The relationship between job satisfaction and job loyalty among municipal sports officers

C. MAFINI[1], J. SURUJLAL[2] AND M. DHURUP[3]

[1]*Department of Logistics, Vaal University of Technology, Private Bag X021 Vanderbijlpark 1900, South Africa*
[2]*Faculty of Economic Sciences and Information Technology, North West University, Vanderbijlpark, South Africa; E-mail:Babs.Surujlal@nwu.ac.za*
[3]*Faculty of Management Sciences, Vaal University of Technology, Vanderbijlpark, South Africa*

Abstract

The purpose of this study was to examine the relationship between job satisfaction and job loyalty among municipal sports officers in South Africa. With the rise in the popularity of sport in South Africa, municipalities throughout the country face the challenge of providing improved sports services. To meet this challenge, municipalities employ a variety of sports professionals, among whom are municipal sport officers. In order for them to function effectively, it is necessary for municipalities to ensure that their employees are satisfied and loyal. By examining the relationship between job satisfaction and job loyalty among municipal sports officers, municipalities could be able to come up with strategies of enhancing the levels of job satisfaction and job loyalty among municipal sports officers. The study used a quantitative approach, which involved administering a questionnaire to 185 municipal sports officers based in the Gauteng Province of South Africa. The reliability of the measuring instrument was tested through Cronbach's alpha coefficient. Principal Component Analysis using Varimax rotation was conducted. Non parametric correlations and regression analysis were used to test the existence of any causal relationship among the job satisfaction factors and job loyalty. Five job satisfaction factors, namely *working conditions, ability utilisation, teamwork, creativity* and *autonomy* were identified. A positive relationship between the five job satisfaction factors and job loyalty was found, with ability utilisation contributing the highest and autonomy contributing the lowest to the job loyalty of municipal sports officers. By making positive improvements on the five job satisfaction factors identified in this study, municipalities will be able to improve the job loyalty of municipal sports officers. This will effectively enable municipalities to meet the challenge of providing improved sports services.

Keywords: Job loyalty, job satisfaction, municipal sports officer.

Introduction

Organisations thrive to survive. However, they operate in a highly unstable economic climate that is charecterised by factors such as increased globalisation,

highly competitive and increasingly unpredictable markets, critical skills shortages, increased workforce diversity, and technological innovations, among others (Mayfield & Mayfield, 2002). These factors exert immense pressure that compels organisations to seek ways of enhancing value as well as the quality of their services (Yee, Yeung & Cheng, 2008). One resource that organisations can use to achieve this is satisfied and loyal employees.

Focusing on the job satisfaction and loyalty of employees has become a priority for many organisations. This is because both job satisfaction and job loyalty are crucial to the organisation as they predict productivity and performance (Dawal, Taha & Ismail 2009; Silvestro 2002). Organisations should therefore place more emphasis on identifying and improving all facets of work that are linked to higher levels of job satisfaction or loyalty and to identify and reduce the effects of those facets that are associated with high dissatisfaction or loyalty (Ferguson, Ashcroft & Hassell, 2011).

Municipalities are widely recognised as sport service providers. Sport in South Africa has grown phenomenally since the National elections in 1994 (Surujlal, 2004). This is evidenced by the increased consciousness and demand for sport services. As a result, municipalities experience pressure to meet this increased demand. Municipalities have responded to this by employing various sporting specialists, inclusive of municipal sports officers. According to Mafini, Surujlal and Dhurup (2011) the responsibility of municipal sports officers is to promote participation in various sports within their departments and local communities. This suggests that municipal sports officers are of strategic importance to any municipality and their needs must be met by the organisation. Should their needs be disregarded, employees will attrite from the organisation, a matter which may have severe economic, service and quality repercussions on the organisation (Mafini, 2008). These negative consequences can be averted by examining the underpinning relationships between important organisational behaviours such as the job satisfaction and loyalty of municipal sports officers. Such an approach may facilitate both the sustenance as well as the promotion of competitiveness of municipal organisations in the area of sport (Mafini, Surujlal & Dhurup, 2011).

Job satisfaction

Job satisfaction is a highly researched topic in organisational behavior (Spector, 1997). Many scholars have defined job satisfaction using different dimensions. Sempane, Rieger and Roodt (2002) suggest that job satisfaction refers to the individual's perception and evaluation of the job. It may also be described as an emotional state resulting from appraising one's job (Locke, 1969). Price (2001) defined job satisfaction as the effective orientation that an employee has towards his or her work. It may also be perceived as a global feeling about the job or as a related cluster of attitudes about various facets of the job (Lu, While & Barriball,

2005). In more simple terms, job satisfaction is the degree to which people like their jobs (Oshagbemi, 2003). A common thread among these definitions is that job satisfaction pertains to what people, specifically management and employees feel about their jobs.

Despite the existence of various divergent perspectives of job satisfaction, a common conceptualisation is that job satisfaction comprises two categories, namely work satisfaction and environmental satisfaction (Duffy & Richard, 2006). Work satisfaction is concerned with an individual's satisfaction with the actual work they are doing while environmental satisfaction pertains to an individual's satisfaction with factors such as management, co-employees, physical space and working hours (Spector, 1997). Liu and White (2011) point to the two factor theory of job satisfaction, which postulates that job satisfaction is composed of two elements namely intrinsic job factors (e.g. the employee's desire for achievement, recognition, responsibility and advancement), and extrinsic job factors (e.g. supervision, pay, organisational policies and procedures and working conditions).

Traditionally, it was perceived that unmet expectations are associated with job dissatisfaction (Giannikis & Mihail, 2011). However, results of recent studies have challenged this view, leading to a paradigm shift. For instance, some scholars (e.g. Irving & Montes, 2009; Lambert, Edwards & Cabic, 2003) found no association between met expectations and high levels of job satisfaction. Instead, results of these studies indicate that exceeded expectations trigger over-fulfillment in employees, leading to decreased levels of job satisfaction. A more recent assumption is that job satisfaction is influenced by the interplay among multiple factors (Lent, 2008). This view is in sync with Spector's (1997) suggestion that job satisfaction is associated with a constellation of organisational aspects, namely appreciation, communication, co-workers, fringe benefits, job conditions, nature of the work itself, the nature of the organisation itself, an organisation's policies and procedures, remuneration , personal development, opportunities for promotion, recognition, security and supervision. This implies then that job satisfaction is highly complex and is a multidimensional construct.

According to Boles, Madupalli, Rutherford and Wood (2007) some aspects of a job may be important to some and unimportant to others. For instance, some employees are more satisfied with remuneration while other employees are more concerned about recognition or their relationships with their superiors. This depicts that different individuals may have varied orientations and levels of satisfaction with their jobs albeit in the same organisation.

The findings of a study conducted by Lent et al. (2011) reveal that employees are more satisfied with their jobs when they perceive that they are fairly treated, are

in a caring and respectful working environment, and receive efficacy building support from their employers. Judge, Thoresen, Bono and Patton (2001) also observed that personality traits such as a positive mood, extraversion, agreeableness and conscientiousness are positively associated with job satisfaction whereas neuroticism is inversely related. A recent meta-analysis conducted by Judge, Piccolo, Podsakoff, Shaw and Rich (2010) found that pay level had little correlation with job satisfaction, which implies that there is a very small relationship between level of pay and satisfaction with one's job. Work-related stress, which can be manifested through work-role conflict, work-role overload, and work role ambiguity, has been found to be negatively correlated to job satisfaction (Boyar, Maertz, Pearson & Keough, 2003). Furthermore, Boles, Howard and Donofrio (2001) found lower levels of job satisfaction among employees who were experiencing high levels of work-family conflict.

It is important for employees in organisations to have high levels of job satisfaction as this can enable the organisation to survive and be more productive (Dawal, Taha & Ismail, 2009).Yoon and Suh (2003) also found that satisfied employees generally work harder and provide better services through organisational citizenship behaviors. Satisfied employees are more involved in their organisations and tend to show more dedication to high quality service delivery, which leads to higher profitability (Yee, Yeung & Cheng, 2008). Researchers such as Fraser (2001) and Agarwal and Ferratt (2001) argue that job satisfaction is positively related to employee performance and organisational commitment and negatively related to employee turnover. This presupposes then that it is very difficult for an organisation to prosper without satisfied employees.

Job loyalty

Job loyalty, also known as either employee loyalty or workforce loyalty (Hajdin, 2005; Mayfield & Mayfield, 2002) is a concept that has attracted significant research interest. Allport (cited in Coughlan, 2005) argues that the concept of organisational loyalty is not correctly conceptualised by many people. This is evidenced, for instance, by the erroneous use of the words loyalty and commitment synonymously when in reality there is a dichotomy between these two terms. Many definitions of job loyalty have ensued as a result.

Ladd (cited in Schrag, 2001) defines loyalty as a wholehearted devotion to an object, where the object of loyalty can be a person, a group, an organisation, a cause or a country. Dooley and Fryxell (1999) describe loyalty as disinclination toward opportunism while Butler (1991) adds that loyalty is an implicit promise not to bring harm to the other. For the purposes of the current study, loyalty may be perceived as behavior that can be tied to an absolute promise, voluntarily made by an individual operating in a community of interdependent others, to adhere to universal moral principles in pursuit of individual and collective goals.

The latter definition shows that loyalty involves an agreement between mutually interdependent individuals who link up for a specific purpose that is the satisfaction of goals.

Bloemer and Odekerken-Schroder (2006) state that higher job loyalty may be found in employees who seek to continuously engage in a relationship with their employer. Mayfield and Mayfield (2002) found that applicable leader communication strategies such as across-the-board guidelines, listening/feedback, coaching, and information-sharing can increase employee loyalty. The scholars attribute this to fact that communication engenders trust between employers and employees, which in turn nurtures employee loyalty. Loyalty is unlikely to develop if employees perceive that the organisation does not deserve sacrifice or identification (Klehe, Zikic, Van-Vianen, Annelies & De Pater, 2011). This can happen in situations where the organisation has a morally unjustified mission, is under poor management, or indulges in unethical practices (King, 2000). This denotes that some employees may not necessarily be loyal to the organisation but they extend their tenure in that organisation only because they need a source of income. Coughlan (2005) also found that variables such as an individual's self-confidence, self-efficacy, and cognitive moral development are correlated with a greater propensity to be loyal.

The benefits of having a loyal human resource inventory in the organisation are manifold and indispensible. Fischer (2004) proposes that organisations that have a highly committed and loyal workforce are able to endure during turbulent periods. The author further suggests that a common characteristic among committed employees is that they act in the best interests of the organisation. Goman (cited in Mayfield & Mayfield, 2002) contends that loyal employees improve an organisations' public image and goodwill in the labour market, thereby facilitating the recruitment of better employees by that organisation. Job loyalty is also beneficial to employees. Zikic and Hall (2009) stress that employee loyalty can help employees to develop an impression of personal and group identity as well as a sense of well-being. Hall (2004) hints that loyalty gives meaning to the duties that are performed by employees. This is in line with the idea that people naturally seek to do work that has significance or has an impact on others.

Job loyalty motivates employees to reach beyond themselves and to strive for higher goals in life (Zikic & Hall, 2009). This may be manifested through their ability to subordinate some of their personal interests to those of the organisation, such as by working long hours and sacrificing some weekends (Hajdin, 2005). Roehling, Roehling and Moen (2001) posit that this kind of personal philosophy enables an individual to live above oneself, and that this tends to enlarge the soul of that individual. This illustrates that job loyalty is important for an individual's spiritual well-being. Studies conducted by Foster,

Whysall and Harris (2008) and Hendrie (2004) indicate that a loyal workforce can be a source of competitive advantage for the company as it attracts benefits that include reduced costs, overcoming skills shortages and an improved employee-customer rapport. These findings concur with Allan and Grisaffe's (2001) assertion that when employees are loyal to the organisation, their attitude towards work will be positive and that this will eventually foster higher satisfaction and loyalty with the organisation on the part of customers. This signifies that there is a profound relationship between job loyalty and customer loyalty. Since the outcomes of job loyalty are beneficial to the organisation, it is imperative for employers to search for different but relevant approaches to promote job loyalty.

Job satisfaction and job loyalty

The relationship between job satisfaction and job loyalty has not escaped empirical scrutiny. Matzler and Renzl (2006) found that employee satisfaction is positively related to employee loyalty. Silvestro (2002) also found that there is a positive correlation between job satisfaction and loyalty and that these two constructs are positively related to profitability. Other research findings (e.g. Mak & Sockel, 2001; Martensen & Gronholdt, 2001) also reveal that job satisfaction is a strong predictor of both organisational commitment and loyalty

Several scholars (Hom & Kinicki, 2001; Martensen & Gronholdt, 2001; Griffeth, Hom & Gaertner, 2000) examined the relationship between job satisfaction, job loyalty and turnover intentions in different organisational contexts. The results of their studies show that job satisfaction is positively correlated with job loyalty and inversely related to turnover intentions. This implies that employee loyalty is higher among satisfied employees and that satisfied employees are less likely to quit their jobs. Yee, Yeung and Cheng (2010) also observed that satisfied and loyal employees are both hard working as well as committed to delivering services with a high level of quality to customers. Furthermore, literature (e.g. Rahman & Bullock, 2005; Seibert, Silver & Randolph, 2004 : Martensen & Gronholdt, 2001; Boswell & Boudreau, 2000) also suggests that human resource focused Total Quality Management (TQM) practices such as teamwork, empowerment of employees, and employee compensation can also impact on employee satisfaction in a positive way, leading to enhanced levels of employee loyalty. Therefore, there is a strong structural analogy between job satisfaction and job loyalty.

Problem statement

The fundamental objective of the present study was to examine the underlying relationship between job satisfaction and job loyalty among municipal sports officers in the Gauteng Province of South Africa. Job satisfaction and job loyalty

have emerged as critical issues in organisations that operate in today's unpredictable global economy (Mak & Sockel, 2001). Mounting research evidence shows that satisfied and loyal employees are highly motivated, have good morale on their jobs, and work more effectively and efficiently, thereby facilitating the high performance that ensures that the organisation survives (Eskildsen & Dahlgaard, 2000). Consequently, most organisations are taking measures to initiate, implement and continuously monitor and foster employee satisfaction and loyalty (Fraser, 2001). Municipalities are neither exempt nor immune from these developments and dynamics.

Literature that addresses either job satisfaction or job loyalty within sport organisations is available. Doherty (1998) examined the attitudes and behavior of individuals and groups in sport organisations in terms of their satisfaction, commitment, loyalty, and performance. Cuskelly and Boag (2001) investigated the impact of organisational commitment and perceived committee functioning in predicting member turnover behavior among volunteers in community sport organisations. Two separate studies conducted by Singh and Surujlal (2003; 2004) examined the job satisfaction of sports coaches within South Africa and internationally, respectively. However, it is interesting to note that there is a paucity of research that focuses specifically on both job satisfaction as well as job loyalty of municipal sport officers in the context of South Africa. In a study conducted by Ellickson and Lodgsdon (2001) it was found that municipal employees' job satisfaction has not received as much research attention as that of other employees in the public sector. Therefore, the purpose of this study is to examine the interplay between drivers of employee satisfaction and employee loyalty within the context of municipal sports officers in South Africa. The significance of the study lies in the fact that this study may be a source of knowledge to municipal managers on issues pertaining to the improvement of the working conditions of municipal sports workers.

Methodology

Sample

Using a quantitative approach, a questionnaire was constructed and administered to a conveniently selected sample of 185 municipal sport officers in the Gauteng province of South Africa. The questionnaire was divided into five sections. The first section requested the respondents to provide their demographic information. In the second section, respondents were requested to indicate their levels of satisfaction on a 5-point Likert scale which ranged from 1 (very dissatisfied) to 5 (very satisfied). The third section used the Satisfaction with Life Scale (Diener, Emmons, Larsen & Griffin, 1985) to elicit responses regarding the extent to which respondents were satisfied with various aspects of their job. The fourth section of the questionnaire sought information regarding the respondent's job

loyalty and the fifth section requested information regarding the overall wellbeing of the respondents. The current study focused on the first, second and fourth sections of the questionnaire.

An accompanying letter highlighting the purpose of the study was attached to the questionnaire. In order to assess the content validity of the data collection instrument, the questionnaire was reviewed by two experts in the human resource management field. A conveniently selected sample consisting of 8 sports officers was used in the pretesting of the questionnaire. This enabled the researchers to identify and eliminate problems in the questionnaire as well as to ascertain its content validity thereby ensuring that the questionnaire used in the main survey would validly capture the information sought by the researchers (Sudman & Blair, 1998). The principal researcher established contacts at various municipalities who assisted in the collection of data. Ethical considerations such as the participants' right to anonymity, confidentiality, privacy or non participation, informed consent and protection from discomfort, harm and victimisation, among others, were adhered to during the data collection process.

Reliability and validity

Construct validity was assessed through the factor analysis procedure whereby cross loading of variables were examined. Five factors reflecting distinct dimensions with a high level of communalites showing cohesiveness of each factor were extracted. Convergent validity was assessed through the computation of correlations among the five job satisfaction sub-scales and job loyalty. The results (reported in Table 5) indicate positive relationships between the five job satisfaction sub-scales and job loyalty, thus providing evidence of convergence. Predictive validity was assessed through regression analysis ability utilisation, teamwork, creativity and autonomy showed positive casual relationship with job loyalty.

Results

Demographics

The demographic characteristics of respondents (Table 1) indicate that there were 107 (approximately 58%) male respondents and 78 (approximately 42%) female respondents. The largest group of respondents (40 %) was in the 26- 35 age group. With regard to employment status, approximately 68% of the respondents were permanent. In terms of employment period, approximately 28% of respondents had been employed for periods between 2 and 5 years. The largest percentage (36%) of respondents was in possession of a diploma.

Table 1: Demographic information of the respondents

Variable	Categories	N	n	%
Gender	Males	185	107	58
	Females	185	78	42
Employment period	Less than 2yrs	185	34	18.38
	Between 2-5 years	185	52	28.11
	Between 6-9 years	185	50	27.03
	More than 9 years	185	49	26.49
Type of employment	Permanent	185	125	67.57
	Contract	185	38	20.54
	Part time	185	22	11.89
Highest academic qualification	Matriculation	185	40	21.62
	Certificate	185	34	18.38
	Diploma	185	66	35.68
	Degree	185	32	17.3
	Higher degree	185	12	6.49
	Other qualification	185	1	0.54
Age group	18-25 years	185	32	17.3
	26-35 years	185	74	40
	36-45 years	185	55	29.73
	46-55 years	185	23	12.43
	56+	185	1	0.54

Job satisfaction factors

The job satisfaction factors extracted in the study comprised five dimensions that accounted for 61% of the variance explained by the factors. These factors were computed through the Principal Component Analysis (PCA) using Varimax rotation. The naming of the factors and the description are reported in Table 2.

Table 2: Job satisfaction dimensions and description of dimensions

Factor	Label	Cronbach Alpha	Description
1	Working conditions	0.872	This refers to the conditions under which an individual works. These include amenities, physical environment, degree of safety and noise levels. It also includes the surroundings that influence an individual
2	Ability utilisation	0.853	This refers to the individual's opportunity to do something in the organisation that makes use of his/her abilities
3	Teamwork	0.758	This refers to the way the individual gets along and performs tasks with other individuals in the organisation
4	Creativity	0.804	This refers to the individual being able to use his or her own initiative, innovativeness and methods in the task allocated to him or her
5	Autonomy	0.703	This refers to the level of freedom and discretion an individual enjoys in his or her job. It also refers to an individual's ability to make decisions regarding the tasks allocated to him or her.

The summated means of the job satisfaction dimensions and job loyalty were computed to establish the mean ranking of the dimensions of job satisfaction in terms of importance rating. The results are reported in Table 3.

Table 3: Means- job satisfaction factors and job loyalty

	N	Mean	Std. Deviation
Working conditions	185	2.797	.792
Ability utilization	185	3.935	.724
Teamwork	185	2.955	.738
Creativity	185	3.816	.705
Autonomy	185	2.466	.847
Loyalty	185	3.285	.922

Correlations

Non- parametric correlations were used to examine the relationship between five job satisfaction factors and job loyalty. Spearman's rho (*r*) was used. The results are reported in Table 4.

Since the relationship between job satisfaction and job loyalty showed positive correlations, regression analysis was conducted. The 'enter' method of regression was used to ascertain whether any causal relationships exists among the job satisfaction dimensions and job loyalty. The results are reported in Table 5.

Table 4: Correlations- job satisfaction and job loyalty

Variables	Working conditions	Ability utilisation	Teamwork	Creativity	Autonomy	Loyalty
Working conditions	1.000	.051	.620[**]	-.006	.511[**]	.162[*]
Ability utilization	.051	1.000	.044	.612[**]	.462[**]	.379[**]
Teamwork	.620[**]	.044	1.000	-.064	.462[**]	.240[**]
Creativity	-.006	.612[**]	-.064	1.000	-.296[**]	.297[**]
Autonomy	.511[**]	-.206[**]	.462[**]	-.296[**]	1.000	.152[*]

** Correlation is significant at the 0.01 level (2-tailed). *Correlation is significant at the 0.05 level (2-tailed).

Table 5: Regression analysis – job satisfaction and job loyalty

Independent variable: Job Satisfaction	Dependent variable: Job loyalty				
	Beta	t	Sig	Collinearity Statistics	
				Tolerance	VIF
Working conditions	-.105	-1.232	.220	.576	1.736
Ability utilization	.270	2.935	.004	.495	2.021
Teamwork	.268	3.159	.002	.582	1.717
Creativity	.156	1.722	.087	.509	1.963
Autonomy	.184	2.235	.027	.619	1.615

R= 0.498   Adjusted R^2 = 0.248   F=11.817

Discussion

The summated **means** for the five job satisfaction sub-scales indicate that municipal sport officers ranked the ability to use one's skill the highest ($\bar{x}$ = 3.935), followed by creativity ($\bar{x}$ =3.816), loyalty ($\bar{x}$ = 3.285), teamwork ($\bar{x}$ =2.955), working conditions ($\bar{x}$ = 2.797) and autonomy ($\bar{x}$ = 2.466).

In the current study, the fact that municipal sports officers ranked ability utilisation as the most important factor in determining their job satisfaction is noteworthy. These findings are consistent with previous research conducted by Waskiewicz (1999) and Liu and White (2011) who found ability utilisation to be a predominant factor in determining job satisfaction. One may conclude that increased opportunities for municipal workers to apply their ability may result in higher levels of job satisfaction.

Creativity was ranked second in terms of importance on the mean score ranking. This result is congruent to the findings of several studies (e.g. Martins & Martins, 2002; Clegg & Birch, 1998; Gryskiewicz, Taylor & Fleenor, 1995) which reveal that creativity leads to better performance and productivity, resulting in higher job satisfaction in employees, thereby compelling most organisations to place a heavy reliance on it for growth and sustenance. This hints that when municipal sports officers are allowed to work creatively, their job satisfaction is enhanced, thereby enabling municipalities to perform better in the way they run sporting activities in their constituencies.

Municipal sports officers ranked teamwork as the fourth factor in terms of importance. Teamwork may be perceived as an activity which involves employees working together to achieve the objectives of the organisation (Parker & Wall, 1998). Researchers such as Griffin, Patterson and West (2001) and Kalisch, Lee and Rochman (2010) found that effective teamwork could enhance job satisfaction. Effective teamwork is also instrumental in fostering team cohesion, which in turn enables individuals to develop a sense of belonging (Turman, 2003). It appears then, that the job satisfaction of municipal sport officers is likely to be higher when they experience a sense of belonging to their organisations.

Numerous studies (e.g. Fairbrother & Warn, 2002; van Emmerik, 2004; Kinzl et al., 2006; Turkyilmaz, Akman, Ozkan and Pastuszak, 2011) have found working conditions to be a strong predictor of job satisfaction. However, the results of the present study are in contradiction with previous research, as working conditions were ranked second lowest in terms of importance. The mean score can be attributed to the fact that municipal sports officers are not office-bound and spend most of their time on the field. As a result, a conducive office atmosphere that might be appropriate to many administrative functions may not necessarily be relevant for municipal sports officers who often work on the field.

With regard to autonomy, it is interesting to note that the results of the study also contradict earlier research findings by Stamps and Piedmonte (1986) and Finn (2001) who found autonomy to be an important factor contributing to job satisfaction. The low rank obtained by autonomy on the mean scores may be attributed to the fact that the job of municipal sports officers, like other sports professionals, work in groups as well as with diverse groups of people (Mafini et al., 2011). For example, a soccer coach requires the input of an assistant coach, a fitness trainer and a goalkeeper coach in order to operate effectively. Likewise, municipal sports officers are also dependent on the input of other people such as their line manager, the facility manager and event manager in the execution of their duties, which effectively reduces their need for autonomy.

In terms of the relationship between the five job satisfaction sub-scales and loyalty, Spearman correlations showed positive correlations with job loyalty. Working conditions($r=0.162$; $p<0.01$); ability utilization ($r= 0.379$; $p<0.05$); teamwork ($r=0.240$; $p<0.05$); creativity ($r=0.297$; $p<0.05$); autonomy ($r=0.152$; $P<0.01$) were positively correlated with job loyalty. Thus the higher the prevalence of good working environments, the freedom to use one's ability and opportunities for teamwork, creativity and autonomy for municipal sport officers the higher the levels of their job loyalty. These findings are consistent with the results of a study conducted by Turkyilmaz et al. (2011) which reveal that factors such as training and personal development, working conditions, teamwork, empowerment and participation, reward and recognition are positively related to both job loyalty as well as job satisfaction. Previous research (e.g Fletcher & Williams, 1996; Martensen & Gronholdt, 2001; Al-Aameri, 2000; Fang 2001) also consistently reports a strong positive interconnection between most job satisfaction factors and job loyalty.

In assessing the assumptions of multicollinearity, if the variance inflation factor (VIF) is greater than 10 (Field, 2005) then collinearity is a cause for concern. The VIF for the five-sub-scales ranged between 2.02 to 1.61 thus posing no problems with regard to multicollinearity. The regression analysis revealed that the five job satisfaction sub-scales (adjusted $R^2 = 0.248$) explain approximately 25% of the variance in overall job loyalty of municipal sport officers. Ability utilization (p=0.004), teamwork (p=0.002) and autonomy (p=0.027) were statistically significant at p<0.05. Ability utilization (β=0.270), teamwork (β=0.268), autonomy (β =0.184), creativity (β=0.156) contributed positively towards job loyalty of municipal sport officers with the ability to use one's skills making the highest contribution to job loyalty. This was followed by teamwork, autonomy and creativity. It is, however, interesting to note that working conditions (p> 0.05) showed negative relationship with job loyalty. Poor or unfavourable working conditions may lead to low levels of job loyalty of

municipal sport officers. This result is endorsed by De Troyer (2000) and Kuo, Ho, Lin and Kai (2010) whose findings show that low employee satisfaction and loyalty levels can be mainly attributed to the working conditions.

Strengths, limitations and implications for further research

The strength of the present study lies in its novelty. The findings of the study constitute a groundbreaking and important source of knowledge and information on issues pertaining to the job satisfaction and job loyalty of municipal sports officers. However, the study has a limitation in that its results are restricted to one province in South Africa only. This implies that caution must be exercised when generalising the results to other geographical locations and contexts.

The current study has implications for further research. The findings of this study can be further refined by examining the relationship between the individual job satisfaction factors and job loyalty. The job satisfaction-loyalty paradigm can also be investigated along the dimensions of variables such as gender, employment period, type of employment, level of education, and age group. Further studies can also be conducted to determine the satisfaction and loyalty of other sport professionals in different organisations.

Conclusion

The purpose of this study was to determine the association between job satisfaction and loyalty among municipal sports officers in the Gauteng province of South Africa. Significant correlations were found between the job loyalty of municipal sport officers and five job satisfaction factors namely working conditions, ability utilisation, teamwork, creativity and autonomy. Of these, ability utilisation was found to be the highest contributor to the job loyalty of municipal sport officers. These findings imply that municipalities are called upon to place more emphasis on improving the job loyalty of their sport officers by positively adjusting the five job satisfaction factors identified in this study. This will effectively enable municipalities to meet the increased demand for sport services within their respective constituencies.

References

Al-Aameri, A.S. (2000). Job satisfaction and organizational commitment for nurses. *Saudi Medical Journal*, 21(6), 531- 535.

Agarwal, R. & Ferratt, T.W. (2001). Crafting and HR strategy to meet the need for IT workers. *Communications of the ACM*, 44 (7), 58-64.

Allen, N. & Grisaffe. D. (2001). Employee commitment to the organization and customer reactions – mapping the linkages. *Human Resource Management Review*, 11 (3), 209-236.

Bloemer, J. & Odekerken-Schroder, G. (2006). The role of employee relationship proneness in creating employee loyalty. *International Journal of Bank Marketing,* 24 (4), 252-264.

Boles, J.S., Howard, W.G. & Donofrio, H.H. (2001). An investigation into the inter-relationships of work–family conflict, family–work conflict and work satisfaction, *Journal of Managerial Issues*, 13 (3), 376–390.

Boles, J., Madupalli, R., Rutherford, B. & Wood, J.A. (2007). Facets of salesperson job satisfaction. *Journal of Business and Industrial Marketing,* 22 (5), 311-321.

Boswell, W.R. & Boudreau, J.W. (2000). Employee satisfaction with performance appraisals and appraisers: The role of perceived appraisal use. *Human Resource Development Quarterly,* 11 (3), 283-299.

Boyar, S.L., Maertz, C.P., Jr., Pearson, A.W. & Keough, S. (2003). Work–family conflict: A model of linkages between work and family domain variables and turnover intentions. *Journal of Managerial Issues,* 15 (2), 175-190.

Butler, J.K. Jr. (1991). Toward understanding and measuring conditions of trust: Evolution of conditions of trust Inventory. *Journal of Management,* 17, 643-663.

Coughlan, R. (2005). Employee loyalty as adherence to shared moral values*. Journal of Managerial Issues,* 17 (1), 43-57.

Cuskelly, G. & Boag, A. (2001). Organizational commitment as a predictor of committee member turnover among volunteer sport administrators: Results of a time-lagged study. *Sport Management Review*, 4 (1), 65-86.

Dawal, S.Z., Taha, Z. & Ismail, Z. (2009). Effect of job organization on job satisfaction among shop floor employees in automotive industries in Malaysia. *International Journal of Industrial Ergonomics,* 39 (1), 1-6.

De Troyer, M. (2000). The hospital sector in Europe – introductory report. Paper presented at TUTBSALTSA Conference, Brussels, Belgium, 25-27 September.

Diener, E.D., Emmons, R.A., Larsen, R.J. & Griffin, S. (1985). The satisfaction with life scale. *Journal of Personality Assessment,* 49 (1), 71-75.

Doherty, A.J. (1998). Managing our human resources: A review of organizational behaviour in sport. *Sport Management Review,* 1 (1), 1-24.

Dooley, R. S. & Fryxell, G. E. (1999). Attaining decision quality and commitment from dissent: The moderating effects of loyalty and competence in strategic decision-making teams. *The Academy of Management Journal*, 42 (4), 389-402.

Duffy, R. D. & Richard, G. V. (2006). Physician job satisfaction across six major specialties. Journal *of Vocational Behavior*, 68 (3), 548-559.

Ellickson, M.C. & Logsdon, K. (2001). Determinants of job satisfaction of municipal government employees. *State & Local Government Review*, 33 (3), 173-184.

Eskildsen, J. K. & Dahlgaard, J. J. (2000). A causal model for employee satisfaction. *Total Quality Management*, 11 (8), 1081-1094.

Fairbrother, K. & Warn, J. (2002). Workplace dimensions, stress and job satisfaction. *Journal of Managerial Psychology,* 18 (1), 8-21.

Fang, Y. (2001). Turnover propensity and its causes among Singapore nurses: An empirical study. *International Journal of Human Resource Management,* 12 (5), 859-871.

Ferguson, J., Ashcroft, D. & Hassell, K. (2011). Qualitative insights into job satisfaction and dissatisfaction with management among community and hospital pharmacists. *Research in Social and Administrative Pharmacy,* 7(3), 306-316.

Field, A. (2005). *Discovering Statistics Using SPSS* (2nd ed.). London: Sage Publications.

Finn, C.P. (2001). Autonomy: An important component for nurses' job satisfaction. *International Journal of Nursing Studies*, 38 (30), 349-357.

Fischer, R. (2004)**.** Rewarding employee loyalty: An organizational justice approach. *International Journal of Organizational Behaviour*, 8 (3), 486-503.

Fletcher, C. & Williams, R. (1996). Performance management, job satisfaction and organizational commitment. *British Journal of Management,* 7 (2), 169-179.

Foster, C., Whysall, P. & Harris, L. (2008). Employee loyalty: An exploration of staff commitment levels towards retailing, the retailer and the store. *The International Review of Retail, Distribution and Consumer Research*, 18 (4), 423-435.

Fraser, J.A. (2001). *White-collar Sweatshop: The Deterioration of Work and its Rewards in Corporate America*. New York: Norton and Company.

Giannikis, S.K. & Mihail, D.M. (2011). Modelling job satisfaction in low-level jobs: Differences between full-time and part-time employees in the Greek retail sector. *European Management Journal,* 29 (2), 129-143.

Griffeth, R.W., Hom, P.W. & Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implication for the next millennium. *Journal of Management*, 26 (3), 463-488.

Griffin, M.A., Patterson, M.G. & West, M.A. (2001). Job satisfaction and teamwork: The role of supervisor support. *Journal of Organizational Behaviour,* 22, 537-550.

Gryskiewicz, N., Taylor, S. & Fleenor, J. (1995). Job satisfaction and creativity style: An unexpected empirical finding. *Creativity and Innovation Management,* 4 (4), 258-261.

Hajdin, M. (2005). Employee loyalty: An examination. *Journal of Business Ethics*, 59 (3), 259-280.

Hall, D.T. (2004). The protean career: A quarter-century journey*, Journal of Vocational Behavior*, 65, 1-13.

Hendrie, J. (2004). A review of a multiple retailer's labour turnover. *International Journal of Retail and Distribution Management,* 32 (9), 434-441.

Hom, P.W. & Kinicki, A.J. (2001). Toward a greater understanding of how dissatisfaction drives employee turnover. *Academy of Management Journal,* 44 (5), 975-987.

Irving, P.G. & Montes, S.D. (2009). Met expectations: The effects of expected and delivered inducements on employee satisfaction. *Journal of Occupational and Organizational Psychology*, 82 (2), 431-451.

Judge, T.A., Piccolo, R.F., Podsakoff, N.P., Shaw, J.C. & Rich, B.L. (2010). The relationship between pay and job satisfaction: A meta-analysis of the literature. *Journal of Vocational Behavior,* 77(2), 157-167.

Judge, T.A., Thoresen, C.J., Bono, J.E. & Patton, G.K. (2001). The job satisfaction-job performance relationship: A qualitative and quantitative review. *Psychological Bulletin,* 127(3), 376-407.

Kalisch, B.J., Lee, H. & Rochman, M. (2010). Nursing staff teamwork and job satisfaction, *Journal of Nursing Management*, 18, 938-947.

King, J.E. (2000). White-collar reactions to job insecurity and the role of the psychological contract: Implications for human resource management. *Human Resource Management*, 39(1), 79-91.

Kinzl, J.F. Knotzer, H., Traweger, C., Lederer, W., Heidegger, T. & Benzer, A. (2006). Influence of working conditions on job satisfaction in anaesthetists. *British Journal of Anaesthesia,* 94(2), 211-215.

Klehe, U., Zikic, J., Van- Vianen, A.E. MAnnelies, E.M. & De Pater, I.E. (2011). Career adaptability, turnover and loyalty during organizational downsizing. *Journal of Vocational Behavior,* 79(1), 217-229.

Kuo, T.H., Ho, L., Lin, C. & Kai, K.K. (2010). Employee empowerment in a technology advanced work environment. *Industrial Management & Data Systems*, 110(1), 24- 42.

Lambert, L. S., Edwards, J. R., & Cabic, D. M. (2003). Breach and fulfillment of the psychological contract: A comparison of traditional and expanded views. *Personnel Psychology*, 56(4), 895-934.

Lent, R.W., Nota, L., Soresi, S., Ginevra, M.C., Duffy, R.D. & Brown, S.D. (2011). Predicting the job and life satisfaction of Italian teachers: Test of a social cognitive model. *Journal of Vocational Behavior,* 79(1), 91-97.

Lent, R.W. (2008). Understanding and promoting work satisfaction: An integrative view. In S.D. Brown & R.W. Lent (Eds.), *Handbook of Counseling Psychology* (4th ed). (pp. 462–480). New York: Wiley.

Liu, C.S. & White, L. (2011). Key determinants of hospital pharmacy staff's job satisfaction. *Research in Social and Administrative Pharmacy,* 7(1), 51-63.

Locke, E.A. (1969). What is job satisfaction? *Organizational Behavior and Human Performance*, 4, 309-336.
Lu, H., While, A.E. & Barriball, K.L. (2005). Job satisfaction among nurses: A literature review. *International Journal of Nursing Studies,* 42(2), 211-227.

Mak, B. L. & Sockel, H. (2001). A confirmatory factor analysis of IS employee motivation and satisfaction. *Information & Management*, 38(5), 265-276.

Mafini, C. (2008). An investigation into factors influencing the turnover of aircraft technicians in the Air Force of Zimbabwe, Unpublished Masters Dissertation. Chinhoyi, Chinhoyi University of Technology.

Mafini, C., Surujlal, J. & Dhurup, M. (2011). Factors affecting the job satisfaction of municipal sports officers. *African Journal for Physical, Health Education, Recreation & Dance*, September (Supplement 1), 145-156.

Martensen, A. & Gronholdt, L. (2001). Using employee satisfaction measurement to improve people management: an adaptation of Kano's quality types. *Total Quality Management,* 12(8), 949- 957.

Martins, E. & Martins, E. (2002). An organizational culture model to promote creativity and innovation. *South African Journal of Industrial Psychology*, 28(4), 56-65.

Matzler, K. & Renzl, B. (2006). The relationship between interpersonal trust, employee satisfaction, and employee loyalty. *Total Quality Management & Business Excellence,* 17(10), 1261-1271.

Mayfield, J. & Mayfield, M. (2002). Leader communication strategies: Critical paths to improving employee commitment, *American Business Review,* June, 41-49.

Oshagbemi, T. (2003). Personal correlates of job satisfaction: Empirical evidence from UK universities, *International Journal of Social Economics*, 30(12), 1210-1232.

Parker, S.K. & Wall, T.D. (1998). *Job and Work Design: Organising Work to Promote Well-being and Effectiveness*. London: Sage.

Price, J.L. (2001). Reflections on the determinants of voluntary turnover. *International Journal of Manpower,* 22(7), 600-624.

Rahman, S. & Bullock, P. (2005). Soft TQM, hard TQM, and organizational performance relationships: An empirical investigation. *Omega,* 33(1), 73-83.

Roehling, P.V., Roehling, M.V. & Moen, P. (2001). The Relationship between work-life policies and practices and employee loyalty: A life course perspective. *Journal of Family and Economic Issues*, 22(2), 141-170.

Seibert, S.E., Silver, S.R. & Randolph, W.A. (2004). Taking empowerment to the next level: A multiple-level model of empowerment, performance, and satisfaction. *Academy of Management Journal*, 47(3), 332-349.

Sempane, M.E. Rieger, H.S. & Roodt, G. (2002). Job satisfaction in relation to organizational culture. *Journal of Industrial Psychology*, 28(2), 23-30.

Silvestro, R. (2002). Dispelling the modern myth: Employee satisfaction and loyalty drive service profitability, *International Journal of Operations and Production Management*, 22(1). 30- 49.

Shrag, B. (2001). The moral significance of employee loyalty. *Business Ethics Quarterly*, 11(1), 41-66.

Singh, P. & Surujlal, L. (2004). The job security of professional sport coaches. *South African Journal for Research in Sport, Physical Education and Recreation,* 26(2), 17-23.

Singh, P. & Surujlal, J. (2003). Human resources management of professional sport coaches in South Africa. *African Journal for Physical, Health Education, Recreation and Dance, Special Edition,* October, 50-58.

Spector, P.E. (1997). *Job Satisfaction: Application, Assessment, Causes, and Consequences.* London: Sage Publications.

Stamps, P. & Piedmonte, E. (1986). *Nurses and work satisfaction: An index for measurement.* Michigan: Health Administration Press.

Sudman, S. & Blair, E. (1998). *Marketing Research: A Problem Solving Approach.* Boston: McGraw-Hill.

Surujlal, J. (2004). Human Resources management of professional sports coaches in South Africa Unpublished PhD Dissertation, Johannesburg: Rand Afrikaans University.

Turkyilmaz, A., Akman, G., Ozkan, C. & Pastuszak, Z. (2011). Empirical study of public sector employee loyalty and satisfaction. *Industrial Management & Data Systems*, 111(5), 675-696.

Turman, P. (2003). The impact of coaching techniques on team cohesion in the small group sport setting. *Journal of Sport Behavior,* 26(1), 63-81.

Van Emmerik, H. (2004). For better and for worse: Adverse working conditions and the beneficial effects of mentoring. *Career Development International,* 9(4), 358-373.

Waskiewicz, S.P. (1999). Variables that contribute to job satisfaction of secondary school assistant principals, PhD Dissertation, Virginia: Virginia Polytechnic Institute and State University

Yee, R.W.Y., Yeung, A. C.L. & Cheng, T.C.E. (2008). The impact of employee satisfaction on quality and profitability in high-contact service industries. *Journal of Operations Management*, 26(5), 651-668.

Yee, R.W.Y., Yeung, A.C.L. & Cheng, T.C.E. (2010). An empirical study of employee loyalty, service quality and firm performance in the service industry. *International Journal of Production Economics,* 124(1), 109-120.

Yoon, M.H. & Suh, J. (2003). Organizational citizenship behaviors and service quality as external effectiveness of contract employees. *Journal of Business Research*, 56(8), 597-611.

Zikic, J. & Hall, D.T. (2009). Toward a more complex view of career exploration. *Career Development Quarterly*, 58-(2), 181-191.