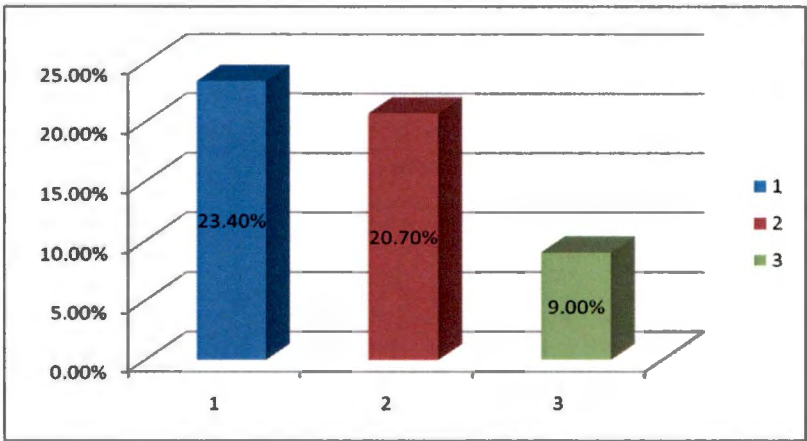
Figure 4: Educational Level of the Respondents

EDUCATIONAL LEVEL	FREQUENCY	PERCENTAGE
Std/ Grade 12	21	18.9
Diploma	27	24.3
Degree	27	24.3
Honors	19	17.1
Masters	17	15.3
Total	111	100

e) Job Tenure of the Respondents

A summary of how the respondents are distributed in terms of number of years spent in the department. Of the 100% respondents, 23.4 percent respondents ranges between the 1- 15, 20.7 percent of respondents of the length of service years of 16 and above and 9.0 percent of respondent were above 20 years. This might be the reason that the department has merged with different departments and started to stand on its own from 1999. As further observation the 20.7 percent and 9.0 percent were officers who were forced to remain in the department due their work specifications.

Figure 5: Job Tenure of the Respondents



f) Job Categories of the Respondent

Figure 6 presents a summary of job category of how the respondents are distributed on the job category. Of the 111 respondents 14.4 percent indicated their job category as management, 35.1 percent as supervisor whilst 51 percent as support staff. It is observed that majority of respondents were support staff with 51 percent and there is a likelihood to pursue better employment opportunities with other organisations, whilst the 14 percent of respondents who are supervisors are also more likely to pursue better employment opportunities with other organisations and 14 percent of management are less likely to leave the organisation.

Figure 6: Job Categories of the Respondents

JOB CATEGORIES	FREQUENCY	PERCENTAGE
Management	16	14.4
Supervisor	39	35.1
Support Staff	56	50.5

g) Job Positions of the Respondents

A summary of job position of how the respondents are distributed on the job position. Of the 111 respondents the highest percentage of 33.3 respondents were support staff and the lowest percentage of 0.9 were Botanist, Aquatic Ecologist and Terrestrials. As further observed, the majority of respondents were support staff and were more likely to pursue better employment opportunities with other organisations.

Figure 7: Job Positions of the Respondents

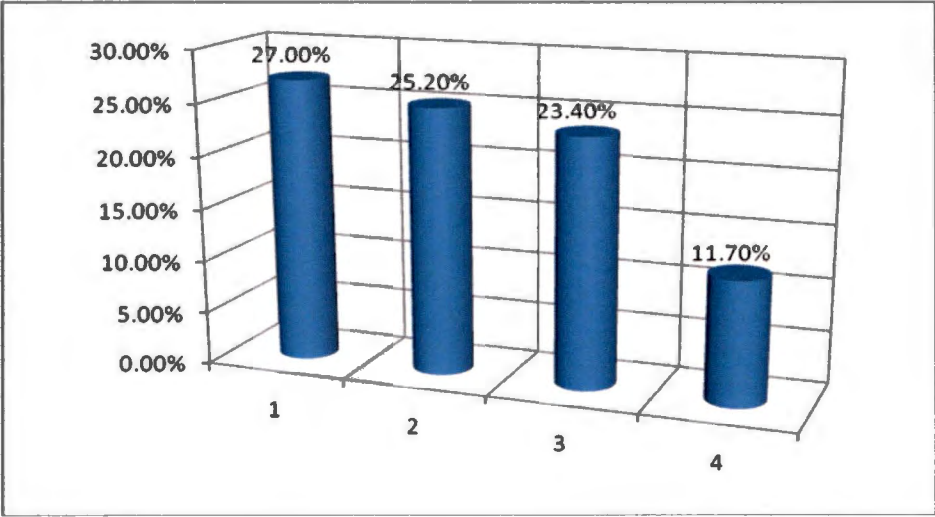
JOB POSITIONS	FREQUENCY	PERCENTAGE
Education Officer	9	8.1
Inspector	7	6.3
Investigator	7	6.3
Environment Officer	4	3.6
Director	7	6.3
Deputy Director	14	12.3
Assistant Director	17	15.3
Administration Officer	37	33.3
Mammalogist	4	3.6
Botanist	1	.9
Hydrologist	2	1.8
Aquatics Ecologists	1	.9

Terrestrials	1	.9
Total	111	100

h) Salary Scale of the Respondents

A summary of how the respondents are distributed on the salary scale. Of the 111 respondents. The highest percent, which is 27.0 percent is between R201 000 and R250 000, followed by 25.2 percent which is between R101 000 and R200 000 whilst 23.4 percent ranged between R251 000 and R300 000. The remaining 11.7 percent ranges between R301 000 and above R400 00 per annum. This might suggest that employees range between R101 000 and R300 000 per annum will likely leave the department to seek better employment opportunities elsewhere.

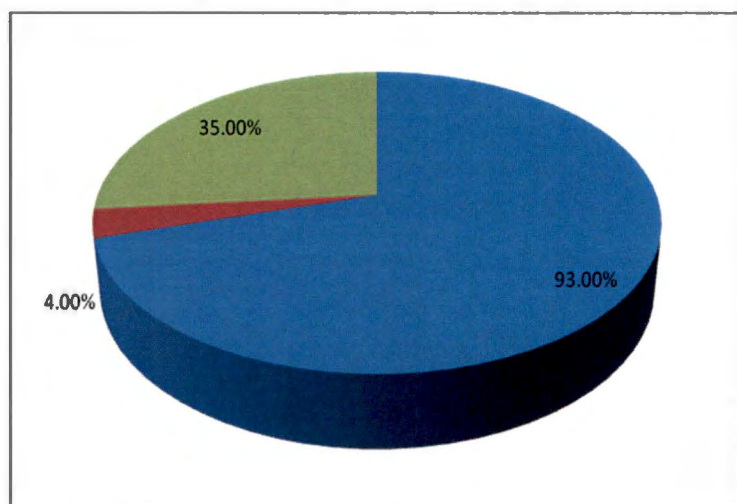
Figure 8 : Salary Scale of the Respondents



i) Religion of the Respondents

A summary of how the respondents are distributed on the religion. As observed the bulk of respondent with 93 percent were christians, 4 percent were others whilst muslim constitutes 3 percent of the repondenst. This high response rate in terms of the christian group is indicative of the demographics of the North West Province, where the majority of government employees are christians.

Figure 9: Religion of the Respondents



j) Number of Dependents of the Respondents

Figure 10 shows how the respondents are distributed on the basis of number of dependents. Of 111 respondents 82.0 percent of respondents have dependents between 1 and 3, 18.0 percent of respondents have dependents between 4 and 6, 1.8 percent have dependents above 6 whilst 9 percent have none dependents. It might be possible that officers with none dependents may seek employment opportunities and seek higher wages to build their wealth. Of the 82.0 percent and 18.0 percent will likely not leave an organisation because of the need to provide a stable family environment and would not be willing to relocate to another city or province to pursue other employment opportunities.

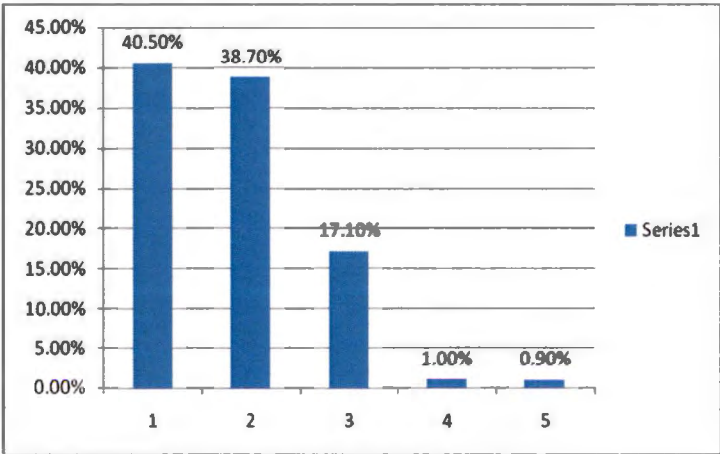
Figure 10: Number of Dependents of the Respondents

NUMBER OF DEPENDENTS	FREQUENCY	PERCENTAGE
None	10	9
1-3	79	82.0
4-6	20	18.0
Above 6	2	1.8
Total	111	100

k) Source of Information of the Respondents

A summary of how the respondents are distributed on the basis of source of information. From 111 respondents 40.5 percent use internet as source of information, 38.7 use newspapers, 17.1 use books, 1.0 use journals and 0.9 percent use articles to source information. It might be the reason that that most accesible source of information at workplace is an internet.

Figure 11: Source of Information of the Respondents



4.2.2 Objective 2: To examine job satisfaction

Table 2 shows the distribution of employees based on extent of job satisfaction. The scale was made of 41 items covering work, work environment, reward system, working conditions, relationship with subordinate and relationship among supervisors and staff. Employees indicated their satisfaction with the item on the scale using a 4-point scale of not satisfied, least satisfied, fairly satisfied, almost satisfied and most satisfied.

Employees were most satisfied with study leave 62.2%, sick leave 57.7%, vacation Leave 47.7%, and working hours 36. %. employees were not satisfied with budget 55.9%, work equipments (resources) 52.3%, morale within the department 50.55% and promotion 49.5%. The degree and proportion of non satisfaction on many of items on the scale was higher than the number of items employees were satisfied with. These results can have implication on the job satisfaction and work performance among employees.

4.2.3 Objective 3: To assess the satisfaction level of employees at DEDECT

The results further shown that the employees are very dissatisfied with 37 items which include, pressure on improved performance (2.39), infrastructure for work (1.94), the way grievances are conducted (2.54), appraisal system (1.97), reward system (1.87), salary (2.73), departmental policies (2.48), morale within the department (1.81), workload (2.34), job status/promotion (2.18), administrative issues (2.54), working conditions (1.89), work equipment (resources) (1.68), response to challenges (2.13), budget(1.63), general operation (2.31), office accommodation (2.00), promotion (1.89), in-service training (1.80), job specialisation (2.48), job security (2.15), office environment (1.78), flexibility and initiative (2.63), relationship among senior management and administrative staff (2.76), communication (2.16), opportunity growth (1.94), developments (1.83), participation on decision making (2.35), treatment (2.28), leadership style (2.28), human resource management (1.94), recruitment (1.60).

The above data shows that average level of job satisfaction for DEDECT employees is low, due to the fact that most factors that have less percentage are those factors that are cited by various scholars on past studies as factors that lower the level of job satisfaction for employees.

According to Chandrasekar (2011) in today's competitive business environment, organisation can no longer afford to waste the potential of their workforce. There are key factors in the employee's workplace environment that impact greatly on their level of motivation and performance. The existing workplace environment at DEDECT impacts negatively employee's morale, productivity and engagement, both positively and negatively.

In an effort to motivate workers, firms have implemented a number of practices such as performance based pay, employment security agreements, practice to help balance work and family, as well as various forms of information sharing. In addition to motivation, workers need skills and ability to do their job effectively. And for many trainings the worker has a necessary input into the production process (Chandrasekar 2011).

4.2.4. Objective 4: To identify the factors which affect the job satisfaction among employees

The findings are the most factors affecting the level of job satisfaction among DEDECT employees, which are, pressure on improved performance, infrastructure for work, the way grievances are conducted, appraisal system, reward system, salary, departmental policies, morale within the department, workload, job status/promotion, administrative issues, working conditions, work equipment (resources), response to challenges, budget, general operation, office accommodation, promotion, in-service training, job, job security, office environment, flexibility and initiative, relationship among senior management and administrative staff, communication, opportunity growth, developments, participation on decision making, treatment, leadership style, human resource management, recruitment.

4.2.5 One Way Analysis of variance showing differences in job satisfaction among employees in different units

F= 0.341, P = 0.712, so there is no significant difference in the job satisfaction among employees in different units of the Department of Economic Development, Environment, Conservation and Tourism.

This may be due to the fact that job satisfaction is not the same but the conditions of services are the same. Also the Department of Economic Development, Environment, Conservation and Tourism as a whole is administered by the same policy, principles and procedures, which do not recognise the difference in activities, needs and operational procedures.

4.3 Table 2: Degree of satisfaction or dissatisfaction

Items	Not Satisfied	Least Satisfied	Fairly Satisfied	Almost Satisfied	Most Satisfied	Mean	SD
Pressure on improved performance	17(15.3)	45(40.5)	41(36.9)	4 (3.6)	4 (3.6)	2.39	0.91
Infrastructure for work	45(40.5)	42(37.8)	13(11.7)	7(6.3)	4(3.6)	1.94	1.05
Working Hours	2(1.8)	3(2.7)	26(23.4)	39(35.1)	41(36.9)	4.02	0.93
Study Leave	6(5.4)	9(8.1)	12(13.15)	15(13.5)	69(62.2)	4.18	1.23
The way grievances are conducted	20(18.0)	34(30.6)	40(36.0)	10(9.0)	7(6.3)	2.54	1.08
Relationship with subordinates	6(5.4)	26(23.4)	40(36.0)	23(20.7)	16(14.4)	3.15	1.10

Appraisal system	42(37.8)	40(36.0)	21(18.9)	6(5.4)	2(1.8)	1.97	1.97
Reward system	49(44.1)	34(30.6)	23(20.7)	3(2.7)	2(1.8)	1.87	1.95
Salary	17(15.3)	21(18.9)	49(44.1)	22(19.8)	2(1.8)	2.73	1.00
Departmental policies	16(14.4)	35(31.5)	51(45.9)	8(7.2)	1(0.9)	2.48	0.86
Morale within the Department	56(50.5)	28(25.2)	19(17.1)	7(6.3)	1(.9)	1.81	0.99
Workload	24(21.6)	32(28.8)	49(44.1)	5(4.5)	1(.9)	2.34	0.89
Job status/ promotion	38(34.2)	31(27.9)	26(23.4)	15(13.5)	1(.9)	2.18	1.08
Administrative issues	26(23.4)	38(34.2)	37(33.3)	8(7.2)	1(.9)	2.54	2.97
Vacation leave	6(5.4)	7(6.3)	20(18.0)	25(22.5)	53(47.7)	4.00	1.18
Working conditions	47(42.3)	35(31.5)	24(21.6)	4(3.6)	1(.9)	1.89	0.92
Work Equipments (resources)	58(52.3)	32(28.8)	19(17.1)	2(1.8)	0(0)	1.68	0.82
Response to challenges	27(24.3)	46(41.4)	34(30.6)	4(3.6)	0(0)	2.13	0.82
Budget	62(55.9)	31(27.9)	14(12.6)	4(3.6)	0(0)	1.63	0.83
General Operations	17(15.3)	49(44.1)	38(34.2)	7(6.3)	0(0)	2.31	0.80
Office Accommodation	46(41.4)	26(23.4)	32(28.8)	7(6.3)	0(0)	2.00	0.98
Promotions	55(49.5)	21(18.9)	28(25.2)	3(2.7)	3(2.7)	1.89	1.05
Sick Leave	2(1.8)	5(4.5)	23(20.7)	17(15.3)	64(57.7)	4.22	1.10

Qualification for job	4(3.6)	18(16.2)	41(36.9)	24(21.6)	24(21.6)	3.41	1.10
In-service training	55(49.5)	32(28.8)	17(15.3)	1(.9)	5(4.5)	1.80	1.05
Job specialisation	17(15.3)	48(43.2)	26(23.4)	15(13.5)	5(4.5)	2.48	1.05
Job security	49(44.1)	24(21.6)	18(16.2)	12(10.8)	8(7.2)	2.15	1.29
Office environment	54(48.6)	33(29.7)	19(17.1)	4(3.6)	1(.9)	1.78	0.91
Flexibility and initiative	9(8.1)	39(35.1)	49(44.1)	12(10.8)	2(1.8)	2.63	0.85
Relationship among Senior managers and administrative staff	21(8.9)	20(18.0)	38(34.2)	28(25.2)	4(3.6)	2.76	1.13
Communication	42(37.8)	29(26.1)	24(21.6)	12(10.8)	4(3.6)	2.16	1.15
Opportunity for growth	49(44.1)	35(31.5)	17(15.3)	4(3.6)	6(5.4)	1.94	1.11
Developments	55(49.5)	29(26.1)	20(18.0)	4(3.6)	3(2.7)	1.83	1.02
Participation on decision making	39(35.1)	24(21.6)	27(24.3)	12(10.8)	9(8.1)	2.35	1.28
Understand the mandate of the Department	10(9.0)	9(8.1)	35(31.5)	33(29.7)	24(21.6)	3.46	1.18
Treatment	35(31.5)	26(23.4)	35(31.5)	11(9.9)	3(2.7)	2.28	1.10
Leadership style	32(28.8)	35(31.5)	25(22.5)	16(14.4)	2(1.8)	2.28	1.09
Human	1(.9)	42(37.8)	37(33.3)	25(22.5)	5(4.5)	1.94	.95

Resource Management							
Recruitment	4(3.6)	64(57.7)	26(23.4)	7(6.3)	9(8.1)	1.60	1.02

In table 2, the actual mean of job satisfaction as measured on scale consist of 40 items supported on 5 point Likert- type scale of not satisfied (1), least satisfied (2), fairly satisfied (3), almost satisfied (4) and most satisfied (5), was due to the rating scale and a mean of greater than 3 denoted satisfaction, while a mean less that 3 denoted dissatisfaction. The results revealed that the employees were only satisfied with 4 out of 41 indicators of job satisfaction. These include, working hours (4.02), study leave (4.18), sick leave (4.22), relationship with subordinate (3.5), qualification for job (3.41), understand the mandate of the department (3.46).

These 41 indicators correlate to the ranking made by Heathfield (2009) as the most important factors in employees’ satisfaction, which are:

- Job Securty
- Relationship with emmediate supevisor
- Benefits
- Communication
- Opportunities to use skills and ablilities
- Recognition of employees ` performance
- Job specification training
- Feeling safe in work environment
- Compensation/pay

- Overall corporate culture

Heathfield (2009) noted that for the employer to develop the right programs and practices, there is a need to have an impact on these two critical factors, which are employees' morale and motivation, according to the findings this is not happening at DEDECT, the morale of employees is very low and they are not motivated.

Zhengu et al (2009) also emphasised what is found by other authors (Heathfield 2009 and Alexandra 2010) that training opportunities, salaries and benefits and support from colleagues and supervisors are significant drivers of job satisfaction.

According to Hussin (2011) normally employees will be more satisfied when they feel that they are awarded fairly for the work they have done by making sure rewards for them are genuine contributions to the organisation and consistent with the reward policies. The rewards include a variety of benefits and prerequisites other than monetary gains.

4.4 Table 3: List of Services in DEDECT

SERVICES	REGULARLY	OCCASSIONALLY	RARELY	Sum	Mean	SD	Z
1. Economic Development							
Educate consumers about their basic rights, including:	4(3.6)	5(4.5)	13(11.7)	61	0.55	1.13	53.49
Right to choose	5(4.5)	2(1.8)	16(14.4)	57	0.51	1.08	52.42
Right to disclosed information	0(0)	3(2.7)	15(13.5)	51	0.46	1.06	47.69

Right to fair and reasonable marketing	1(.9)	3(2.7)	14(12.6)	49	0.44	1.03	47.01
Right to fair and honest dealing	0(0)	2(1.8)	16(14.4)	52	0.47	1.08	47.84
Right to fair, just and reasonable terms and conditions	0(0)	2(1.8)	16(14.4)	52	0.47	1.08	47.84
Right to fair value, good quality and safety	0(0)	2(1.8)	14(12.6)	46	0.41	1.02	44.60
Ensure fair trade and eradicate unfair business practices	0(0)	4(3.6)	12(10.8)	44	0.40	0.98	44.30
To receive and respond to consumer complaints pertaining to:	0(0)	1(.9)	15(13.5)	47	0.42	1.04	44.76
Selection of suppliers /choice in purchasing	0(0)	1(.9)	15(13.5)	47	0.42	1.04	44.76
Cancellation of	0(0)	1(.9)	15(13.5)	47	0.42	1.04	44.76

purchases							
Returns of purchases	0(0)	1(.9)	15(13.5)	47	0.42	1.04	44.76
Quality services from sellers	0(0)	2(1.8)	13(11.7)	43	0.39	0.99	42.94
Misleading information on the product	0(0)	4(3.6)	11(9.9)	41	0.37	0.95	42.64
To investigate market practices	1(.9)	5(4.5)	9(8.1)	38	0.34	0.90	41.87
To conduct radio talk show	1(.9)	5(4.5)	8(7.2)	35	0.32	0.86	40.18
To conduct basket price comparison	1(.9)	10(9.0)	3(2.7)	30	0.27	0.74	40.29
Receive application and issue licenses to trade on liquor business	4(3.6)	1(.9)	19(17.1)	63	0.57	1.151	54.52
Conduct liquor inspections	1(.9)	1(.9)	21(18.9)	66	0.59	1.19	55.14
Investigate complaints	2(1.8)	12(10.8)	8(7.2)	50	0.45	0.95	52.10
Awareness campaign to the community on the	1(.9)	11(9.9)	10(9.0)	53	0.48	1.00	52.60

consequences of alcohol abuse							
To enforce compliance in retailers	1(.9)	5(4.5)	17(15.3)	62	0.56	1.13	54.59
Educate license holders on how to operate their businesses	1(.9)	10(9.0)	10(9.0)	51	0.46	0.99	51.11
Registering SMMEs on the database	3(2.7)	6(5.4)	15(13.5)	60	0.54	1.09	54.79
Establishment of SMMEs	0(0)	6(5.4)	15(13.5)	57	0.51	1.09	52.01
Workshop or support SMMEs on how to do businesses	1(.9)	10(9.0)	10(9.0)	51	0.46	0.99	51.11
Sponsor SMMEs to develop their businesses	8(7.2)	7(6.3)	5(4.5)	42	0.38	0.92	45.99
To facilitate and SMME access to markets and business linkage for growth and sustainability	1(.9)	7(6.3)	13(11.7)	54	0.49	1.04	51.29
To conduct	5(4.5)	8(7.2)	6(5.4)	39	0.35	0.84	46.11

BBBEE Workshops							
To facilitate and support rural and local economic development through community development projects	3(2.7)	6(5.4)	9(8.1)	42	0.38	0.92	45.48
To assist designated groups, e.g. women, youth, disable	1(.9)	3(2.7)	11(9.9)	40	0.36	0.94	42.09
2.Tourism							
Register new applications and renewals tour guide	0(0)	6(5.4)	11(9.9)	45	0.41	0.98	45.70
To train tourists guides	2(1.8)	13(11.7)	2(1.8)	34	0.31	0.75	45.03
To do awareness campaigns to the community	3(2.7)	7(6.3)	8(7.2)	41	0.37	0.89	45.48
To do	4(3.6)	8(7.2)	6(5.4)	38	0.34	0.84	45.01

awareness campaign at schools							
To do awareness campaigns to entrepreneurs	3(2.7)	12(10.8)	3(2.7)	36	0.32	0.78	45.95
To grade tourism establishment for new applications and renewals	3(2.7)	3(2.7)	12(10.8)	45	0.41	0.98	45.70
To ensure compliance on the tourism BEE	1(.9)	3(2.7)	14(12.6)	49	0.44	1.03	47.01
Encourage accommodation industries to grade their businesses	2(1.8)	10(9.0)	5(4.5)	37	0.33	0.82	44.50
Promotional campaigns and initiatives	3(2.7)	12(10.8)	2(1.8)	33	0.30	0.73	44.58
Facilitate and coordinate tourism safety and security	2(1.8)	9(8.1)	5(4.5)	35	0.32	0.81	42.88

forums							
3 Environment & Conservation							
To process biodiversity permit applications	0(0)	4(3.6)	26(23.4)	86	0.77	1.29	64.86
To manage the biodiversity utilization	1(.9)	8(7.2)	21(18.9)	80	0.72	1.22	64.86
To investigate criminal cases	18(16.2)	11(9.9)	1(.9)	43	0.39	0.70	60.63
To monitoring of ecosystems and species.	3(2.7)	10(9.0)	16(14.4)	71	0.64	1.13	62.02
To ensure quality and protection of the environment	0(0)	6(5.4)	22(19.8)	78	0.70	1.23	62.70
To conduct inspections on air quality	0(0)	16(14.4)	12(10.8)	68	0.61	1.09	61.91
To monitor river monitoring sites	1(.9)	22((19.8)	5(4.5)	60	0.54	0.96	61.88
To conduct Provincial Waste	15(13.5)	9(8.1)	4(3.6)	45	0.41	0.79	56.41

Forum Workshop							
To educate scholars and community about the environment	7(6.3)	12(10.8)	9(8.1)	58	0.52	0.98	58.64
To register waste management facilities	2(1.8)	6(5.4)	20(18.0)	74	0.67	1.19	61.45
To conduct Environmental Career Exhibitions	15(13.5)	9(8.1)	4(3.6)	45	0.41	0.70	56.41

4.5 Table 4: Data Analysis

Is a one way analysis of variance showing differences in job satisfaction among employees in different units.

$F = 0.341$, $P = 0.712$, so there is no significant difference in the job satisfaction among employees in different units of the DEDECT

This may be due to the fact that job satisfaction is not the same but the conditions of services are the same. Also the DEDECT as a whole is administered by the same policies, principles and procedures, which do not recognise the difference in activities, needs and operational procedures.

	Sum of Square	Df	Mean Square	F	Sig
Z-test statistics					
between groups	27.716	2	13.858	0.341	0.712
Within groups	4353.443	107	40.686		
Total	4381.159	109			
Satisfaction between groups	47.895	2	23.947	0.046	0.955
Within groups	55326.766	107	517.073		
Total	55374.691	109			

The results of the regression analysis shows relationship between socio-economic characteristics and services required by the community as presented on table 4.8. The independent variables were significant related to service required ($f=1.39, p<0.05$) also R value of 0.48 showed that there was a strong correlation between independent variables and service required by the North West community.

Significant determinants were work experience level($t=0.942, p=0.352$), information source ($t=-1/197, p<0.05$). The regression findings show that an increase in a satisfaction will also increase the level on service delivery and job satisfaction. Work experience has a positive and significant relationship with the probability of effective and efficient service delivery.

4.6 Table 5: Result of the Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	std. Error	Beta		
(Constant)	62.762	8.089		7.759	.000
Age	1.313	1.428	-.213	-.919	.363
Gender	0.124	2.315	0.010	0.053	0.958
Marital Status	140	0.869	-.025	-.162	0.872
Work Experience	-.979	1.040	-.184	-.942	0.352
Religion	0.940	0.619	0.245	1.517	0.137
Dependents	1.046	0.743	0.239	1.407	0.167
Information Sources	1.368	1.143	-.171	-1.197	0.238
Satisfaction	-.063	0.044	-.209	-1.413	0.165
F	1.39				
Sig					
R	0.48				
R Square	0.23				

4.7 CHAPTER SUMMARY

This chapter describes the personal information of the employees with frequency distribution and percentage. The detailed results of the research using statistical methods have been provided. Tables, graphs and staticstics were used to present the results of the survey and data analysis were also presented as part of the chapter. Data analysis is important as it assist in understanding the various elements and contents of collected data. Job satisfaction for employees were rated with frequency and percentage as well as mean and standard deviation. The statistics applied in the study includes correlation, z-test and regression analysis. These were used to find out the level of job satisfaction of the DEDECT employees.

The next chapter is the sum-up of the whole study, which entails summary, future reseasch opportunities, findings, conclusion and recommendations to the study.

CHAPTER FIVE

SUMMARY, FINDINGS, RECOMMENDATION AND CONCLUSION

5.1 INTRODUCTION

The study was designed to determine the influence of job satisfaction on service delivery among employees of the DEDECT in North West Provincial Office. A Sample of 173 were selected from employees working closely with the community to ensure service delivery. Data were collected using a structured questionnaire which was made of personal characteristic, job satisfaction section and services rendered in the department. Data collected were numbered and subjected to analysis using frequency count and percentage were used to describe the data, while z-test statistics were used to compare job satisfaction and job performance among employees.

5.2 SUMMARY

Basically government departments are not trying hard to improve the level of job satisfaction among employees. Human Resource issues in government are not considered or implemented. Never the less there are policies in place. The leadership style needs to be considered. Based on the employees' completed questionnaires it clearly shows that there is no support from supervisor to subordinate, employees are not trained adequately to be able to carry out their duties as expected, and general Human Resource issues are not attended to or are ignored.

5.2. 1 Demographic

The demographic information on the sample is given in table 1. The majority of the employees aged 31-40, the next being 41-45 and followed by those between the ages of 46-55. With regard to gender the percentage of males is higher when compare to the females, this may be to the fact that the department is not applying the Equity Management Act when doing appointments or males are the one who have required skills

needed at the department. The highest qualifications are degree and diploma, this may be to the fact that employees are not given an ample time or being offered bursaries by the department to further their studies, or their salary is little to allows them to cater for their studies. The support staff has occupied the bulk of the position in the department, this may be the reason that the DEDECT is a very small department, with four regional offices which are not fully fledged, they are supervised or managed from provincial office.

5.2.2 Job Satisfaction

Service delivery and work commitment seem not happening in the Department of Economic Development, Environment, Conservation and Tourism. The factors contributing towards this major problem include high rate of absenteeism, poor management, unmotivated employees, lack of training, no proper structure in place, unfavourable environment and arrogant and moody managers.

The findings showed that the overall level of employee satisfaction in DEDECT is very low employees. Employees are very dissatisfied with 37 items which include, pressure on improved performance infrastructure for work, the way grievances are conducted, appraisal system, reward system, salary, departmental policies, morale within the department, workload, job status/promotion, administrative issues, working conditions, work equipment (recourses), response to challenges), budget, general operation, office accommodation, promotion, in-service training, job specialisation, job security, office environment, flexibility and initiative, relationship among senior management and administrative staff, communication, opportunity growth, developments, participation on decision making, treatment, leadership style, human resource management and recruitment

A conclusion can be drawn from the results above that the level of job satisfaction of DEDECT employees is very low, it is also supported by the the report on one to one session with employees conducted by Wellness Unit to gauge the level of job satisfaction among DEDECT employees. Most of the factors appear on the finding under this study

correlate with factors that were mentioned by various scholars as factors affecting job satisfaction among employees.

5.2.3 Job Performance

The finding shows that employees are not satisfied with the core issues that are regarded by various scholars as factors affecting the level of job satisfaction among employees; there is a likelihood of poor performance because employees are not motivated to perform their duties and as a result it may be difficult for the department to achieve its goals, as proved by the various authors as well.

According to Kabir (2011), to ensure the achievement of firms' goals, the organisation creates an atmosphere of commitment and cooperation for its employees through policies that facilitate employee's satisfaction. Satisfaction of human resource finds close links to highly motivated employees. Motivate employees then develop loyalty or commitment to the firm resulting to greater productivity and lower turnover rates.

5.3. FUTURE RESEARCH OPPORTUNITIES

Finally, further research on the relationship between job satisfaction and job performance needs to be conducted provincially, hence all government employees are playing a big role in ensuring efficient and effective service delivery to the community of the Province. Many studies on job satisfaction towards service delivery and job performance were done with some of government departments in the province, especially in the Municipalities. Future research of this nature may assist all government management, including the DEDECT management, particularly personnel managers, to understand the importance and significance of job satisfaction among employees and to be able to proactively put mechanisms in place to enhance job satisfaction of employees that will improve job performance and service delivery.

5.4 CONCLUSION

The following conclusion can be drawn based on the findings, focusing on the objectives of the study. The majority of the employees ranges between the age of 31 and 40, males, married, with many of employees having degree and diploma as their educational qualification. In terms of job tenure majority of employees spent 1 to 10 years working experience, where only small portion of employees have more than 20 years experience. The majority employees are of supporting staff who ranges between R101 000 to R2000 000 where the senior management were between R301 000-4000 00. A high proportion of employees indicated non satisfaction. There is a huge difference among support staff, middle management and senior management, support staff and middle management seem to be more dissatisfied than senior management.

5.5 RECOMMENDATIONS

In light with the findings it is therefore recommended that the department should consider the following recommendations as a way of taking the department forward and improving the level of employees' job satisfaction.

Focus on all factors affecting job satisfaction among the employees in order to build up the morale of employees and to improve the level of job satisfaction, job performance, to ensure good service delivery to the highest possible level.

It is recommended that the Human Resource policies must be revisited and reviewed, as it is clear that they contribute more on the level of job satisfaction of employees.

Employees must be given a chance to participate on the decision making in order to have a sense of belonging and feel that they are part of the department.

There is need to offer employees training in order to be skilled on the work they do.

The retention strategy need also to be considered in order to reduce the staff turnover because it also impact negatively on the job performance, staff turnover can compromise

service delivery, and that consistent quality standards are difficult to maintain. A new person taking up the work has to figure out how to perform the work and service delivery suffers.

The results show that employees are not satisfied with their leaves, with regard to study leave or vocational leave, despite the fact that they are entitled to vocational and study leaves as stipulated on the Public Service Act 103 of 1994, it is recommended that multi tasking should be considered and the issue of capacity need to be addressed so that if one employee is on leave the available employees are able to assist with the work.

The writer is of the view that employees must have a sense of belonging and feel that they are part of the department, through participating in decisions made jointly and be allowed to innovate on their work.

Encouraging communication between employees and management, by doing so will allow employees to feel comfortable to voice their opinions and make suggestions to improve conditions and work.

It is recommended that there should be open lines of communication with employees to find out what would get them motivated.

Fair and equal treatment must apply for all employees, regardless of job categories.

Supervisors must be trained to build up their cooperation with the employee and to maintain a good relation with the employees so that the employees will be satisfied with their supervisor.

DEDECT District Offices should be fully-fledged and be managed locally not from provincial office.

Community should be educated on the service rendered by the department, especially those in rural villages.

Team building activities should be organised to improve morale and team spirit of employees.

It is recommended that all managers must be trained on conflict management course including emotional intelligence.

It is recommended where possible vacant posts must be filled immediately to ensure that employees are not overworked.

Employees who are doing the work they are not qualified for must be capacitated with the necessary skills.

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APPENDIX 1

Questionnaire on Service Delivery as correlated of Job Satisfaction among employees of the Department of Economic Development, Environment, Conservation and Tourism

Dear Respondents

This questionnaire is for data collection in pursuit of MBA degree. The information provided will be treated as confidential as no name is required and the analysis will be group referenced. Could you please spare some of your valuable time in responding to the questions

Thanks for your anticipated cooperation

PERSONAL CHARACTERISTICS

Please indicate category you belong to for each of the following indicators of personal characteristics.

1. Age

Less than 25 years	
20-30	
31-40	
41-45	
46 – 55	
56-65	

2. Gender

Male	
Female	

3. Marital Status

Married	
Single	
Cohabiting	
Widowed	
Divorced	

4. Educational Level

Std/Grade 12	
Diploma	
Degree	
Honors	
Masters	
PhD	

5. Number of Years working at the Department of Economic Development, Environment, Conservation and Tourism (Years)

1-5	
6-10	
11-15	
16 & above	
Above 20 years	

6. Job Category

Management	
Supervisory	
Support Staff	

7. Job Position

Education Officer	
Inspector	
Investigator	
Environmental Officer	
Director	
Deputy Director	
Assistant Director	
Administration Officer	
Mamalogist	
Scientist	
Botanist	
Ornithologist	
Hydrologist	
Aquatics Ecologists	
Terrestrials	

8. Salary Grade

Below R100 000 per annum	
R 101 000- R200 000 per annum	
R 201 000- R250 000 per annum	
R 251 000- R300 000 per annum	
R 301 000- R400 000 per annum	
Above R 400 000 per annum	

9. Religion

Christian	
Muslim	
Other	

10. Number of Dependents

11. Source of Information

Internet	
Newspaper	
Books	
Journals	
Articles	

JOB SATISFICTION

Please indicate from the following items the degree of satisfaction or dissatisfaction about your job and its related characteristics.

No	Items	Not Satisfied	Least Satisfied	Fairly Satisfied	Almost Satisfied	Most Satisfied
		1	2	3	4	5
1	Pressure on improved performance					
2	Infrastructure for work					
3	Working Hours					
4	Study Leave					
6	The way grievances are conducted					
7	Relationship with subordinates					
8	Appraisal system					
9	Reward system					
10	Salary					
11	Departmental policies					
12	Morale within the Department					
14	Workload					
15	Job status/ promotion					
16	Administrative issues					
17	Vacation leave					
18	Working conditions					
19	Work Equipments (resources)					
20	Response to challenges					
21	Budget					
22	General Operations					
23	Office Accommodation					
24	Promotions					
25	Sick Leave					

26	Qualification for job					
27	In- service training					
2	Job specialization					
8	Job security					
29	Office environment					
30	Flexibility and initiative					
31	Relationship among Senior managers and administrative staff					
32	Communication					
33	Opportunity for growth					
34	Developments					
35	Participation on decision making					
36	Understand the mandate of the Department					
37	Treatment					
38	Leadership style					
39	Human Resource Management					
40	Recruitment					

**LIST OF SERVICES IN THE DEPARTEMENT OF ECONOMIC DEVELOPMENT,
ENVIRONMENT, CONSERVATION AND TOURISM**

	SERVICES	REGULARLY	OCCASSIONALLY	RARELY
	Progamme 4: Business Regulation			
1	Consumer Protection Educate consumers about their basic rights, including:			
	• Right to choose			
	• Right to disclosure of information			
	• Right to fair and reasonable marketing			
	• Right to fair and honest dealing			
	• Right to fair, just and reasonable terms and conditions			
	• Right to fair value, good quality and safety			
2	Ensure fair trade and eradicate unfair business practices			
3	To receive and respond to consumer complaints pertaining to:			
	• Selection of suppliers/ choice in purchasing			
	• Cancellation of purchases			
	• Returns of purchases			
	• Quality service from sellers			
	• Misleading Information on the product			
4	To Investigate market practices			
5	To Conduct radio talk show			
6	To Conduct basket price comparison			
7	Liquor Regulations Receive application and issue licenses to trade on liquor business			
8	Conduct liquor inspections			
9	Investigate complaints			
10	Awareness campaign to the community on the consequences of alcohol abuse			
11	To enforce compliance in retailers			
12	Educate license holders on how to operate their businesses			
	Programme 2: Integrated Economic Development Services			
	Enterprise Development			
13	Registering SMMEs on the database			
14	Establishment of SMMEs			
15	Workshop or support SMMEs on how to do businesses			

16	Sponsor SMMEs to develop their businesses			
17	To facilitate and SMME access to markets and business linkage for growth and sustainability			
18	Economic Empowerment To Conduct BBBEE Workshops			
19	To facilitate and support rural and local economic development through community development projects			
20	To assist designated groups, e.g. women, youth, disable			
	Programme 3: Trade and Sector Development			
21	Register new applications and renewals Tour guide			
22	To train tourists guides			
23	To do awareness campaigns to the community			
24	To do awareness campaign at schools			
25	To do awareness Campaigns to entrepreneurs			
26	To grade tourism establishment for new applications and renewals			
27	To ensure compliance on the Tourism BEE			
	Programme 6 Environmental Services			
28	Encourage accommodation industries to grade their businesses			
29	Promotional campaigns and initiatives			
30	Facilitate and coordinate tourism safety and security forums			
31	Biodiversity Management and Conservation To process biodiversity permit applications			
32	To manage the biodiversity utilization			
33	To investigate criminal cases			
34	Environmental Quality and protection To ensure quality and protection of the environment			
35	To conduct inspections on air quality			
36	To monitor river monitoring sites			
37	To conduct Provincial Waste Forum Workshop			
38	To educate scholars and community about the environment			
39	To register waste management facilities			
40	To conduct Environmental Career Exhibitions			

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20th August 2014

To whom it may concern
Editing of a mini-dissertation

This serves to prove that I have read and edited Ms. S.C. Lechuti's mini-dissertation titled:
**Influence of Job Satisfaction on Service Delivery among Employees of Department of
Economic Development, Environment, Conservation and Tourism In North West Provincial
Office.** The candidate corrected all language errors identified.

The document presentation is of an acceptable academic and linguistic standard.

Thank you



J.R. Moletsane (English lecturer)

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