DETERMINANTS OF EMPLOYEE JOB SATISFACTION AT A NATIONAL DEPARTMENT IN KWAZULU-NATAL

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DECLARATION

I, Ncamisile Patricia Mbhele, declare that the contents of this dissertation represent the result of my own original work, and the dissertation has not previously been submitted for academic examination towards any qualification. I, further declare that all sources used in this dissertation have been properly acknowledged and accurately reported as indicated in the bibliography.

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ABSTRACT

Employee work fulfilment is a key aspect that contributes towards the satisfaction of employees in public and private organisations. This study was conducted to explore the determinants of employee satisfaction at the SASSA Regional office of Pietermaritzburg. The intention of this study is to recommend strategies and mechanisms that can improve employee satisfaction and support their performance aspects at the SASSA. This study used the two-factor theory of Herzberg to understand the motivating issues that might determine the fulfilment and discontentment of workers in their work environment. The case of the SASSA is by no means used to generalise the findings to other SASSA offices nationally.

The researcher adopted a case study design, and data was collected and analysed using a mixed research methodology that is comprised of both quantitative and qualitative research approaches. The researcher collected data using semi-structured interviews and administered questionnaires, while the analysis of primary data was done using the Statistical Package for the Social Sciences (SPSS) version 24. The literature indicated that job satisfaction can be determined by intrinsic and external factors. A purposive sample size of an aggregate of 90 employees was drawn from a population of 200 diverse workers in as far as races, gender and grade levels. Permission and access were granted to the researcher, and the study was ethically cleared by the university ethics committee of the faculty of Accounting and Informatics. The researcher considered ethical aspects such as protection of the participants against harm, privacy and identity protection, honesty and truth during data collection and analysis.

The literature that was surveyed indicated that job satisfaction can be determined by intrinsic and extrinsic factors. It was derived from the findings that SASSA as an institution is affected by political and socio-economic factors that also limit the organisation to provide a viable and healthy working environment to its employees. As noted by the respondents, the environmental factors do not stimulate the work environment in order to stimulate public servants to perform better so that they can add value to their organisational units as factors that are both internal and external. Findings of the study revealed that poor communication between management and staff, opposing relationships between colleagues, poor leadership

styles and unfair on-going processes of recruitment and selection were negatively compromising the quality of service delivery and the performance of the employees at SASSA. The study further revealed that the associated factors like promotion, recognition and training and development are the other main factors that make SASSA employees unhappy. Therefore, the outcomes of such a study could produce particularly inspiring conclusions and might also significantly impact the delivery of meaningful results to the management of SASSA. It could also give focus on addressing the needs of the employees within the organisation.

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LIST OF ACRONYMS

CPS	Cash Paymaster Services
DSD	Department of Social Development
HR	Human Resource
HRM	Human Resource Management
HCM	Human Capital Management
ICT	Information Communication and Technology
KZN	Kwa Zulu Natal
OCB	Organisational Citizenship Behaviour
PMB	Pietermaritzburg
RMW	Regional Minimum Wage
SAPO	South African Post Office
SA	South Africa
SASSA	South African Social Security Agency
USA	United State of America
WAMI	Work and Meaning Inventory
WLB	Work Life Balance

CHAPTER ONE

1.1INTRODUCTION AND BACKGROUND TO THE STUDY

This chapter introduces the study and comprises of the research aim and problem statement, objectives, research questions, preliminary literature review and ethical considerations. The aim of this study is to assess employee job satisfaction in the regional office of the South African Social Security Agency (SASSA), with the intention to recommend strategies to improve employee job satisfaction at the SASSA. The South African Social Security Agency (SASSA) is a public organisation which was established by parliament in 2006 to provide services relating to social security.

The South African Social Security Agency's vision is to be a front-runner in the delivery of social security services, with the undertaking to administer quality customer-centric social security services that can be available to potential beneficiaries. SASSA subscribes to public good as a public entity, and it considers values that promote democracy, diverse culture and respect for human rights. Currently, SASSA's priorities for 2015/16 is reducing poverty by providing social assistance to eligible individuals, improving service delivery, improving internal efficiency and institutionalising the social grants payment system within the organisation of SASSA (2016/17:01). In order to achieve these priorities, SASSA needs to ensure that their workers are fulfilled in their jobs. While scholars such as Moloantoa (2015:01) alluded to the areas of work fulfilment of workers in diverse organisations all over the world, there is still paucity on research conducted to examine the determinants of employee job satisfaction within public organisations.

This study demonstrated that there is a relationship between job satisfaction and employee performance at work. This study will shed light on other organisations that are experiencing issues relating to the understanding of job satisfaction, which will later contribute to the existing knowledge on the wellbeing of employees. Lately, the SASSA's image has been put under the spotlight due to the demands from the beneficiaries and to society, challenging

SASSA to improve its administrative capacity and provide efficient and effective social services. SASSA is an important organisation that has the huge task of implementing social policies aimed at addressing the needs of the poor people by providing social services to alleviate poverty and to address inequality in South Africa. According to the latest figures shown in the strategic plan of SASSA (2016/17:15), SASSA under the former Minister Bathabile Dlamini considers human resource aspects as relevant, together with policies and legislations and other mandates for which SASSA is responsible for the active operation of the agency.

1.2. PROBLEM STATEMENT

Govender (2014:03) alluded to the economic recession and agrees that it has forced many businesses to emphasise employee performance instead of the employee needs, which can also be one of the reasons behind increasing levels of job dissatisfaction in some organisations. The public sector is no exception to this idea. The members of the South African Social Security Agency Committee (2016:01) had a discussion regarding the challenges faced by the agency in that SASSA had a 60 per cent vacancy rate, nevertheless workers within the workplace remained non representative of the obligatory points of business responsibility. Other challenges include the absence of appropriate working stations and several of the pay points were obviously not well-suited through proposing the most straightforward facilities like toilets and running water and so on. Hans and Mubeen (2014:43) agree with the fact that work fulfilment and work pressure are linked closely through the working atmosphere and that is why positive actions at work such as organisational citizenship behaviour (OCB), employee obligation and non-attendance are seen as prevalent.

The SASSA was challenged to deal with legacy challenges inherited from the apartheid era, which are presented as poverty, unemployment and a high rate of inequality in South Africa. Hall and Proudlock (2011:01) argue that South Africa (SA) has the main social grant scheme in the Southern Africa and it is servicing large groups of beneficiaries due to increasing challenges related to poverty. Leibbrandt, Murray, Woolard, Finn and Argent (2011:08) agree that social assistance grants (mostly the child support grant, the disability grant and the

old-age pension) modify the stages of dissimilarity only a bit and are critical in decreasing poverty within the underprivileged families in South Africa. This study argues that the SASSA has suffered significantly in terms of its image and reputation due to several factors associated with service delivery.

However, employees at this agency work tirelessly to service millions of South African beneficiaries. It is also alleged that some of the beneficiaries do not receive their monthly social security allowances from SASSA due to administrative challenges. Nevertheless, (SASSA) focuses on its key priorities such as reducing income poverty by providing social assistance to eligible individuals, improving service delivery, improving internal efficiency and institutionalising the social grants payment system (SASSA, 2015/16). Implementing the above programmes or priorities is an attempt to mitigate challenges faced by the agency and to improve its image.

1.3. RESEARCH OBJECTIVES

The main purpose of this research is to assess factors that influence job satisfaction of employees working at the SASSA office in Pietermaritzburg, KwaZulu-Natal.The study will focus on all the sectors within the SASSA Regional Office in Pietermaritzburg.

1.3.1 Specific Objectives:

- To examine the role played by the agency in supporting employee conditions in relation to job satisfaction.
- To ascertain the factors that affect job satisfaction.
- To recommend strategies for enhancing job satisfaction

1.4. RESEARCH QUESTIONS

Primary Research Question:

- What are the determinants of employee job satisfaction at the South African Social Security Agency?

Secondary Research Questions

- What is the role played by the South African Social Security Agency in supporting employee conditions in relation to job satisfaction?
- What are the factors that affect job satisfaction?
- What are the mechanisms that can be recommended to enhance job satisfaction?

1.5. CONCEPTUALISATION

- **Motivation**

Motivation is regarded as a way of giving employees a reason to behave in a certain manner. According to the Oxford Dictionary (2017) motivation is associated with the drive for people's movements, needs and desires. Motivational factors give direction. A motive can be based on what stimulate one's actions, or at least why a person progresses and the disposition for specific behaviour. According to the study conducted by Flynn (2013:12), motivation has a contribution in an organisation since it justifies the leverage in which employees and the organisation are performing in a certain way. Supervisors are challenged by situations where they have to protect the organisation and still manage situations where workers are not fully dedicating themselves to achieving goals that lead to improved productivity. The term motivation is used to refer to the innermost leading processes which determine the drive or performance towards goals. They signify conditions of pressures within the person who seeks to re-establish a state of rest balance (Alrasbi, 2013:36).

- **Intrinsic Motivation**

Intrinsic motivators portray achievement and the pleasantness of workers' experience, from his or her job in an organisation. Intrinsic motivation is directed towards the self-realisation of an employee's goal and it is the integral part of self-achievement without any external influence (Li, Hu, Zhou, He, Fan, Liu, Zhang, Li, and Sun 2014:02).

- **Extrinsic Motivation**

Extrinsic factors are motivational factors that can motivate employees' independence from their environment and the employees' own efforts. These factors are not directly involved in the job itself since they can be directed to the employee by someone instead of the concerned employees (Kim and Park, 2013:63).

- **Job Satisfaction**

According to Owusu (2014:14), job satisfaction is an important account of workers regarding how they feel about their experience within the work environment. Furthermore, this definition defines how happy employees are with the features of their work and to some degree predicts that a fulfilled employee is the one who is comfortable with the job features. Similarly, Neog and Barua (2014:306) agree that job satisfaction is perceived as a grouping of positive and negative spirits that workers have towards their work.

- **Employee Satisfaction**

Once an employee achieves most of his or her desires relating to work and career, one becomes satisfied and this can have a positive impact on his or her work productivity. An unsatisfied employee works less than a satisfied one and becomes demotivated. According to Aristovnik *et al*. (2014:211) employee satisfaction can be regarded as a positive emotive state resulting from the perception of work-related motives and perceptions. An important facet of employee job satisfaction is when individuals have to choose where they want to work and it also impacts on their intent to stay with the organisation in their present positions. Satisfied employees can freely work and make creative decisions that can benefit consumers and their organisational productivity (Karthik, Saratha and Sowmiya 2012:476).

1.6. PRELIMINARY LITERATURE REVIEW

1.6.1. The Context of Job satisfaction

The degree of an individual's fulfilment with the background factors at work often influences their ability to respond positively to enrich their job. These contextual aspects consist of organisational policies and administration, technical supervision, salary and benefits, employee relations and the working environment. Devi and Nagini (2013:114) concluded in their investigation that the employees are more fulfilled with influences like healthy working

conditions, benefits received, well-being policies, self-respect and good opportunities for growth and study of employees and the attitude of management, role overload, tedious work and quality time for family members and more. Job satisfaction is a widely accepted factor for the success of any organisation; the study focuses on the job satisfaction and its influencing factors Waqas, Bashir, Sattar, Abdullah, Hussain, Anjum, and Ali, (2014:154).

Mafini (2014:119) states that an individual's job satisfaction is linked and fits to the person's environment. However, some scholars underscore the view that employees' job satisfaction is likely to be higher if their work environment fulfils their needs and matches the employees' values or personal characteristics, however the opposite is also true. Furthermore, it is argued that ecological issues and individual issues faced are the two most powerful antecedents to employee job satisfaction. This implies that employee job satisfaction is determined by either personal attributes or work-related factors, or a combination of both. Organisational employee performance refers to a separate yield in terms of the amount of contribution expected from every employee in a specific job (Govender 2014:04). Job satisfaction is basically how people have a sense of their work and whether and how many individuals are satisfied or dissatisfied with their jobs. Job satisfaction can also be a replication of good behaviour and an indicator of demonstrative well-being (Tanjeen, 2013:81). It also includes determinants of performance components that are set to drive the employee performance model to be complete. The function of individual differences on performance includes; declarative knowledge, procedural knowledge and motivation of employees as the third predictor of performance. Employees regard their contribution to the organisation as the fulfilment of both aggregated financial or non-financial benefit directly and indirectly to the targeted organisational goals (Dajani, 2015:04). When employees are exposed to unhealthy distractions at work, their performance can be affected. Riaz, Ahmad and Murtaza (2016:1372) alluded to job stress as having unusual control on the purposes and actions of the performance. Furthermore, some pressures are positive for the organisation and have the power that is essential to alter the social flexibility of the organisation.

However, stress has numerous unusual effects on the performance of the employees and output of the organisation. For developing countries like South Africa, work stress is one of

the greatest workplace suitability threats for the employees. According to Ur Rehman, Irum, Tahir, Ijaz, Noor and Salma. (2012:1371) if the desires of an organisation are wider than the employee's expectations and the work lasts for a very long period of time without any break then the employees of an organisation feel drained and that leads to loss of attention. Furthermore, employees become exhausted with their tedious work which may cause mental or physical problems. Masood and Aslam (2014:101) alluded to the fact that working conditions is a momentous factor in employee job satisfaction and it was found to be a recurring aspect of job satisfaction by other scholars. Working conditions have different structures around job satisfaction which the organisation needs to implement, like a clean and easy workplace, lighting and temperature, office spaces and so on. All the above factors have an influence on job satisfaction as employees spend most of their time in their working environment, so it is crucial for the organisation to familiarise and preserve appropriate working surroundings. Organisations should provide their employees with all the updated information and required resources to do their jobs and this will help employees to achieve tasks effectively and which would certainly add to job satisfaction (Tanjeen, 2013:81).

Employees achieve their responsibilities and daily activities in the workplace. The workplace may have a positive or negative influence on the satisfaction level of employees depending on the nature of the environment (Masood *et al*., 2014:101). Employees' satisfaction and organisational performance remains a continuing factor to the organisation and employees' well-being. Organisational output and competence are achieved by satisfying employees and being delicate to both their physiological and socio-emotional needs in an all-inclusive method. Mafini and Pooe (2013:03) agree that there is a helpful relationship between employee satisfaction and output, profit, and turnover in nearly 8000 business units in 36 organisations across the five continents of the world. Whereas, Ngwenya (2016:57) outlined that the most related variables for a successful application is administrative capacity and other skills to do the job. However, it is also difficult to elaborate on what the necessary resources are for application, which creates a problem in the delivery of suitable resources.

1.7. RESEARCH DESIGN AND METHODOLOGY

1.7.1. RESEARCH DESIGN

This research used a case study design and adopted a mixed methodology. A case study design is an empirical inquiry that is sorted in a bound context (Maree, 2016:81). A case study design is relevant for this study since this study does not intend to generalise the findings; it aims at providing lessons to be learnt from the case of SASSA in the Pietermaritzburg district. According to Yin (2009) the characteristics of a case study include the following:

1. Both single and multiple-case studies
2. A description of an intervention and the real-life context in which it occurred.
3. An illustration of certain topics within an evaluation, again in a descriptive mode.
4. A strategy used to enlighten those situations in which the intervention being evaluated has no clear single set of outcomes.

1.7.2. RESEARCH METHODOLOGY

This research used a mixed-method design by employing both qualitative and quantitative research instruments in collecting data Holcomb and Hickman (2015:02) stated that the mixed approach comprises qualitative and quantitative data in a single project. It signifies another methodological approach, which enables scholars to discover complex phenomena in the aspect. It also delivers a practical summary of a mixed-methods study and its quest toward guiding the novice researcher in considering a mixed-methods project. Hence, the study was conducted to explore the factors that influence job satisfaction at SASSA. Furthermore, the mixed-method is more authentic in obtaining rich information about the organisational behaviour and social contexts of the population of the study. Terrell (2012:255) asserts that based on selections made across sizes, mixed-methods can offer an investigator many design selections which involve a range of progressive and simultaneous approaches.

1.7.3. TARGET POPULATION

The study was conducted at the SASSA regional office in Pietermaritzburg, where all the SASSA employees formed the target population. The SASSA department is comprised of a mixed population of 200 workers. Daniel (2012:05) asserts that there are several characteristics of a target population that are relevant in determining the sample size, these include: size of the population, homogeneity/heterogeneity of the population, and spatial distribution of the population. This study used a heterogeneous population of all the diverse racial groups and mixed gender so that it can be proportionally represented.

1.7.4. SAMPLING AND SAMPLING PROCEDURE

Emmel (2014:02) asserts that decisions about theoretical or purposive sampling are made at various stages during the course of fieldwork. These decisions can look rather ad hoc, however the application of a purposive sampling strategy includes both systematic decision making and flexibility. A sample size of an aggregate of 45 per cent (90) employees will be drawn from the population of 200 workers including all races from top to the lower level of the organisation Brynard, Hanekom and Brynard, (2014: 59) advice researchers to draw an aggregate percentage of 45 per cent if a sample is composed of 200 individuals. This study intends to use a representative sample in order to draw accurate conclusions. Moreover, the study employed a purposive sample whereby the researcher was being able to target participants who are most appropriate for the study

1.7.5. DATA COLLECTION PROCEDURES

Farquhar (2013:05) states that primary data is new data and is collected directly by the researcher from the original sources and participants, specifically for the research project, using instruments such as interviews, questionnaires and observations. In collecting primary data, the researcher aims at generating new insights into the research questions with fresh data by means of questionnaires and interviews. Govender (2014:73) suggests that questionnaires can be used to collect data and further highlighted that the use of questionnaires is an accepted practice that is objective in research, as questionnaires are standardised and an easy way of collecting data. Furthermore, the researcher also conducted

semi-structured interviews. The secondary data includes data obtained from the literature review. The advantage of using a literature review is to obtain the most recent research findings related to the topic being studied.

1.7.5.1. Interviews and Questionnaire

Coghlan and Brydon-Miller (2014:01) allude to data analysis as referring to the processes associated with surfacing meaning and understanding from the various data sets. Interviews were recorded using a tape recorder and the findings were also transcribed; the transcriptions of the findings were analysed using thematic coding as a first step. Once coding was completed the researcher then interpreted using theoretical concepts. In the fieldwork, the researcher used responses to the questionnaires which were captured to form the dataset. Thereafter, the researcher solicited the services of a statistician to analyse quantitative data collected using a questionnaire.

1.8. VALIDITY AND RELIABILITY

Flynn (2013:37) alluded to reliability and validity and asserts that research is measured by how similar the consequences would be should somebody else conduct a similar study. Validity is the main problem and infers that experiments cannot be controlled perfectly. Through aspects of this research, the opportunity for the results of the questionnaire to differ will certainly be subject to the responders. There are numerous influences that may affect the reliability of answers given in the questionnaire, certainly any means of data for example, the interest exposed by the individuals acting as respondents, their submission to provide accurate information and the relationship towards the researcher may impact the reliability of the data.

Guest, Namey and Mitchell (2014:02) state that an account is valid or true if it signifies exactly those structures of the phenomena that it is proposed to define, explain or speculate on. In the case of this study, the researcher carried out a pilot study to ensure that the methodologies employed, instrument and data techniques used were appropriate for the study.

1.9. DELIMITATION AND LIMITATION

The study was delimited to the area around Pietermaritzburg, KZN Regional Office. This was where the researcher drew a sample of respondents for data collection. This study's limitation was the time factor and the availability of financial assistance to conduct research. The researcher has confirmation of a sponsor available to pay for travelling to and from the research site during data gathering. Data collection depends on the availability of the employees and willingness to participate in the study.

1.10. ETHICAL CONSIDERATIONS

This study has considered the following ethical issues:

- **Harm to participants:**

This study does not intend to harm the participants during data collection and report writing. Rubin and Babbie (2016:86) agree that research should never hurt the participants being studied, irrespective of whether they volunteer for the study or not. The strongest occasion of this standard in practice inhibits the revealing of information that would embarrass participants or jeopardise their home lives, friendships and jobs.

- **Informed consent:**

The researcher informed the contributors about the intent of this study. In addition, the researcher requested permission from participants before the researcher interviewed the participants. During data collection, the researcher also requested permission and access from the Department of the South African Social Security Agency.

- **Honesty and truth**

The researcher made sure that the information provided from the data is correct and truthful. Individuals must strive for honesty in all scientific communications. Facts, consequences, approaches, measures, and publication status must not fabricate the facts as stated in the report (USA Department of Health and Human Services,2015:03)

- **Right to withdraw**

Participants were permitted to withdraw from the study at any time. Khan (2014:231) states that contributors should be given the opportunity to pull out of the study at any stage, regardless of possible effects on the results. This must be explained to the participants before beginning the study.

- **Confidentiality and anonymity**

Participation was voluntary, and respondents were informed that all information is treated as confidential. There was no risk from participating. Respondents would also not be constrained to answer any questions they find uncomfortable. Furthermore, Hughes (2012:20) state that information gathered from or about research participants in the course of a study is private and should only be revealed to third parties with the explicit consent of the individuals from whom the information was obtained. Participants must be made aware that their identities will be protected from disclosure.

1.11. SIGNIFICANCE OF THE STUDY

The study helps to gather or to find out knowledge which, if adopted by the organisation, will improve job satisfaction among employees and will also identify areas for improvement, thereby enhancing the working environment. Employee job satisfaction plays a critical role in the effectiveness of the business and wellbeing of employees. The findings of this study would contribute by:

- Identifying the key reasons for dissatisfaction amongst employees.
- Informing the South African Social Security Agency of the factors associated with job satisfaction within the organisation and assisting the South African Social Security Agency in addressing employee concerns.

1.12. STRUCTURE OF THE CHAPTERS

Chapter One: Introduction

This chapter introduces the context and overview of the research. It is comprised of the research methodology, data collection and data analysis.

Chapter Two: Literature Review

This chapter gives an extensive literature review on the concept of employee job satisfaction, workplace environment such as intrinsic and extrinsic motivational factors. Chapter two will further provide previous research in the area of job satisfaction nationally and internationally.

Chapter Three: Research Methodology

This chapter presents the research and the methods used, research design, data gathering and delimitation of the study.

Chapter Four: Presentation of Findings

The analysis of study results and conversation of the findings will be presented in this chapter.

Chapter Five: Conclusions and Recommendations

The above chapter provides an account of the findings, draws the assumptions and offers recommendations based on the results in chapter four, as well as achievements of the research objectives.

1.13. CONCLUSION

In this chapter the problem to be investigated was formulated with a brief overview of the research. The intentions were clearly defined. Terminology that was frequently utilised in this research was defined. The opportunity of the study, the research inquiries and the research methodology and design were discussed.

The literature review, relating to employee job satisfaction, is discussed in the following chapter.

CHAPTER TWO
LITERATURE REVIEW

2.1 INTRODUCTION

This chapter explores an extensive literature review on the theory of employee job satisfaction, office atmosphere, and factors such as internal and external motivational factors. This chapter also scrutinises literature in areas such as theories of motivation and other practices of job satisfaction. Chapter two provides evidence of previous research in the area of job satisfaction nationally and internationally.

2.2. JOB SATISFACTION AND MOTIVATION

Work fulfilment is a pleasurable emotion practised by an individual when there is an appropriate achievement between what he or she believes and what essentially originates after his or her work. Mafini and Dlodlo (2014:04) in their study specified that job satisfaction is a key sign of the overall life satisfaction between employees because it peaks when jobs meet the people's prospects. Job satisfaction is basically how people feel about their jobs and it is the degree to which people like (satisfaction) or dislike (dissatisfaction) their jobs (Tanjeen, 2013:81). Jobs can be measured as the means used to reach personal goals. When expectations are met by a job, the individual often experiences positive feelings and all these positive reactions designate job satisfaction (Harputlu, 2014:05).

Karthik, Saratha and Sowmiya (2012:474) in their study indicated that job satisfaction can be seen as a reaction to a job; developing from what an individual pursues in a job is a link with the actual outcomes that the job provides. Aamir, Salman and Asif (2014:5) support this view by defining job satisfaction as an emotion that a worker has about his or her job, or a general outlook towards a job and it is prejudiced by the view of one's job. Jain and Dahima (2015:39) further state that work fulfilment is not simply around inclusive approaches about their work, but it similarly contains their spirits on dissimilar facets of the work. Neog and Barua (2014:306) state that job satisfaction has a relationship with life satisfaction which simply means that people who are satisfied with life will have the habit of being satisfied

with their job and vice versa. Job satisfaction is also a replication of the feelings of employees towards their work and this is apparent in employees' positive attitudes towards their work and the work atmosphere (Eliyana, Yusuf and Prabowo, 2012:141).

Motivation is the force within a person that makes him or her react in a certain way; hence it is a complex process with three components: what pushes the individual to behave in a positive manner, what steers and what sustains the performance (Bonsu and Kusi, 2014:339). Javed *et al*. (2014:160) state that motivation is fundamentally meant to facilitate behavioural change and is also a force that enables an individual to act in the direction of a particular objective. Some people display mental and physical abilities and spend time in their jobs; the main reason for looking for a job is generally more than just a pay check. Motivation is important because it explains why employees in an organisation perform as they do, and more importantly, why.

Globalisation brought many pressures to the twenty-first century where an organisation's manager is not only enhancing the human resource capabilities, but also working to fulfil, stimulate and retain the present respected human benefit of the administration (Rashidi, Zaki and Ali on page 131), 2016:11). In addition, one of the main contests in today's workplace is the motivation of employees to improve productivity and pledge sustainability.

2.2.1. The Importance of Motivation to Employees

According to Rashidi *et al*. (2016:12), motivation is important because it explains why employees in an organisation behave as they do and why they prepare for it. Job incentives can also be characterised as the emotional components in a person that regulates the route of an individual's actions in business, human beings' level of determination and personal level of perseverance, in the expression of difficulties. Organisational goals cannot be effectively attained unless employees work together, so it is obvious that the need for teamwork in the local government sector is essential. One thing that managers should realise is that their job is not just to motivate employees. All employees come to a work situation motivated to attain personal goals which they have established (Bonsu and Kusi, 2014:339). In considering the crucial causes touching an employee's work fulfilment, supervisors can lessen non-

attendance and upturn efficiency, obligation and general effectiveness which can motivate employees in an organisation (Jain and Dahima, 2015:40).

2.2.3. Method of Motivation

According to Kirsten (2011:02), motivation is an ambition or movement that individuals intend to take that are determined in order to fulfil their needs. Once fulfilled, an individual's effort is required to fulfil innovative needs that might arise. It can further be alleged as an inner limitation that gives the accomplishment of personal and organisational goals primacy. As motivation is usually brought about by the acknowledgement of unsatisfied needs, such needs create wishes which can be labelled as a request to attain something. To overwhelm these needs, goals remain formulated and followed. If the goal is achieved, then the need is considered to be fulfilled and a similar approach will be taken the next time (Flynn, 2013:15). Below is a diagram indicating how the individual motivation process should be:

Figure. 1 Motivational Process (title should be below diagram)
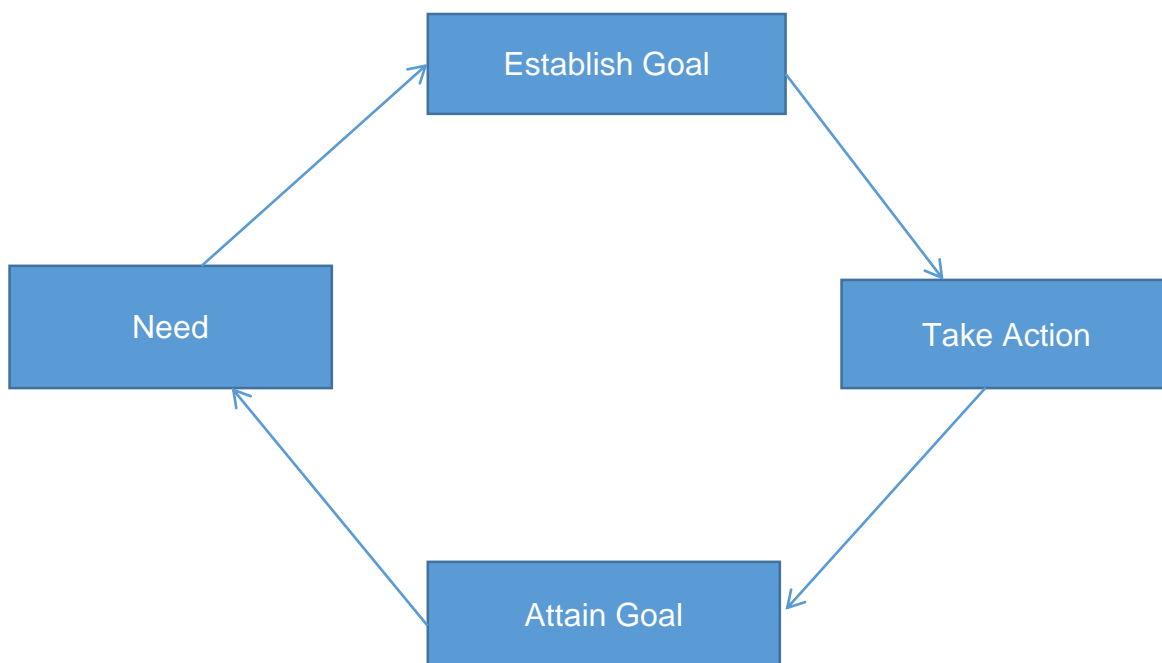
Source: Armstrong and Stephens (2005:120)

2.3 THEORIES OF MOTIVATION

- **Herzberg's Two-Factor Theory**

Diverse studies have exposed various influences of job satisfaction. Herzberg in 1968 developed a theory called Motivation-Hygiene, and in his theory, he discovered what makes employees satisfied and dissatisfied. Herzberg offers specific motivating perceptions on the philosophy, offering internal issues associated with work fulfilment and incentive, although external issues are connected with job dissatisfaction. Some scholars make known the implication of employee incentives at work (Awan and Asghar 2014:73). Scholars are mentioned in the implication of individual incentives at work. Hong and Hamid (2013:26) suggest that Maslow's hierarchy of desires declares that the four basic needs of emotional, safety, love, and esteem are imperative for the contentment of employees at work. He states these needs, as "deficiency needs" that once rewarded others (or higher needs) will show. Herzberg (2003:03) also alluded to the Motivation-Hygiene theory and associates it with the features that project work fulfilment which are dissimilar to those that lead to job dissatisfaction. Hence, if you set about ending dissatisfying work issues, it is like you are generating harmony, but not automatically cultivating worker performance. Alrasbi (2013:40) interpreted creativeness as an individual's probability to crave an outcome from their strategic actions and preparation measures to symbolise appreciated structures.

Mhlongo (2014:18) states that employees are likely to quit when poor hygiene factors lead to job dissatisfaction. Factors concerning organisation such as work itself, achievement sensation, recognition, career growth, advancement and so on. Consideration of motivators as a source of internal (inner) satisfaction leads to higher satisfaction whereas hygiene as an external source of happiness is nevertheless powerful as compared to the motivational influences (refer to the table below). The presence of hygiene factors is the key factor for job satisfaction in employees (Rahman, Akhter and Khan 2017:05). The existence of motivators conveys job satisfaction and the non-appearance of hygiene factors results in job dissatisfaction, but that occurrence does not result automatically in the increase of job satisfaction, but then once more it can abolish job dissatisfaction in individuals (Ssegawa, 2014:10).

Table 2.1 Herzberg's Motivator-Hygiene Model

Promoters	
Dissatisfaction	**Satisfaction**
Work that fail to prepare accomplishment, recognition, encouraging work, accountability and development.	Work proposing success, acknowledgment, motivating effort, accountability and development.
Hygiene Factors	
Discontent	**No discontent**
Work that fails to implement organisational policies, technical supervision, salaries, social associations with managers and employee conditions.	Work with proper organisational policies and administration, practical observation, wages, personal association with managers and decent working environment.

Source: Kreitner and Kinicki (2008)

Herzberg (1968) proclaims that individuals would not experience discontent (because of good hygiene factors) but would also not enjoy satisfaction (because of the lack of motivators). Unutmaz (2014:16) states that the main elements of workers' job fulfilment are inherent facets, since workers are interested in obtaining these additionally. Therefore, managers must focus on altering the internal aspects such as self-sufficiency, accountability, acknowledgment and so on. For the determination of this study, Herzberg's two-factor theory of job satisfaction has been employed, in that it dictates whether in the National Department, staff members are fulfilled with intrinsic (motivators) or extrinsic (hygiene) factors at their workstations.

2.4. MASLOW'S HIERARCHY OF HUMAN NEEDS

Maslow established the hierarchy of human needs model during 1940-50's.
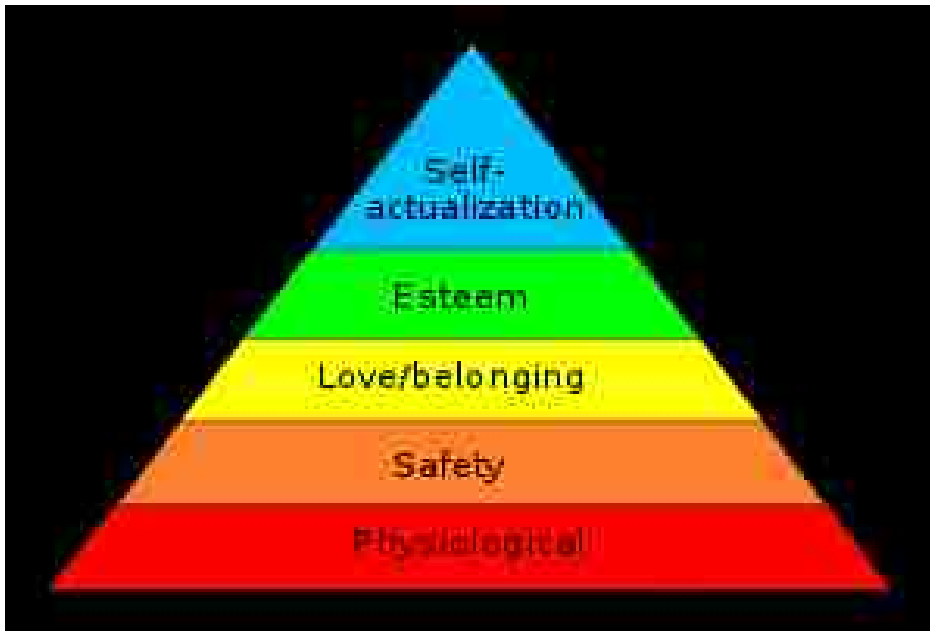
Source: Tang, T.L., Ibrahim, A.H. and West, W.B. (2002:09)

Figure 2: Maslow's hierarchy of needs

 All these classifications hold human actions, which are "Physiological or Basic Needs", "Security or Safety Needs", "Belonging or Affection Needs", "Esteem or Ego Needs" and "Self-Actualisation Needs". People tend to fulfil their needs in a progressive order of precedence; within each level, there are needs that employees would like to be achieved. Every individual of an organisation would desire to move to the next level after attaining the needs at the lower level, at which time the old need outlives its necessity. Below is the explanation of the above figure as shown.

- **Self-Actualisation Needs**

This is the highest level of needs and they can be satisfied when one's potential is realised. It also offers employees a task and the opportunity to extend their careers and experiences. This process remains until the need for self-actualisation is stimulated. (Mhlongo, 2014:16). These kinds of needs characterise and make the best of abilities to be creative in the work environment.

- **Esteem or Ego Needs**

This level of needs consists of self-esteem. Esteem or ego needs identify the realisation to make employers feel appreciated and also offer job titles that convey the status of the position (Alam and Md, 2012:127). Esteem needs are described as the need to gain respect from others as well as the need to have confidence and independence.

- **Belonging or Affection Needs**

This is the level of needs that an employee would like to attain. Affection and belongingness needs can be fulfilled when a person is able to associate with the members of a similar group and grouping of people for various activities in a meaningful way (Hong and Hamid, 2013:26). For instance, when an employee in an organisation wears the same uniform, the employee will feel a sense of belonging to his or her job.

- **Security or Safety Needs**

These are the needs in the second level of the hierarchy, which indicates the importance that individuals place on not being threatened physically or physiologically, and once the basic needs are fulfilled individuals want to feel secure and protected emotionally from harm. (Maloantoa, 2015:23). Safety needs require for the provision of a safe working environment and job security. If an individual is working in an area where there is a high rate of crime, he or she will absolutely have a strong desire to transfer to another working station where it is safe (Hong and Hamid, 2013:26).

- **Physiological or Basic Needs**

This is the first level of needs in Maslow's hierarchy of needs model. Maslow defines physiological needs as the most basic needs for individuals to be satisfied with in order to stay alive. These needs consist of food, water, shelter, sleep, rest breaks and salaries that are necessary to purchase the necessities of life. If these needs are unmet the individual will continue to look for satisfaction at another level (Unutmaz, 2014:13).

2.5. EMPLOYEE GROWTH AND JOB SATISFACTION

When work allows for development and achievement of advanced equality, the more satisfaction the employee will reach with their jobs. The victories of inspiring individuals hinge on knowing the needs that are unsatisfied and attending to those desires properly (Govender, 2014:26). This indicates that the SASSA department is required to categorise unfulfilled needs and support individuals to accomplish them. Mafini (2014:118) states that individual work fulfilment is isolated into two divisions, namely: intrinsic satisfaction factors and extrinsic satisfaction factors. Distinctive intrinsic satisfaction factors embrace an individual's mission for success, gratitude, accountability and development, while management, salary, governmental rules and measures, and working atmosphere typify extrinsic job features. Individual work fulfilment can also be alienated into work fulfilment and environmental satisfaction. Investigators have contradictory outlooks regarding job satisfaction. The clash between these two orders is that work fulfilment identifies the point at which an individual is fulfilled with the genuine work he or she prepares, while environmental fulfilment refers to the range at which an individual is fulfilled with issues such as supervision, co-workers, the physical work environment and work programmes (Mafini *et al*., 2014). Prerana (2017:155) agrees with the scholars in outlining employee job satisfaction as an optimistic demonstrative state derived from the evaluation of one's job. Moreover, job satisfaction is the feeling that a worker has about his job which is prejudiced by the insight of one's work.

2.6. EMPLOYEE SATISFACTION

According to Latif *et al*. (2013:167), satisfaction of employees is closely linked to productivity which is then related to strong profitability. Employee satisfaction also has a positive persuasion on organisational performance. Employee satisfaction is defined as a positive emotional state resulting from the perception of work, beginning and valuation of the work environment and work experience Tomazevic, Seljak and Aristovnik, 2013:211). Furthermore, he stated that employee satisfaction is useful as it involves the idea of satisfaction with the job itself like duties, working conditions, salary and so on. Employee

satisfaction can be regarded as a pleasant sensitive state resulting from the assessment of one's job (Barik and Nayak, 2016:341). There are many factors that affect the satisfaction level of the employees. Work fulfilment is more than one measurement. Fulfilment of an individual ranges from solidly fulfilled to solidly discontented, if someone is firmly fulfilled with their surrounding environment of the organisation it does not necessarily mean that he or she is also fulfilled with payment or with his colleagues. He or she might or might not be fulfilled through other aspects. Therefore, in a similar period someone could possibly be fulfilled with one aspect namely advancement prospects or payment and may perhaps be disappointed with other features such as acknowledgment or some new aspect (Saba and Iqbal, 2013:03).

2.7. FACTORS INFLUENCING JOB FULFILMENT

A number of aspects affect the positivity of the business as well as an individual's approach towards his or her job. Some tactics are established for resolving workers' job fulfilment. Hellawell (2012:03) discovered in his study that to secure the return of an individual's achievement, a business must reflect certain accomplishments like discussing with the workers their outcomes, having a clear communiqué channel, having a good reward and acknowledgment programme, having a good definition of career progression for employees, offering suitable training and shaping the accurate philosophy of the organisation and so on. Scholars in the literature discovered that aspects that touched individual work fulfilment are distributed into two sections; namely: internal fulfilment aspects and external fulfilment aspects. Internal aspects embrace an individual's goals for success, gratitude, accountability and development; however, management, salary, managerial plans and measures, and working environments represent external work aspects (Mafini 2014:02).

2.7.1. INTERNAL FEATURES MANIPULATING JOB SATISFACTION

- **Association with Co-workers**

Mafini and Dlodlo (2014:04) recognised that being active in a team is carefully allied with the opportunity to absorb innovative effects. Job expansion has been found to be completely connected to job satisfaction. Having approachable and supportive colleagues leads to increased employee job satisfaction. According to Moloantoa (2015:30), communications of the labours surrounded by the organisation, whether with supervisors or peers, are what an interpersonal relation are comprised of, and is one instrument of satisfaction or dissatisfaction. All employees desire to be well looked-after with admiration by those they work with. Team work fulfilment can be explained as a fulfilment that is based on workers' collaboration with their associates. Workers should show thoughtfulness towards each other, decent team work, provision and welcoming associations with their fellow workers (Kamau, 2015:10). Studies have discovered have discovered that bonding with co-workers is the fifth strongest element of job fulfilment. This result replicates the meaning that social relations in the place of work can have on workers' job fulfilment (Saeed, Lodhi, Iqbal, Nayyab, Mussawar and Yaseen 2013:1479) Furthermore, he stated that a worker wants managers who have a link with them.

Supervisor and peer relationships are the key role players in shaping job satisfaction in many organisations. Employees' issues, especially with their supervisors, are found and these clashes between them make them uncomfortable and reluctant to share good and innovative ideas with each other. Management limits them to their tasks besides generating a sense of accountability across employees by inspiring team workers to achieve a high performance (Rahman *et al*., 2017:02). Cooperation with co-workers is the most fundamentals issue among all job satisfaction determinants; employees do not satisfy many sub-factors. Employees do not think that they have a chance to choose a department in which they desire to work. Perhaps, when employees start to work, before the tasks, employees' characteristics should be taken into account (Unutmaz, 2014:85).

- **Acknowledgment**

Acknowledgment comes in countless forms but Flynn (2013:23) defines it as a non-financially positioned payment specified in respect of a success that does not depend on attaining pre-established goals. Saeed, Lodhi *et al.,* (2013:1479) mention that an individual turns out to be loyal to their organisation when he/she received acknowledgement to his or her work. Additionally, workers know that they are respected in the organisation.

- **Career Development**

Development is the growth in genuine work obligations (Saba and Iqbal, 2013:05). A motivational factor such as achievement from their work, the recognition, individual growth and development supports workers to find their worth through admiration and value given to them by the organisation. The growth levels of employees will eventually nurture inner gladness of workers and leads to worker job fulfilment Raziq and Maulabakhsh, 2015:719).

- **Training and Development**

Training and development have a substantial influence on an individual's job fulfilment. Mbobua (2015:13) states that if an employee sees a pathway available to change his or her position in the organisation he or she would be more fulfilled with his or her current job. Skilled workers are fulfilled with their job as compared to unskilled employees (Ssegawa, 2014:17). SASSA can employees to learn cultured skills in order to be on a path to development inside the organisation. Masood *et al*. (2014:103) indicated that when workers receive self-growth training, the level of their job satisfaction is more advanced than those without such training. Further, he stated that when employees attend training programmes, they achieve self-confidence in their jobs, they observe career development opportunities and they believe that their companies made an investment in them. As a result of this positive situation, employee satisfaction increases. Employees' development is brought about by training, hence more competent workers. Through training programmes, employees are more confident and will perceive their company more positively (Kamau, 2015:09). The development and training factors are the factors that encourage job motivation. Employees will be fulfilled if there are developments in career, education and training, thereby encouraging the employees to work towards their best achievements. A job that does not

offer the opportunity to grow will have an influence on an employee's efficiency. Additionally, if there is a development in skills and abilities employees will be more motivated to work harder and will strive to improve all their abilities in order to gain career achievements (Kadarisman, 2013:67)

2.7.2. EXTRINSIC FACTORS INFLUENCING JOB SATISFACTION

- **Payment Packages**

Salary is one of the most significant features that affect job fulfilment. Businesses need to put an instrument in place in order to assess employee performance and offer decent income increases. Singh and Jain (2013:107) indicated that payment can be labelled as the extent of payment that an employee accepts from the job. Employees should be fulfilled with competitive salary packages while linking their pay with those who are working in the same business. Additionally, they stated that it is clear that public organisations are not motivated only by salary, but there are other factors such as development and acknowledgment. Basically, a poor reward system lessens individual job fulfilment. Ssegawa (2014:11) opined that Hertzberg's motivation-hygiene theory indicates that salary is one of those hygiene aspects which eliminate job dissatisfaction.

- **Working Environment**

Work environment can be defined as the physical and social situations in which an individual must function. Work environment satisfaction connects to the degree to which employees reflect themselves as being satisfied, within the conditions of their physical working environment (Harputlu, 2014:36). Working atmosphere is also a good predictor of an individual's job fulfilment in the organisation. According to Javed, Balouch *et al*. (2014:124), the workplace may have either a positive or negative impact on the satisfaction level of individuals, depending upon the nature of the work. For workers to achieve optimally, they need to be placed in a conducive working atmosphere. The more conducive the environment, the better the outcome will be. Fulfilment of the individual plays an important part in the success of the organisation.

Ssegawa (2011:11) suggested that an organisation should also provide workers with all the crucial possessions so as to make it possible for the employees to do their job. Furthermore, he stated that the working environment satisfaction briefly includes the following four dimensions: Firstly, working places (natural environment) includes moisture, brightness, and noise, smells and so on. Secondly, working places equipment, whether the employee can suitably obtain them. Thirdly, working hours and the amount of overtime worked. Fourthly, safety in the working atmosphere. Harputlu (2014:36) supported these findings by asserting that all forms of noise cause tension, especially when trying to focus on something. Hence, people become disturbed when they get distracted by unexpected noises, such as telephones and other people's discussions. Additionally, some researchers examining the relationship between employee closeness to others found that employees reported low autonomy and satisfaction when close to many co-workers.

Govender (2014:17) highlighted that workers prefer physical settings that are harmless, clean, and calm and with a minimum degree of distractions to perform their daily duties. Singh and Jain (2013:110) concluded in their study that a decent work situation increases an individual's job fulfilment and the individual will try to provide his or her best which can raise the worker's performance.

- **Nature of Work**

Job satisfaction and dissatisfaction not only hinge on the nature of the job, they also hinge on the prospects of what the job provides to an employee. Lower convenience costs, higher organisational and intrinsic reward will increase job satisfaction (Singh and Jain, 2013:106). Employee satisfaction can be increased by instituting job rotation, task enlargement, such as information enlargement as well as job enrichment. Targets should be accessible for employees (Singh *et al*., 2013:110). According to Harputlu (2014:28), Steger *et al*., (2005) established the Work and Meaning Inventory (WAMI), a degree of meaningful work, and a study done by using with an earlier type of WAMI in the year 2010 presented that meaningful work scores were positively connected with using one's strengths at work and with job satisfaction. Individuals discovering that their jobs were meaningful were fulfilled from both

job and life. They work in a job meeting their prospects and they have additional positive attitudes towards the job. The more workers are given self-determination in the workplace the more they experience job satisfaction. Additionally, this thought covers preparing their own work, contribution to work-related decision making and resolving the means to achieve objectives (Harputlu, 2014:29). Prior research shows that various types of managerial and individual level antecedent factors are associated with different types of job attitudes. Job attitudes can be understood as parts of the job itself and the work environment on an intellectual and behavioural level among organisational members (Kim and Park, 2014:65).

- **Job Security**

Ssegawa (2014:13) specified that safety in the working station is also a vital factor and defines an individual's personal feelings about the safety of his or her employment position. These feelings are said to differ from individual to individual. Individuals who perceive job insecurity are considered to be less motivated in their jobs. In addition, job security lessens the individual's turnover, as well as preserving stable employment relations in organisations. According to Prerana (2017:156) in his study he directed that job insecurity is a critical factor that relates to satisfaction, and job insecurity has both a direct and indirect effect on work actions and emotions. Employment security is essential for individuals who rank it as one of the most central aspects for their obligation to an organisation. Job security also plays a crucial role in reducing employee turnover, as well as keeping stable employment associations in organisations. It is essential to retain human capital investment Ssegawa (2014:13).

- **Employee/Job Autonomy**

Most employees desire autonomy in order to fulfil roles effectively. According to Wood (2015:37), he outlines autonomy as the degree to which an individual feels allowed to use his or her own information to make unexpected choices. Employee autonomy defines the degree of independence the employee is given in arranging and manipulating the procedure with which work is carried out. However, findings regarding the autonomy on the various effects are uncertain (Govender, 2014:54). In support of the statement above, Tanjeen

(2013:81) refers to autonomy as the degree of independence that workers have in their work, which means that the level of control employees have in the timing and preparation for their work actions. The findings indicate that autonomy influences by both job satisfaction and emotional commitment. Supervisors need to plan or reshape the tasks in a way that their employees have a right to choose job-related issues. For example, supervisors can delegate decision making authority to their employees as their right and provide them with extensive autonomy in accomplishing their jobs. By doing so, actions might shape the individual's vigorous attitudes (Ozturk *et al*., 2014:308). About 48 per cent of the employees indicated that autonomy and independence are vital to job satisfaction factors. Employees in executive and middle management positions appreciate autonomy and independence more than the employees in non-management positions. These factors are valued as the fourth most important job satisfaction factor by executive level employees (Biswas and Bhatnagar 2013). All employees working in an organisation should be provided with opportunities to improve their work and a chance to try their own methods to perform the tasks. Employees must be valued for their time and for their good work (Prerana, 2017:161).

- **Employee Performance and Job Satisfaction**

Performance is defined as a process which involves a number, or sequence, of behaviours, focussed on the accomplishment of some prearranged goal, and is the action or manner of carrying out movement and a piece of work; the capability of a person to do something well. This refers to outcomes, but also states that performance is about doing the work (Bonsu and Kusi, 2014:341). Performance of the employee is measured by what an employee prepares and what he or she does not prepare. Individual performance shows that performance of the individuals cannot be confirmed (Shahzadi, Javed, Pirzada, Nasreen and Khanam 2014:161). Furthermore, he states that individual performance is influenced by motivation because if employees are motivated then they will do work with more effort.

Maloantoa (2015:39), in his study indicated that the failure and success of organisations is determined by the job performance of the individuals and this job performance can definitely be interpreted into job satisfaction. Govender (2014:44) reveals in his study that those who

are more interested in their work are also more likely to be different, to handle pressure and to use creativity to drive employee performance. Furthermore, he also asserts that job satisfaction hints at better employee performance, and good employee performance leads to job satisfaction. Employee performance determines whether goals or objectives of the organisation are measured and met against earlier set values (Kirsten, 2012: 46). Employees' attitudes to their jobs will, in the long run, regulate performance which is the accomplishment of the tasks that comprise an employee's job, and it reveals how well an employee is fulfilling the requirements of the job. Hence, employee performance is basically, the accomplishment of a task by an individual in an organisation. In addition, he states that employees who are fulfilled in their jobs are committed to the organisation by being faithful (Ajayi and Abimbola, 2013:76). Employee performance is actually improved by motivation because if employees are motivated then they will do work effectively and in this way performance will eventually improve. In addition, it was found that employees' performance is influenced by intrinsic rewards, because when intrinsic rewards are given to them, they are aware of their performance and work harder to gain gratitude (Shahzadi, et al., 2014:161). Job satisfaction for government employees is critical because it can affect the productivity of the work. Government employees who have high job satisfaction will view their jobs as something pleasant as opposed to employees who have low job satisfaction who will view their jobs as something boring, thus resulting in the employee working under involuntary conditions and will produce poor performance (Kadarisman, 2013:56). Maintaining higher job satisfaction levels not only improves the performance of the organisation but also touches the growth and performance of the entire economy. So, for the success of the organisation, it is crucial to manage human resources effectively and to find out whether its employees are satisfied or not. If employees are satisfied, they will work with commitment and project a positive image of the organisation (Katekar and Baitule, 2016:295)

- **Job Feedback and Communication**

Ssegawa (2014:18) in his study reveals that providing sufficient performance feedback to employees helps strengthen the positive approaches to the business. Once employees are provided with suitable feedback, stronger feelings of faithfulness may develop. Individuals do not have to be nominated as employee of the year in order to feel that their efforts are observed. With that being said, supervisors should not assume that feedback is only necessary once a year (Wood, 2015:39). Employees of the current era need informative and supportive feedback. Feedback allows an employee identify the flaws and to know if they are achieving their goals or not. Hence, organisational leaders need to ensure feedback systems and present rewards and recognitions visibly but assessed, if needed, in private (Kamau, 2015:17).

Communication inside a workstation is vital for all organisations in terms of job satisfaction. According to Unutmaz (2014:27), in his study he found that there are two different dimensions of internal communication in organisations: managerial communication, such as giving oral presentations and giving feedback, the other one is informal contact such as communication with each other outside the formal arena. If the above types of communication are adopted wisely, they can improve job satisfaction because a lack of communication causes dissatisfaction. Active interaction (or communication) is a key to an organisation's success; meanwhile internal communication positively influences job satisfaction. Ozturk *et al*. (2014:307) show that the findings of the current study in his study which indicates that both affective commitment and overall job satisfaction are affected by feedback and this is supported by literature indicating that employees require feedback from their managers and leaders. Furthermore, he states that building effective communication schemes within the organisation is another chance to increase job satisfaction and effective commitment. In the direction to shape effective communication systems, managers can provide employees and supervisors with training regarding communication skills and communication methods. Programmes including both formal and informal communication should be assessed to develop their effectiveness. In addition, supervisors can encourage optimistic communication between employees by determining formal or informal communication chances within the organisation (Ozturk *et al*., 2014). It is necessary that management of public sector organisations include employees in decision-making so as to

be able to conduct a proper (HR) human resource audit and complete evaluation systems. Comprehensive appraisal systems involve the provision of a fair and reasonable way of evaluating employees with regard to their earnings and promotions (Aburge, 2014:663).

- **Advancement**

According to Ssegawa (2014:14), advancement is defined as receiving a good position in the place of work as a result of active work. Advancement can therefore be summarised as going in the direction of higher positions in the organisation. Furthermore, this can be deemed as the most important attainment in the life of every single individual. The coincidental advancement governs the mark of fulfilment to the employee. Regardless of being a male or a female, the chances of promotion are crucial (Singh and Jain, 2013:108). Prerana (2017:156) displays that the aspects that lead to the uppermost fulfilment are working circumstances, job security and so on. Features that lead to the lowest fulfilment are autonomy, connection with immediate manager and advancement. The aforementioned are features that are favourable to job fulfilment and are viewed as being the core to SASSA staff, as these directly affect the worker's fulfilment should the organisation not show these aspects; they can possibly make employees abandon their work.

- **Rules and Administration**

Rules that are implemented in any companies can also result in the satisfaction or dissatisfaction of the employees. According to Ssegawa (2014:23), faithfulness to a company's policy may at first glance to some individuals seem to be the self-contradiction of originality, but it is just a borderline on inspiration. Compliance with policies can also be a performance issue that could be very determined to the worker's level of fulfilment with his or her job. Additionally, a diversion from policy is a signal of a worker whose achievement is not well affiliated with those of the corporation.

The outcomes of the study directed by Kadarisman (2013:67), policies or regulations must be shaped in order to keep up with the changes in a competitive environment. Rules must grab the interest of the employees and not cause them any problems in order to make them

more excited in doing their jobs. Nevertheless, regulations should also benefit the organisation. No matter how good regulations are if they are not implemented, it can result in employee dissatisfaction.

2.8. THE PROMINENCE OF MANAGEMENT ON JOB SATISFACTION

Saba and Iqbal (2013:05) agree that the character of superiority is also a key feature within the functioning workplace. If the superiors enhance the duties according to the attentiveness of the individual, it enhances the fulfilment of the individual. Govender (2013:15) revealed that there are distinct types of managerial positions that affect the workers' job fulfilment. One is worker centeredness, which is signified by the status to which a superior takes a personal interest and cares about the worker. It is frequently recognised by the way of seeing how well the workers are doing, provided advice and support to the individual worker on a personal as well as on an authorized level is given. Secondly, is the employee's observation of whether they matter to their supervisor and or not. It is imperative for managers to recognise and praise the good work of their employees. Management forms a crucial role relating to job fulfilment in terms of the manager's capability to offer expressive and practical maintenance in work-related responsibilities; this implies that managers place too high or low assurance in the place of work. In the same way, the manager's tactics with workers may also be a motivating factor to job-related grievances (Mafini and Dlodlo, 2014:03).

2.9. COMBINATION OF JOB SATISFACTION WITH OTHER PRACTICES

2.9.1. Personal Attributes

Personal aspects of the workers' support a lot in protecting their motivation at work efficiently. Satisfaction can be related to psychological factors. Therefore, numbers of variables regulate the fulfilment of workers (Singh and Jain, 2013:109). Basically, job fulfilment is an individual feeling; each different employee has his or her own level of job fulfilment. A working person inhabits his or her workplace as a place to fill in time, entertain, use his or her information, and others (Karadisman 2013:56). There is no exact capacity for measurement of job fulfilment because each worker has different ethics. The production of workers can be conditional on his or her motivation, stress level, or working condition.

Hence, evidence relating to the elements that stimulate job fulfilment is critical in order to give as each reality (Karadisman 2013). According to Unutmaz (2014:08), some researchers agree that an individual's disposition aspects are wisely associated with job fulfilment.

- **Gender and Age**

Gender, age and job level are among personal factors. Wood (2015:21) revealed that reviews of the literature have turned up inconclusive evidence as to whether gender and age significantly affects job satisfaction. Reviews of the literature have turned up inconclusive evidence as to whether gender and age significantly affect job satisfaction. Gender is a personal characteristic that has received a considerable amount of attention from organisational behaviour researchers. Unutmaz (2014:25) asserts that there are many studies investigating relationships between gender and job satisfaction with different results about this issue. Some of them propose that women are more satisfied than men are; some of them suggest vice-versa. Since men and women have different social roles, their expectancies from jobs may also differ. For example, women give more importance to working conditions and social relationship, whereas men are more satisfied with some factors such as pay and promotion opportunities. Mhlongo (2014:21) further suggested that a positive relationship between age and job satisfaction exists up to the age of 60 years and that organisational initiatives will only partially influence job satisfaction due to the age distribution of employees.

- **Educational Level**

Education is one of the factors that influences employee job satisfaction. According to Mhlongo (2014:22), he believes that educational levels are likely to correlate with earnings satisfaction, rather than job satisfaction because they play a significant role in earnings and the likelihood of employment. Whereas, Wood (2015:24) indicated that workers with advanced levels of education were not as motivated as those employees who are less educated.

Furthermore, employees having less education displayed more satisfaction with their job than those who were more qualified. There is no direct relationship between job satisfaction and

level of education (Okwudili, 2012). The education issue is an individual characteristic that has become a serious status basis for the organisation. The higher a person's education, the more the person desires to make use of his or her skills therefore resulting in the person being easily unfulfilled if his or her information and skills are not optimally used (Kadarisman, 2013:66)

2.9.2. Job Satisfaction and Administrative Obligation

Unutmaz (2014:08) exposed that employee job satisfaction is a feeling of content regarding as signified desires, beliefs and expectations. Saba and Iqbal (2013:06) support this view by suggesting in their study that encouraging relationships occurs amongst job fulfilment and structural obligation, which means that if the workers establish a level of job satisfaction, their obligation to their business will be developed. Eliyana, Yusuf and Prabowo (2012:142) reveal that there are three aspects of commitment: (1) affective organisational commitment, (2) continuance organisational commitment, and (3) normative organisational commitment. Furthermore, they view commitment as an inner condition that portrays the connection between employees and organisations. It has implications for the individual's decision to stay or leave the organisation. Employees with strong effective commitment remain in the organisation because they want to; employees with a strong ongoing commitment would remain in the organisation because they need to, while employees who have a strong normative commitment remain in the organisation because they ought to (Eliyana *et al*., 2012:142).

According to Kamau (2015:07), he firstly defines affective commitment as the employee's sensitive identification with and affection to and participation in the company. Continuance commitment is also defined as a feeling of responsibility to continue working in the organisation. Lastly, normative commitment is well-defined as an employee's duty to being part of the organisation and loyal to their effort. Work fulfilment has a momentous affiliation in mutual aid affecting normative assurance. Furthermore, he mentioned the same result that job fulfilment has a progressive inspiration on affective and normative worker assurance. Kamau (2015:13) and Vangel (2011:02) interpret obligation as a tradition of purpose including a solid acceptance of the organisation's extent and a readiness to apply, from top

to bottom, levels of determination, as well as a desire to preserve affiliation. Chowdhary *et al.* (2013:12) stated that workers who require sophisticated job fulfilment are generally less likely to vacation; they are more productive and more likely to be satisfied with their lives.

Ozturk *et al.*, (2014:300) found in their study that skill variety, task identity, task significance, autonomy, and feedback were absolutely related to job satisfaction and organisational commitment to the agency organisation. They also found that higher levels of the above job characteristics can also improve job satisfaction; furthermore, job satisfaction has a positive connection to organisational commitment. Organisational commitment can be distinguished from job satisfaction. Organisational commitment is more universal and reflects complete emotional response to the organisation, more so than job satisfaction. Structural commitment arrogances take longer than developing employees' job satisfaction; therefore, commitment should be steadier over time than job satisfaction (Ozturk *et al.*, 2014). Structural obligation is one of the most important and critical outcomes of human resource plans. Moreover, employee commitment is the key factor in attaining competitive performance. Furthermore, concluded that organisational commitment is likely to be strongly allied with employee retention and to ensure organisational commitment, companies must promote job satisfaction (Chahal, 2013:12).

2.9.3. Employee Engagement

Employee engagement is a property of the connection between an organisation and its employees and is a workplace method intended to ensure that employees are committed to their organisation's goals. Employee engagement can be a determining factor in organisational achievement. Not only does engagement have the potential to meaningfully affect employee retention, productivity and loyalty, it is also a key connection to customer satisfaction and company status (Malhotra, n.d.). Employee engagement is defined as the extent to which employees commit to something or someone in their organisation, how hard they work and how long they stay because of that commitment. Additionally, he stated that prior research shows that the connection between an employee's job and the organisational plan, including understanding how important the job is to the organisation's success, is the most important driver of employee engagement. Employees with the highest levels of

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commitment perform 20 per cent better and are 87 per cent less likely to leave the organisation, which indicates that engagement is linked to organisational performance. According to the results of the study conducted by Deepa and Kuppusamy (2014), it indicates that a performance system helps both the employees and the organisation in increasing their productivity and it would automatically increase the organisational commitment and organisational citizenship behaviour (OCB) in the employees. Once the employees find that they are satisfied with their job, then they engage themselves in the work which leads to an increase in their productivity. The study also concluded that the performance appraisal system could be used to inspire the employees to have a greater organisational commitment which in turn would make them work efficiently for the organisation to have a greater organisational commitment.

According to Grover and Wahee (2013:102), in the current world, the level of employee's commitment and the quality of work are directly related to the success of an organisation and contributes towards its growth. So, supervisors are always anxious to identify ways to boost self-esteem, increase output and gain competitive advantage. Moreover, it is stated that an employee will rise to the growth and success of the organisation only if he or she is satisfied with his work. By that, to access the level of satisfaction of employees, it is vital to know exactly what matters most to them.

2.9.4 Work Life Balance and Job Satisfaction

Malik *et al.,* (2014:1629) states that work life balance (WLB) refer to the active supervision of various tasks at work or at home and any different facets of life. Work life balance has also been described as a state-owned firmness in which the needs of each person's job and private life are the same. There is a meaningful connection between job fulfilment of the workers and their work-life balance; if there is life equilibrium in place, the implication is that they are fulfilled with their work (Saba and Iqbal, 2013:06). Additionally, appropriate work life balance is a life-threatening need for this era because it dictates how the workers shape their aggressive execution to the work environment and daily life schedules. It is a core component of common fulfilment that offers society with the essential vitality to perform and continue in the job. Paul (2012:31), reveals that employee satisfaction helps the company to

maintain standards and increase productivity by motivating the employees. Satisfied employees are more creative and innovative and bring positive changes in the organisation in the long run. Satisfaction levels of employees are also important for organisations, since satisfied workers contribute to the effectiveness and the long-term success of the organisation they work in.

2.9.5. Work Role Stressors and Employee Outcomes

Job satisfaction is one of the most important factors that reflects how well people like or dislike various aspects of their jobs. Chhabra (2016:393) posits that work role stress leads to emotional exhaustion in the employees, leading to their feelings of helplessness, lowered self-esteem and lack of accomplishment. The employees, thus, feel anxious and frustrated and develop negative attitudes toward their organisations and work and towards themselves. This, in turn, leads to job dissatisfaction. Kamau (2015:20) define anxiety as the body's retort to job-related aspects that creep up into the person's balance. Stress causes the employee serious difficulties such as muscle aches, and heart disease. Ajayi and Abimbola (2013:77) support this view by defining stress as the pattern of emotional state and physiological responses happening in response to demands from, within or outside an organisation. Employees appreciate no fitting short-term resolution to escaping this generosity of stress. Internal desires of the job, the role contained by the business, career expansion, organisational arrangement and climate, and interactions at work, subsidise work-related stress surrounded by an organisation (Li, Hu *et al*., 2014:02). Additionally, work stress is the damaging physical and sensitive retorts that transpire when work desires do not contest workers' capabilities, properties and needs. Overall, countless inequality between demands and individual facilities will affect countless stress. Work-related stress results from an imbalance between environmental demands and individual capabilities, and is associated with the person's evaluations about the work environment and the foreseen ability to overcome the problems that give rise to stress. In order to describe this situation, the term of 'workload' is used (Bos, Donders, van der Velden and van der Gulden 2013:01).

Ajayi and Abimbola (2013:81) concluded in their investigation that the performance of an employee is therefore determined by how satisfied the individual is with the job and the

degree to which they are stressed in the organisation. Job satisfaction plays a very important role in motivating employees to achieve better because they have to be satisfied with their salary that should be corresponding with their work input and enjoy the working environment. Organisational stress is also an important factor to determine the level of productivity of the employee because it has been confirmed that as organisational stress increases, employee performance decreases. The employees of an organisation can handle stress by getting involved in actions such as sports and stress-management courses (Ajayi and Abimbola, 2013:81). Additionally, work anxiety is the destructive physical and sensitive consequences that arise when work desires do not meet workers' competences, capitals and requirements. Overall, a countless inequality between anxieties and individual capabilities will end the effects of countless pressure.

2.9.6. Withdrawal Behaviour

Harputlu (2014:49) states that people who hate their jobs are expected to avoid coming to work or looking for alternative employment. Unwillingness to come to work can cause permanent (quitting job) or temporary (being absent or coming in late) behaviour. Harputlu (2015:07) revealed that if individuals are not satisfied with their job, they may possibly feel unhappy for most of the day, resulting in a poor general mood and decreased sense of self-worth. Employees with low levels of satisfaction are more likely to experience emotional exhaustion and job dissatisfaction and this affects the emotional wellbeing and health of the organisational members. Employees who experience low levels of job satisfaction may desire to withdraw from the job if they are not authorised to vary their job faces. This happens because some studies show that higher levels of personal control are connected to job satisfaction (Abugre, 2014:658).

2.9.7. Organisational Trust

Trust is a critical concept to each and every organisation. Trust has its basis in the psychological contract and the ethical behaviour of the top manager. The mental contract fulfils the mutual responsibilities between employers and employees (Kamau, 2015:16). Trust has been defined as expectations or opinions about the likelihood that another's future

actions will be beneficial, or at least not harmful to one's benefits. It has been suggested that change initiatives often fail due to mistrust because organisations fail to deliver workers with a meaningful agenda to appreciate and defend the proposed changes. Trust is recognised to be an essential part of the emotional agreement. Furthermore, revealed in his study that the progress of trust in the workplace is a key duty of leadership and by that it increases the potential of closeness that individuals sense in their work (Patra and Singh, 2012:54). Employees within public agencies perform their work under close mutual relationships among supervisors and managers. Trust in leaders is measured to play a momentous role in increasing work effectiveness and organisational performance by narrowing the psychological and communicative gap between managers and staff within organisations (Kim and Park, 2014:72). In current years, several studies have established that individual and organisational trust plays an essential role in refining organisational performance. Trust expands organisational competence by reducing the transaction costs in the organisation and helps members of an organisation to contribute actively in the organisation as organisational inhabitants. Moreover, organisational trust plays a crucial part in the creation of optimistic emotions between the members of an organisation, which eventually improves job satisfaction cuts for turnover purposes (Kim and Park, 2014:77).

2.10. EXPERIMENTS RELATED TO JOB SATISFACTION

Some of the significant challenges related to job satisfaction, and which are positively essential to be monitored.

- **Employee Turnover and Job Satisfaction**

Turnover can be described as the process by which employees leave a certain organisation for another and must therefore be replaced by others. According to Alam and Md (2012:127) in their study, that employee turnover occurs when employees leave their jobs and there is a necessity for them to be replaced. Replacement of employees is costly to organisations and has a negative impact on service delivery. It is the responsibility of employers to keep employees from leaving and going to work for other organisations. The best way of recalling the employees is to make sure they are offered the greatest job satisfaction and opportunities to improve their careers. Moreover, they revealed that there is a positive relationship between

employee motivation and turnover. It is stated that employees stay longer with organisations if they are well motivated (Alam and Md, 2012:127). If there is an absence of job fulfilment in a business and other work probabilities extend themselves, turnover might well increase (Lumley *et al.,* 2011:102). To support the above view, high turnover causes replacement and recruitment costs. It also disturbs the excellence of service and products, and damages employee morale. Furthermore, prior studies have shown that if employees are positively committed to the organisation, they are less likely to leave (Ozturk *et al*., 2014:295).

If employees are well fulfilled it is easy to be retained by the organisation and that organisation is able to cut hiring costs of new employees. Satisfied and happy employees in their jobs are more dedicated to doing good quality work (Neog and Barua, 2014:307). Prerana (2017:161) says organisations must offer the autonomy to employees to use their own ruling in decisions and try by their own means to perform the tasks so that they can give their best and remain with the job. Moreover, employees must be valued or inspired time after time for their decent work. Kim and Park (2014:65) state that turnover can be considered as voluntary or involuntary. Voluntary turnover is related to battles with seniors or colleagues and dissatisfaction with the company in terms of self-growth and development, wages and working conditions. In addition, they state that voluntary turnover choices are determined by individual reasons, including marriage, and parenthood. However, involuntary turnover comprises layoff, dismissal by corrective action, and retirement. Employees' satisfaction shows a doubtful relationship with employee turnover intention. When employees are happy with their jobs then the turnover percentage decreases in the organisation and when the employee is not given his rights and is not happy, the job turnover increases (Javed et al., 2014:124).

- **Compensation and Job Satisfaction**

Compensation plays the substantial character in the job fulfilment of workers of every business. Job satisfaction and dissatisfaction depends on the prospects of what the job gives to an employee, not the nature of the job. According to Neog and Barua (2014:307), they stated that different people adopt compensation in a different way. Compensation can be

well-defined as the fiscal benefit given to the employees by the company for their services given to the company. Moreover, fiscal compensation is one of the major optimistic variables for job satisfaction and compensation was classified as the number one job component for job satisfaction. A study conducted by Arora and Pandey (2014:38) argues that the compensation system is a set of instruments for allocating both tangible and intangible earnings as part of an employment relationship and it is just the means to attract and retain gifted employees. Furthermore, their study revealed that compensation practices done in the private sector are better than the public sector, in every area such as competitiveness of salary and benefits, competency-based compensation and performance-based compensation.

Tanjeen (2013:81) suggests that organisations need to have an instrument in place to assess employee performance and offer payment and increases. Also, to earn special incentives, such as bonuses, extra pay or vacations, also brings inspiration. Other methods of compensation systems include profit sharing. Profit-sharing pay-outs are based on organisation-wide profits. The plan has two possible advantages. Firstly, it may provide an incentive for employees to turn in the best benefits for the organisation. Secondly, by making a share of compensation differ with organisational incomes. In addition, he concluded that both employees and employers must trust that profit-sharing has a positive effect on an organisation's performance (Latif, Ahmad, Qasim, Mustaq, Ferdoos and Naeem 2013:168). Diverse people understand compensation contrarily. According to Parvin and Kabir (2011:115), compensation is defined as cash and non-cash remuneration provided by the employer for services rendered and found to be the key factor for the inspiration and job satisfaction of salaried employees as a result of the survey. The survey tried to evaluate the countless job characteristics and the way the employees graded them as motivators and satisfiers. It was shown that compensation was graded as the number one job component for job satisfaction. However, compensation is a very valuable tool for retention and for preventing turnover. It is also a motivator for an employee in commitment with the organisation which improves fascination and preservation. And lastly, it works when it is given to an individual in contradiction to the facilities, which shows how much an individual is appreciated by his or her organisation (Parvin and Kabir, 2011:115). Management and satisfied staff should be made to understand the objectives contained in the compensation

strategy so that unplanned and particular motives can be played down while trying to improve the common objectives deliberately. This, without doubt will give room for good organisational performance (Latif *et al*., 2013:170).

According to Kadarisman (2013:63), the result in his study shows that the amount of compensation reflects their value among their co-workers, family, and society. Compensation is received by employees according to the existing regulations. Up until now, the organisation has given salaries above the regional minimum wage (RMW) as a permanent salary to its employees each month. This simply shows how the organisation has attempted to provide compensation according to society's daily needs and the existing government rules. Khan and Aleen (2014:123) revealed that another study concluded that the job satisfaction level of an employee is significantly affected by the compensation practices in the organisation. According to Mafini and Dlodlo (2014:03), in their study, reveal that salary has a significant effect on job satisfaction amongst government employees. Similarly, they emphasise that reasonable rewards, which refer to compensation systems that are alleged as fair and in line with employee outlooks, are a very solid determinant of job satisfaction.

- **Productivity and Job Satisfaction**

If the employees remain devoted to their work, it brings about productivity. Kamau (2015:18) states that productivity is important in a business setting and when productivity is high; managers reduce costs and save scarce resources. Good profits in the organisation often translate to better wages and this in turn leads to a more motivated labour force. The importance of studying job satisfaction stems from two important sets of findings. First, job satisfaction is related to increased productivity and organisational commitment and turnover (Abdulla *et al*., 2011:127). Furthermore, it was revealed in their study that the benefits that individuals obtain from their organisations influence the effort, skill, creativity and productivity that they are willing to give in return. Structural interest in job satisfaction has also been driven by humanitarian interests, like the idea that employees deserve to be treated with respect and physical wellbeing (Abdulla *et al*., 2011:127. Chowdhary, Chahal, Chahal, and Chahal (2013:12) has identified in his research that employee satisfaction has been recognised to have a major influence on many economic and social phenomena. Businesses

must constantly familiarise themselves with employee satisfaction in order to stay profitable. Furthermore, suggesting that one of the best ways to increase productivity in organisations is to provide employees with jobs that are more demanding and challenging.

- **Corporate Culture**

Organisational culture is not only able to change and lead, but also offer significant assistance by manipulating the thought, feeling, interaction and performance in the organisation. Nayak (2013:49) propose that the culture of the workplace is the basis from which workers develop an assessment of suitable organisational behaviour. In his study, their qualitative analysis highlights that the perceived gap between organisational standards and their real application generates a deeply felt dissatisfaction for various employees from a number of common alliances. In addition, philosophy is how things get done in organisations and an organisation's culture forms its learning direction. It is important to understand the cultural facets of the organisation early. Subsequently job satisfaction includes employees' moves or reactions and it influences an organisation's wellbeing with regard to job productivity and life satisfaction (Lumley *et al*., 2011:101). Organisational construction is a factor that impacts employee obligation. Extra organisation will always stifle organisational commitment. A more flexible organisation structure will impact on the level of employee commitment in terms of being loyal and caring for their organisation. When employees are provided with good and less organised structures, more supervision will increase the level of employee commitment (Kamau, 2015:11).

Nayak and Barik (2013:59) concluded in their study that organisational culture does play an important role in stimulating the job satisfaction of employees towards the organisation's success, and this could only be attained by ensuring that a suitable culture is being developed in the organisation that matches managerial standards and behaviours. Clearly, organisational culture does affect employees' job satisfaction. Kafyeta (2015:86) concluded in his study that corporate culture is especially important when applying employee empowerment programmes. Before implementing such programmes, the human resource management (HRM) department must work with top management to begin the suitable corporate culture; one that highlights the importance of employee contribution and makes employees feel their

input is appreciated. Furthermore, in trying to create a culture in which participation is appreciated, an organisation's duty is to confirm that the process of establishing a participative environment is sharing. A more suitable commencement would be to involve key managers and employees in early decision making by providing them the opportunity to contribute on the achievability or process of such programmes. Katekar and Baitule (2016:294) indicated that employees are the assets of an organisation and to retain them in the organisation, some effective measures should be taken into consideration. Factors like salary, organisational culture, job stress and job commitment should be the prime areas for employee job satisfaction.

- **Leadership Style**

Leadership styles can be posited as the behaviour that a leader projects when they guide or interact with different people in an organisation. Pllana (2013:12) in his study indicated that leadership style is the mode and tactic of providing direction, implementing strategies and inspiring different individuals. Nowadays, leaders must be able to manage with increasing explosiveness and with no hesitation by familiarising themselves with invention to their management style. At the same time, they must perform with hopefulness in order to support the followers in dealing with a stressful business atmosphere. Nanjundeswaraswamy and Swamy (2014:57) support the above statement by indicating that today's organisations must have effective leaders who recognise the difficulties of the rapidly moving global environment. If the assignment is extremely well-planned and the leader has a decent connection with the workers, employees will increase their performance success. Furthermore, it is stated that leadership performance can disturb trust and satisfaction of employees to an organisation, and organisational citizenship behaviour (OCB) moreover enriches the affiliation between leadership style and organisational obligation.

- **Absenteeism and Job Satisfaction**

If an employee fails to report to work this is called absenteeism. Other employees' performance may be negatively affected by absences too. According to Ssegawa (2014:20) research has revealed a steady opposing relationship between job satisfaction and absenteeism. This means that when satisfaction is high, absenteeism tends to be low and when satisfaction is low, vice versa. Even though this connection has been found to be slightly reasonable, the fundamental assumption is that absence is the result of dissatisfaction on the job. Chowdhary *et al.* (2013:11) supported this view by indicating that job satisfaction has been studied as a significance of many individual and work environmental features and as an originator of many results. Employees who have higher job satisfaction are generally less absent, less likely to leave, more productive, more likely to show organisational commitment, and more likely to be satisfied with their lives.

Kamau (2015:19) has identified in his research that various studies have examined the relationship standing between the rate of absenteeism and the level of employee obligation. This is because the absence of an employee from his work is known to be one of the means of withdrawing from a stressful job situation. An absent employee indicates that he or she is not completely dedicated to the work itself. Aamir *et al*., (2014:54), claim that job satisfaction has usually been regarded as an important analyst of the labour market, and behaviour of workers such as quitting and absenteeism. Whereas most previous studies prefer to relate job satisfaction to a host of worker and job qualities. Employee job satisfaction is associated with how people observe, reflect, and sense their work, and employee satisfaction can also indicate how comfortable or fulfilled employees are with their jobs. Hence, the dissatisfaction of the employees has an adverse effect on the effectiveness and success of the organisation. Consequently, studying job satisfaction is one of the major areas of an organisation's system (Javed *et al*., 2014:121).

- **Employee Retention**

Laddha, Singh, Gabbad and Gidwani, (2012:453) revealed that employee retention is useful for the organisation as well as the employee. Nowadays employees are diverse, they are the

ones who do not have good chances in hand. Once they feel disappointed with the current job, they shift over to the next job. So, it is the duty of the manager to retain their best employees. If they fail, they will be left with no good employees. In addition, a good manager should know how to draw and retain his or her employees. The best way to retain employees is by providing them with job satisfaction and opportunities for advancement in their careers. There is a saying that good help is hard to find; this is truer these days than ever before because the job market is becoming increasingly secure (Laddha et al., 2012:453). It turns out to be a challenge for the managers to hold the employees for a long period in the organisation. An organisation can gain the competitive advantage due to the retention of a skilled, creative and trustworthy work force. The employee retention is also measured by the effort in improving the financial performance of the organisation. The consequence of an increased level of turnover in the organisation is also in the form of secondary costs like the load on the existing labour force, loss of social capital and low self-esteem (Khan and Aleem, 2014:122)

2.11. CONCLUSION

This chapter was to provide the literature review related to influences that have emotional control on employee job satisfaction. The literature also confirms that intrinsic and extrinsic factors have an outcome on employee job satisfaction or dissatisfaction. These factors are in the relationships with colleagues, acknowledgement, career growth and training and development, salary, the working environment, the work itself, promotions, recognition, job security, job autonomy, job feedback and communication, advancement and policy and administration. The literature further highlights the personal attributes, gender and age, educational level, structural obligations, employee engagement, work life balance, employee outcomes, withdrawal behaviour and organisational trust, which combines with job satisfaction which is important in order for employees to perform their jobs. It is very dynamic towards this study to see how the agency employees respect their levels of satisfaction or dissatisfaction in terms of the above factors. The chapter also acknowledged other experiments and aspects that are associated with employee job satisfaction as they are essential in this study. It should be known that there were no any other studies directed in the past on determinants of employee job satisfaction at the National Department in KwaZulu - Natal. The following chapter focuses on the methodology that was utilised for this study.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1. INTRODUCTION

This chapter reports on the qualitative research methodological trajectory the researcher followed for collecting and analysing data for this study. Both qualitative and quantitative research instruments were adopted to accomplish the methodological purposes. The chapters prior to this one provided an introduction and background to the study; hence this is divided into five sections: research design, data collection, different data analysis carried out, validity and reliability of the data, and limitation and ethical consideration.

3.2. RESEARCH DESIGN

Research design is the complete plan which includes tactics and actions to be followed. This study employed a mixed-method approach which was comprised of qualitative and quantitative research. According to Guest and Flamming (2017:03), the basic norm of using a mixed-methods research design, is the mixture of more than a single form of data sources which offers a fuller understanding of a research problem than a mono-method approach. Furthermore, Klassen *et al*. (2012:378) state that mixed-methods research is more than simply gathering numerous forms of qualitative or quantitative evidence (for example surveys) and one advantage of mixed-methods research is that mixed-method is 'practical' in that it permits the usage of various systems and tactics that best address the research question. Qualitative research does not survey the territory, it mines it and qualitative work is theoretical in its aims rather than descriptive, while quantitative methods have been associated with enumerative induction and allied with analytic initiation (Brannen, 2016:06). The mixed method was more effective in obtaining rich information about job satisfaction.

3.3. TARGET POPULATION

This study was conducted at the SASSA regional office in Pietermaritzburg, where a total of 200 SASSA employees were part of the target population. This study drew a heterogeneous population with an advantage of providing a diverse racial group of employees with a mixed gender. This sample can also be regarded as proportionally representing the study population.

3.4. SAMPLING METHOD AND DESCRIPTION OF THE SAMPLE

This study drew a sample size of an aggregate of 45 per cent (90) employees from the population of 200 workers that represented all races from the top to the lowest level of the organisation. Brynard et al. (2014:59) advise researchers to draw an aggregate percentage of 45 per cent if a sample is composed of 200 units. This study used a non-probabilistic sample which is used with the intention of drawing accurate conclusions that correlate to the study's plan. Non-probability which is also known as purposeful, enabled the researcher to recruit individuals based on who was willing to participate in the study and understand issues relating to employee satisfaction. This enabled the researcher to limit his or her ability to produce findings that represent the population as a whole (Javed *et al*., 2014:127).

Below is a table that indicates an overall description of the number of participants and their affiliated departments/units within the SASSA as recorded in August 2018. Most of the participants came from the finance department, the human resources and the grant administration, and these departments are the centre of the main activities of the SASSA. Therefore, the researcher was able to solicit relevant information that is needed for the study from employees at the SASSA.

Table 3.4.1 Overall description of participants

THE SOUTH AFRICAN SOCIAL SECURITY AGENCY (SASSA)		
Departments	**Survey Participants**	**Interview Participants**
Communication	04	01
ICT	02	01
Finance	29	03
Human Resource	20	02
Facility and Auxiliary	10	01
Grant Administration	13	02
Total	78	10

3.5. DATA COLLECTION

The method employed for this study was the survey method based on quantitative research and semi-structured interview method, also based on a mixed research method. Interviews were conducted using managers, practitioners, junior staff and administrative clerk of the selected departments as a form of qualitative research design. The researcher adopted instruments such as structured questionnaires and an interview schedule to collect data from a sample size of 90 employees within various departments of the SASSA. Data was triangulated since there were two data collection approaches utilised for this research study.

- **Phase 1: Site Visit and Questionnaire Distribution**

Data was collected in two phases. In the first phase the researcher visited the site to familiarise herself with the study location and to introduce herself to the corresponding managers at the SASSA office. The researcher also distributed a survey on the same day. The survey research involves a gathering of information from a sample of respondents that are part of a study and are expected to respond to questions. This type of research permits the respondents to respond to questions non-verbally and they can also do so in their own time without the presence of the researcher. Survey research can use quantitative research strategies for example using questionnaires, qualitative research strategies for example using closed and open-ended questions, or both strategies which is called mixed-methods (Ponto, 2015:02). The researcher was orientated and acquainted herself with the surroundings and

also to make appointments for conducting research. There were two main sections used for the questionnaire, and it consisted of Section A with seven questions involving biographical information such as the department in which the respondent works, gender, racial group, age, education level, working position and length of service. Section B comprised of 33 questions that covered the construct on determinants of employee job satisfaction. Sections B was measured on a 5-point Likert scale, with scale responses varying between: Strongly disagree, Disagree, Neutral, and Agree and Strongly Agree. All questions were aligned to the problem statement, key objectives, research questions and the literature review that was discussed

Data was also collected using self-administered questionnaires to the SASSA staff with the intention of obtaining a broad viewpoint of the problem, and the survey was conducted from May to June 2018. The researcher distributed a hard copy of the questionnaire through contact persons and enumerators in various departments within the SASSA department. This study employed a purposive sample and the researcher was able to target participants who were most appropriate for this study. The selection went according to the sampling procedure chosen, which is purposive sampling. Purposeful sampling is commonly used as a technique in qualitative research for the documentation and collection of information on rich cases that are used for the most active and limited resources. This comprises of classifying and picking individuals and groups with particular familiarity or experience with a phenomenon of attentiveness (Palinkas, Horwitz, Green, Wisdom and Duan 2015:02). Questionnaires were distributed to 100 participants and 78 of the questionnaires were returned. A response rate of 78 per cent was achieved.

- **Phase 2 - Interviews**

The researcher visited SASSA for the second time using the agreed time schedules that were negotiated by the researcher and the managers. An interview schedule was used to probe the respondents on various questions by the researcher using a face-to-face conversation between the researcher and a participant involving a transfer of information to the interviewer. There are different types of interviews and some of them are as follows: structured interview, semi-structured interview and unstructured interview (Bell and Waters, 2014). The researcher chose semi-structured interviews because semi-structured interviews offer a more flexible

tactic to the interview process and that flexibility allows the researcher to follow a sequence of less controlled questioning and also permits the investigation of spontaneous issues raised by the interviewee to be discovered. During the distribution of questionnaires, the researcher then approached managers, practitioners, junior staff and administrative clerk in their working stations. The reason for mixing different levels of the department was to make the study consistent. One-on-one interviews were conducted at the beginning of May 2018 and completed one respondent at a time in their different scheduled dates at the end of June 2018. During interviews respondents were recorded using a tape recorder.

3.6. DATA ANALYSIS

- **Analysing Survey Data**

Once the questionnaires had been completed by respondents, the researcher solicited the services of a statistician to analyse quantitative data collected using the questionnaires and computerised software, the Statistical Package for the Social Sciences (SPSS) version 24 for Windows, was utilised for further analysis.

- **Analysing Interview Data**

The interviews were recorded using a tape recorder. The researcher then transcribed the responses and the transcriptions were examined by means of a thematic coding as a main stage. When the coding was completed the researcher then interpreted the responses using theoretical concepts. The researcher analysed the qualitative data and recorded interviews thematically. The advantages of using thematic analysis was to provide a highly flexible approach that could be adapted for the needs of several studies, providing an iconic and a complete, yet complex account of data. It was also valuable for summarising key structures of a large data set though it forces the researcher to yield a well-structured tactic to control data and serves to produce a rich ultimate report (Nowell, Norris, White and Moules, 2017:02).

3.7. PILOT STUDY

A pilot study was initially considered necessary for this study and it was successfully utilised. Ismail *et al. (*2018:02) postulate that a pilot study updates and offers responses to the final study and with these responses, the researcher is able to create changes to and enhance the research approach before making an effort on the final study.

In this study, questionnaires were distributed by the researcher personally to five respondents who were not part of the target population with whom the researcher met to test the questionnaire. This was done so that the errors identified could be corrected before actual data collection in order to provide clarity to respondents, and also obtain insights into where the questionnaire needed improving.

3.8. VALIDITY AND RELIABILITY

The value of the research implements is critical because the conclusions that the researcher draws are created on the evidence obtained using these instruments. Heale and Twycross (2017:66) demarcated validity as the amount to which an idea is precisely measured in a quantitative study. To ensure that the research is valid and reliable, in this study the researcher triangulated data collection through multi-method strategies, namely: interviewing and questionnaires. The data obtained through the quantitative and qualitative methods yielded similar responses to the research questions. To test the validity of the research the pilot test was done. The reliability outputs as presented in Table 3.1 below are for the positively aligned statements in the research questionnaire.

Table 3.8.1. Reliability outputs for the questionnaire – Section B

Scale: All Variables

Case processing summary

		N	%
Cases	Valid	78	100.0
	Excluded	0	0.0
	Total	78	100.0

a. Listwise deletion based on all variables in the procedure

Reliability Statistics

Cronbach's Alpha	No. of items
0.689	32

The Cronbach's Alpha test was conducted by a statistician to determine the value of the test for reliability. The overall reliability score of 0.689 for Section B as shown in Table 3.1 above indicates a high degree of acceptable, consistent scoring for the different categories in the section.

3.9. DELIMITATION AND LIMITATION

The study was delimited to the area of SASSA KZN Regional Office. This was where the researcher had drawn a sample of respondents for data collection. The main restraint was the timeframe within which this study had to be conducted and completed. The researcher was required to work in a limited time while the resources were insufficient to complete the study, as the university required master's degrees to be completed in a period of less than three years.

3.10. ETHICAL CONSIDERATION

This study considered the subsequent ethical matters:

3.9.1. Harm to participants:

It was a priority to the researcher to make sure that participants were not harmed during data collection and report writing. Rubin and Babbie (2016:86) agree that the research must refrain from injuring and harming participants during data collection, regardless of whether they volunteer for the study. Risks involving harm, inconvenience as well as any paybacks to the participant or to other individuals, the researchers and institutes have to make sure that it is considered and linked to the participants and appropriately managed (Harris 2015:02).

3.9.2. Informed consent:

Informed consent has become a foundation of ethical practice in research concerning human themes (Mackey and Gass, 2016:31). The researcher informed the participants about the intention of this study. Respondents confirmed their acceptance to participate, by means of signing a consent form which they understood. The researcher requested permission from the participants to participate in the interview before the researcher interviewed the participants.

3.9.3. Honesty and truth

Wells and Molina (2017:292) revealed that honest communication between individuals is crucial for preserving a society that protects human dignity and supports the capability of its associates to make free adoptions. It is a fact that researchers and respondents must endeavour for the truth and honesty in all scientific communications. They must refrain from the falsification of research reports, misrepresentation of results and fabrication of reports (USA Department of Health and Human Services, 2015:03).

3.9.4. Right to withdraw

The rights of participants were clearly stated that they could withdraw from the study at any time. This was explained to the participants before the commencement of the study.

<u>3.9.5. Confidentiality and anonymity</u>

Wester (2011:305) revealed that participants should be told about the restrictions of confidentiality in the informed consent and researchers should pay consideration to confidentiality when reporting results or sharing original data so that participants' identities are hidden. Confidentiality was ensured as respondents were well-versed that all information will be treated as confidential and respondents were made aware that participation was voluntary. In the consent form, it was clearly stated that respondents were not constrained to answer any questions they found uncomfortable. Respondents' identities remained anonymous as stated by the researcher on the letter of information. After the research was completed the data will be disposed of by deleting the information.

3.11. CONCLUSION

In this chapter, the research methodology covered critical aspects, such as research design, data collection methods and instruments used to collect that data. This chapter described and analysed how data was collected and analysed. The research design was clearly defined, as was the target population and the sample size used for this study. This study used both qualitative and quantitative research. Delimitation and limitation, validity and ethical consideration of the study were also explained. In the following chapter data analysis with findings from data collected from the field will be reflected.

CHAPTER FOUR

DATA ANALYSIS

4.1 INTRODUCTION

This chapter gives an in-depth analysis and interpretation of the study's findings. The aim of this research was to determine the factors that affect the job satisfaction of employees working at the SASSA in the National Department in KwaZulu-Natal. Quantitative as well as qualitative research methods were utilised to achieve the set objectives. The objectives embodied intrinsic and extrinsic factors such as a favourable working environment, relationships with colleagues, acknowledgment, career growth, job safety and security, remuneration, recognition, promotion and training and development, nature of the job, job autonomy and job feedback and communication.

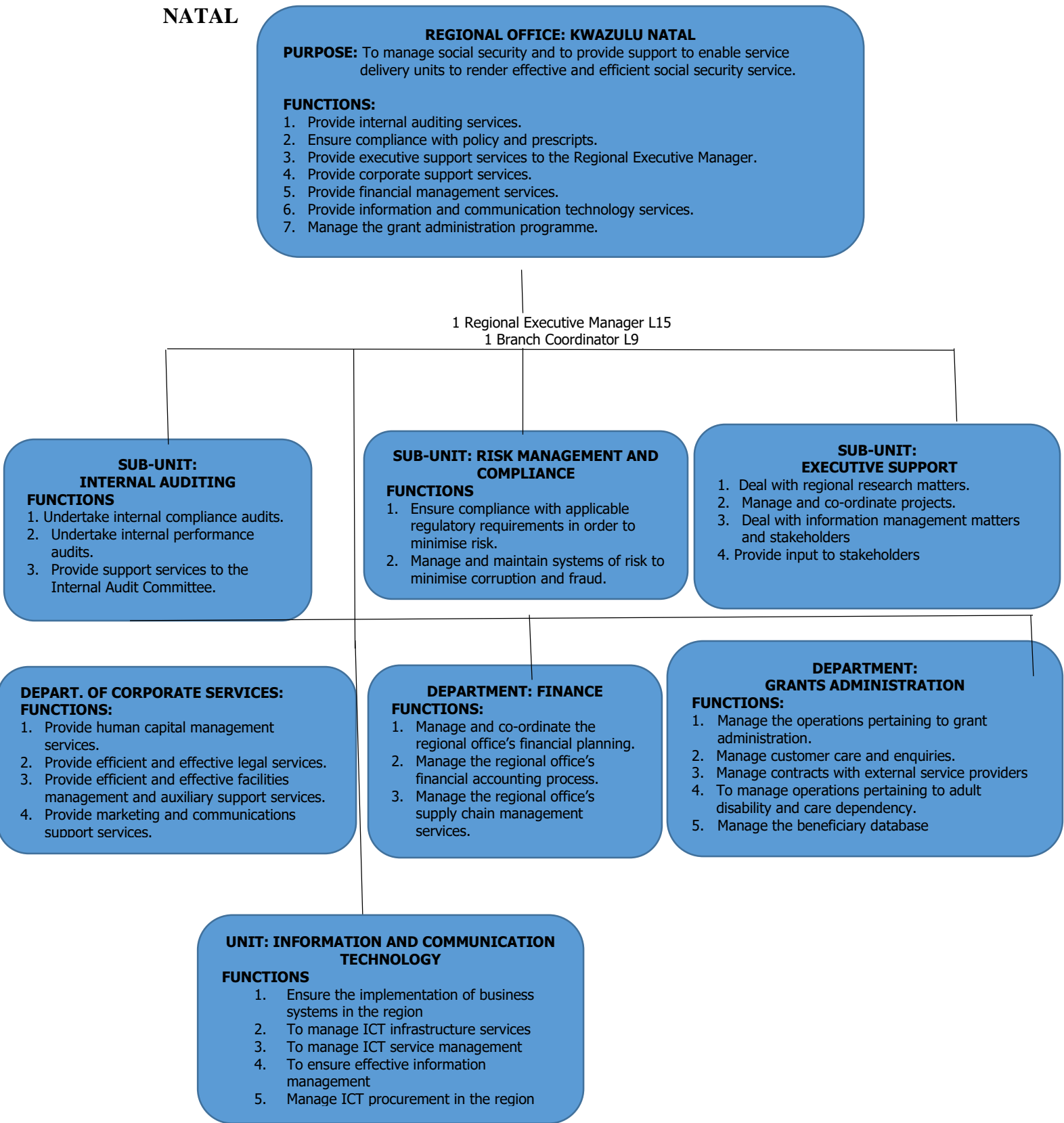## 4.2. THE BACKGROUND ON SOUTH AFRICAN SOCIAL SECURITY AGENCY (SASSA)

The South African Social Security Agency (SASSA) is a national agency of the government created in 2005 in order to provide services relating to social security on behalf of the Department of Social Development. It is aimed at transforming the meaning of the agency from South Africa's provinces to the national sphere of government and it reports to the Department of Social Development (DSD). SASSA is a public organisation in relation to Schedule 3A of the Public Finance Management Act. The strategic tasks of this agency are related to the administration and payment of social grants which involves the handling of applications, confirmation and authorisation of requests, quality assurance, and discovery of fraud inhibition (DSD, 2018: para.4)

The South African Social Security Agencies' vision is to be a front-runner in the delivery of social security services, with a mission to administer quality customer-centric social security services to eligible and potential beneficiaries. SASSA, as a public entity, subscribes to those

values that promote democracy and a culture of respect for human rights (SASSA, 2016/17:01). SASSA is known as an important organisation that has a huge task in implementing the social needs of poor people by providing social services to lighten poverty and to address dissimilarity in South Africa.

According to the latest figures shown in the strategic plan for fiscal years at SASSA (2016/17:13), SASSA has been limited to social assistance while government has commanded full social security which is still awaited. There has been a stable increase in the demand for the agency's services, together with the high rate in the workload of its staff while it was formed. SASSA subscribes to those values that promote democracy, redress, social cohesion and a culture of respect for human rights strengthened by the following value: SASSA is ready to share with stakeholder's information about how it manages its business. The agency is devoted to the fair and unbiased treatment of all its stakeholders; SASSA is devoted to being honest, fair and liable in dealing with its activities and finances. The agency will make certain that all shareholder evidence will be secured and be made accessible only to those whom are permitted. Lastly, the agency is ready to take the needs of its customers into consideration by producing user-friendly and excellent products and amenities (SASSA Annual Report, 2016/17:17).

4.3. ORGANISATIONAL STRUCTURE: REGIONAL OFFICE KWAZULU-NATAL

REGIONAL OFFICE: KWAZULU NATAL

PURPOSE: To manage social security and to provide support to enable service delivery units to render effective and efficient social security service.

FUNCTIONS:
1. Provide internal auditing services.
2. Ensure compliance with policy and prescripts.
3. Provide executive support services to the Regional Executive Manager.
4. Provide corporate support services.
5. Provide financial management services.
6. Provide information and communication technology services.
7. Manage the grant administration programme.

1 Regional Executive Manager L15
1 Branch Coordinator L9

SUB-UNIT:
INTERNAL AUDITING
FUNCTIONS
1. Undertake internal compliance audits.
2. Undertake internal performance audits.
3. Provide support services to the Internal Audit Committee.

SUB-UNIT: RISK MANAGEMENT AND COMPLIANCE
FUNCTIONS
1. Ensure compliance with applicable regulatory requirements in order to minimise risk.
2. Manage and maintain systems of risk to minimise corruption and fraud.

SUB-UNIT:
EXECUTIVE SUPPORT
1. Deal with regional research matters.
2. Manage and co-ordinate projects.
3. Deal with information management matters and stakeholders
4. Provide input to stakeholders

DEPART. OF CORPORATE SERVICES:
FUNCTIONS:
1. Provide human capital management services.
2. Provide efficient and effective legal services.
3. Provide efficient and effective facilities management and auxiliary support services.
4. Provide marketing and communications support services.

DEPARTMENT: FINANCE
FUNCTIONS:
1. Manage and co-ordinate the regional office's financial planning.
2. Manage the regional office's financial accounting process.
3. Manage the regional office's supply chain management services.

DEPARTMENT:
GRANTS ADMINISTRATION
FUNCTIONS:
1. Manage the operations pertaining to grant administration.
2. Manage customer care and enquiries.
3. Manage contracts with external service providers
4. To manage operations pertaining to adult disability and care dependency.
5. Manage the beneficiary database

UNIT: INFORMATION AND COMMUNICATION TECHNOLOGY
FUNCTIONS
1. Ensure the implementation of business systems in the region
2. To manage ICT infrastructure services
3. To manage ICT service management
4. To ensure effective information management
5. Manage ICT procurement in the region

In 4.3. there is an organogram as an illustration of the South African Social Security Agency in the Pietermaritzburg District, and the above district is responsible for handling social security and provides support to enable the provision of distribution units to condense the actual and effectual norms of the social security service.

## 4.4. FINDINGS FROM STRUCTURED QUESTIONNAIRES- (SECTION A) BIOGRAPHICAL INFORMATION

Figure: 4.4.1. Department of the respondents
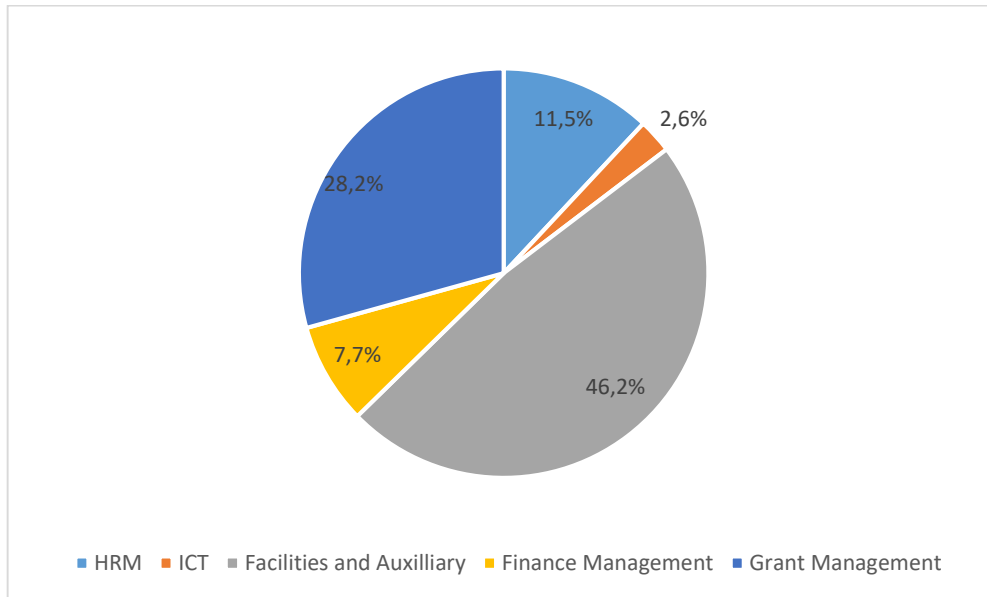
The figure above depicts the number of departments which participated in the study. The majority 46.2 per cent of the respondents were from the Facility and Auxiliary departments, followed by Grant Management 28.2 per cent. Further results illustrate that 11.5 per cent were Human Resource Management, followed by Finance Management 7.7 per cent, and lastly 2.6 per cent were from the ICT department.

Figure: 4.4.2. Gender of the respondents
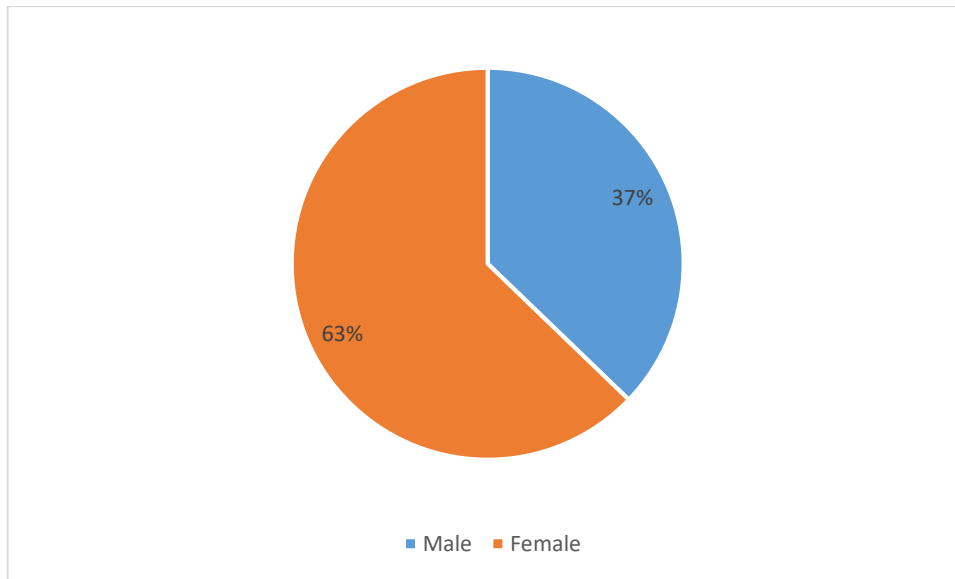
The findings of the study reflect that the majority of the respondents 62.8 per cent were female and the minority 37.2 per cent was male. The sample population was mostly occupied by females.

Figure: 4.4.3. Racial Groups of the respondents
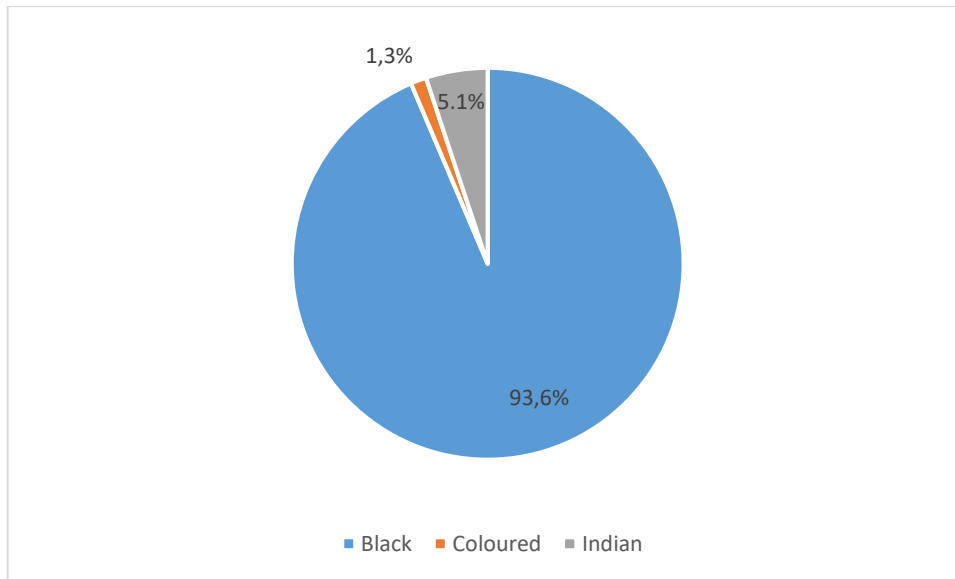
The result of the survey above illustrates that the majority of the respondents who participated in this study were Black 93.6 per cent, the minority were Indian 5.1 per cent followed by Coloured 1.3 per cent.

Figure: 4.4.4. Age of the respondents
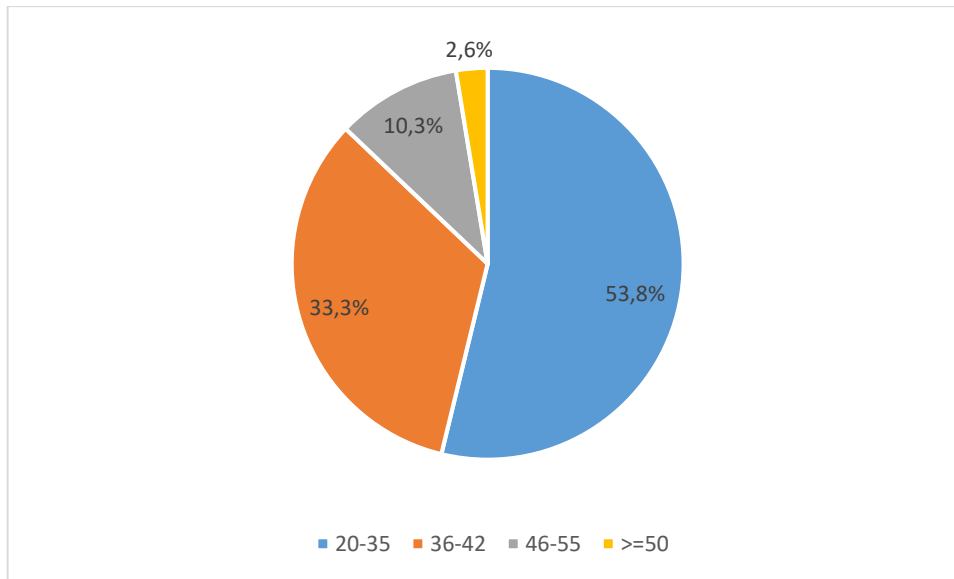
According to an analysis of the study, 53.8 per cent of participants were from 20-35 years, while 33.3 per cent were 36-45 years. Participants between the ages of 46 and 55 formed 10.3 per cent of the respondents, with the lowest number (2.6%) aged >=50 of years. The result indicates that youth were the keenest to participate in the study.

Figure: 4.4.5. Qualifications of the participants
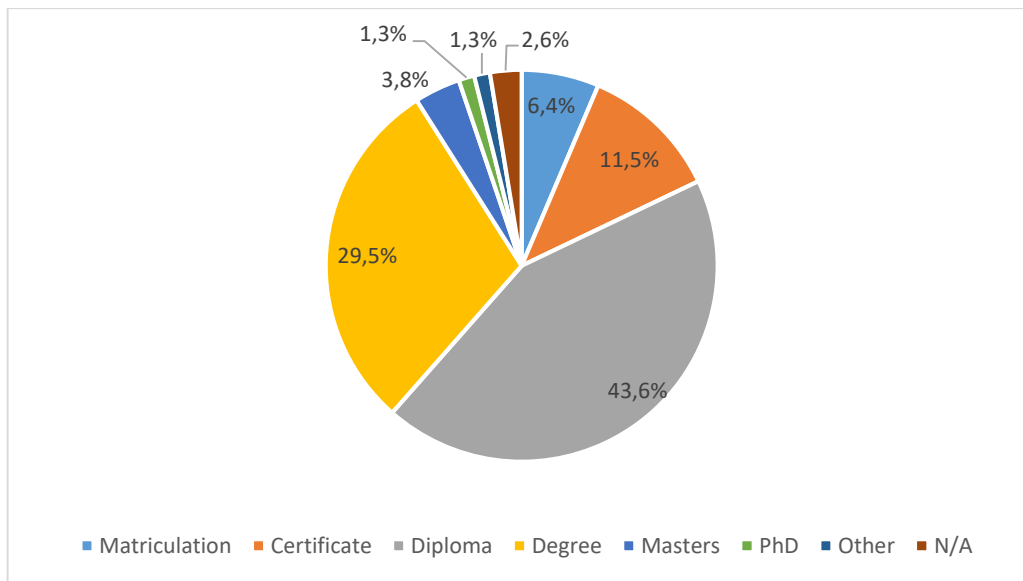
As indicated in the figure above, 43.6 per cent were in possession of a National Diploma, followed by 29.5 per cent who had a B-Tech/Bachelor's degree. Moreover, 11.5 per cent were in possession of a certificate, followed by 6.4 per cent who had a Matriculation. 2.6% were not applicable, those in possession of a master's degree were 3.8 per cent with the lowest number being those in possession of a PhD (1.3%) and other (1.3%) and. The opinions were balanced because different levels of education participated in the study.

Figure: 4.4.6. Level in the organisation of the respondents
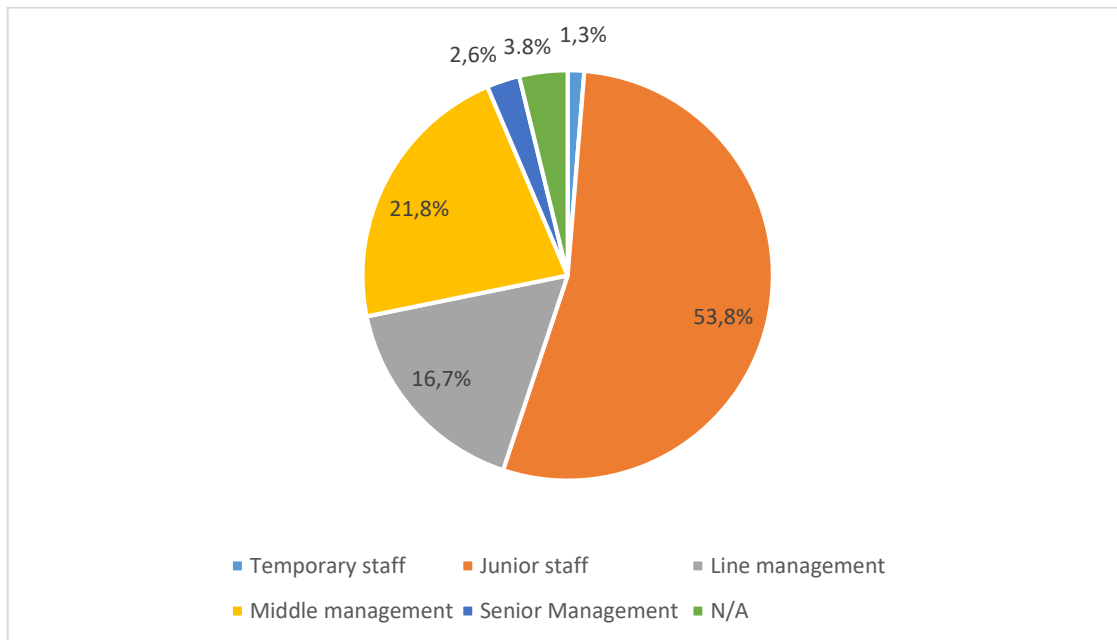
The Figure above illustrate that most of the respondents 53.8 per cent were junior staff members (Administration Clerks), followed by 21.8 per cent of respondents who held the position of middle management. A further 16.7 per cent were line managers, 3.8% were not applicable, 2.6 per cent were senior managers and 1.3 per cent were temporary staff.

Figure: 4.4.7. Total years of service at SASSA
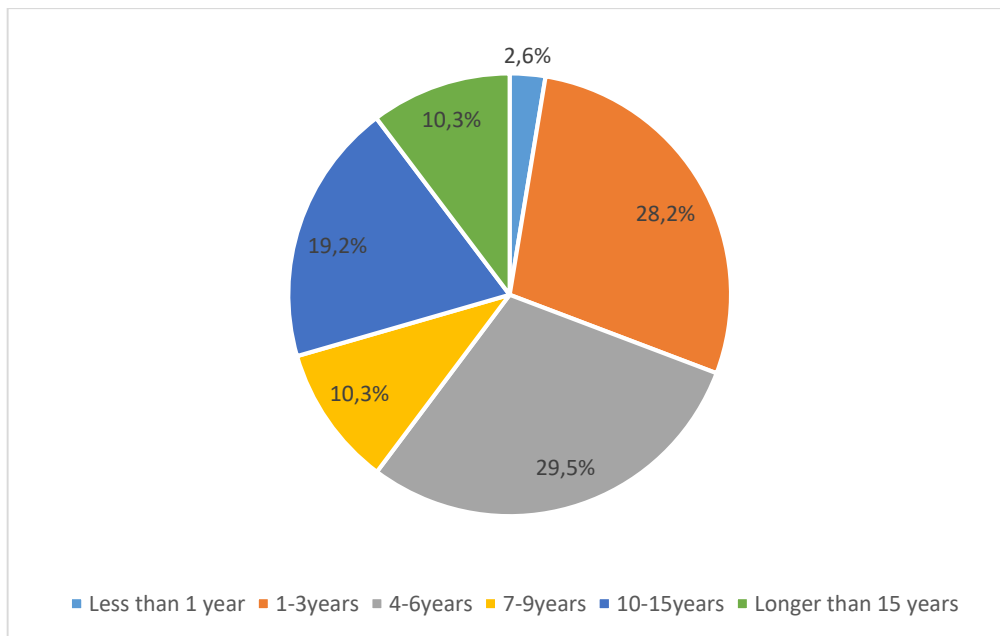
The findings above indicate that 29.5 per cent of the respondents had 4-6 years of service at SASSA, followed by 28.2 per cent of respondents who had worked for 1-3 years. Furthermore, 19.2 per cent had worked for 10-15 years, followed by 10.3 per cent who had worked for 7-9, and 10.3% longer than 15 years, while only 2.6 per cent of the respondents had only worked for 1-3 years.

4.5. FINDINGS FROM STRUCTURE QUESTIONNAIRES (SECTION B) ASPECTS OF EMPLOYEE JOB SATISFACTION.

- **Working Environment**

Figure: 4.5.1.   Resources are in an adequate condition
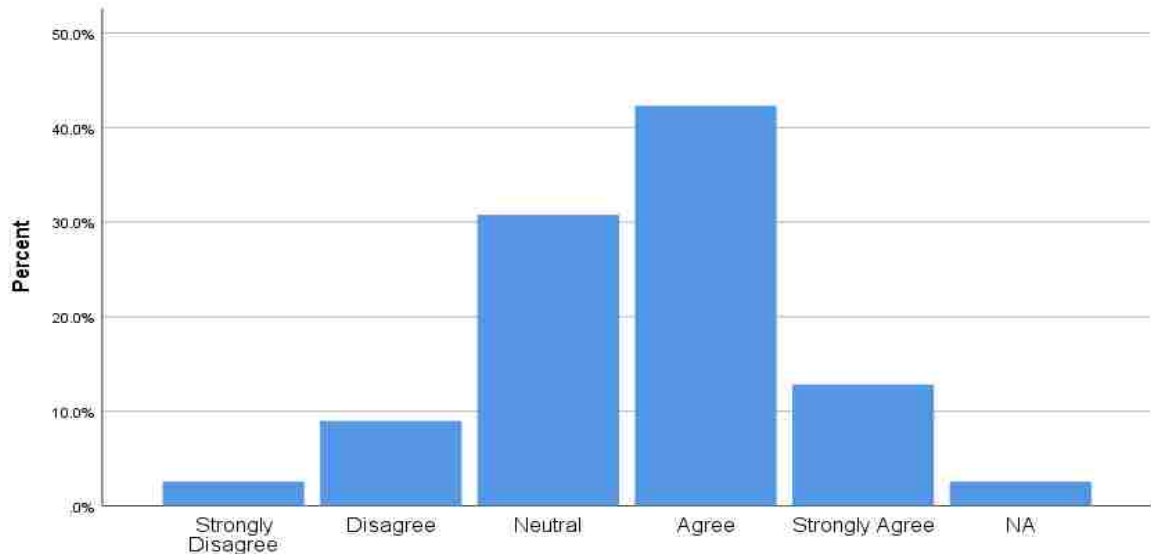
The findings in Figure 4.5.1., show that 42.3 per cent of the respondents agreed that resources are in an adequate condition, while 30.8 per cent of the respondents were not sure of the statement. Figure 4.5.1 further illustrate that 12.8 per cent of the respondents also revealed that they strongly agreed, 9.0 per cent disagreed, and the minority 2.3 per cent of respondents strongly disagreed with the above statement. It shows that employees at SASSA are working under a favourable environment which can boost the level of their performance. According to Herzberg (1968), a member of the organisation who enjoys a pleasant working environment but performs tedious and straight forward tasks with little chance of progress, would lead to nothing. Furthermore, he stated that employees would not experience discontent, but would also not enjoy satisfaction because of the shortage of motivators in an organisation.

Figure: 4.5.2. My workload is manageable
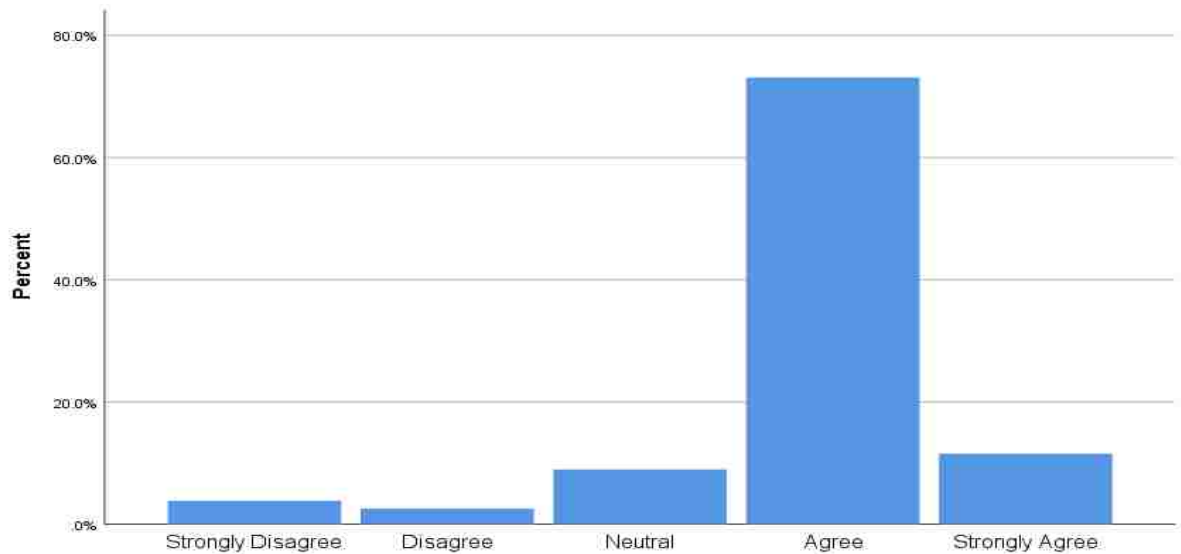
According to an analysis of Figure 4.5.2 above, it is shown that the majority of respondents 73.1 per cent agreed that their jobs were manageable. Meanwhile, a small minority of respondents 11.5 per cent strongly agreed with the statement that their jobs were manageable. Nine per cent of respondents were not sure whether their jobs were manageable or not, 3.8 per cent strongly disagreed, and 2.6 per cent disagreed with the statement. If employees are satisfied in an organisation, they become more productive. An individual who feels calmer in a working atmosphere will turn to be more productive which leads to an overall growth in output (Sibhoko, 2017:30).

Figure: 4.5.3. The duties I perform fall within my job description
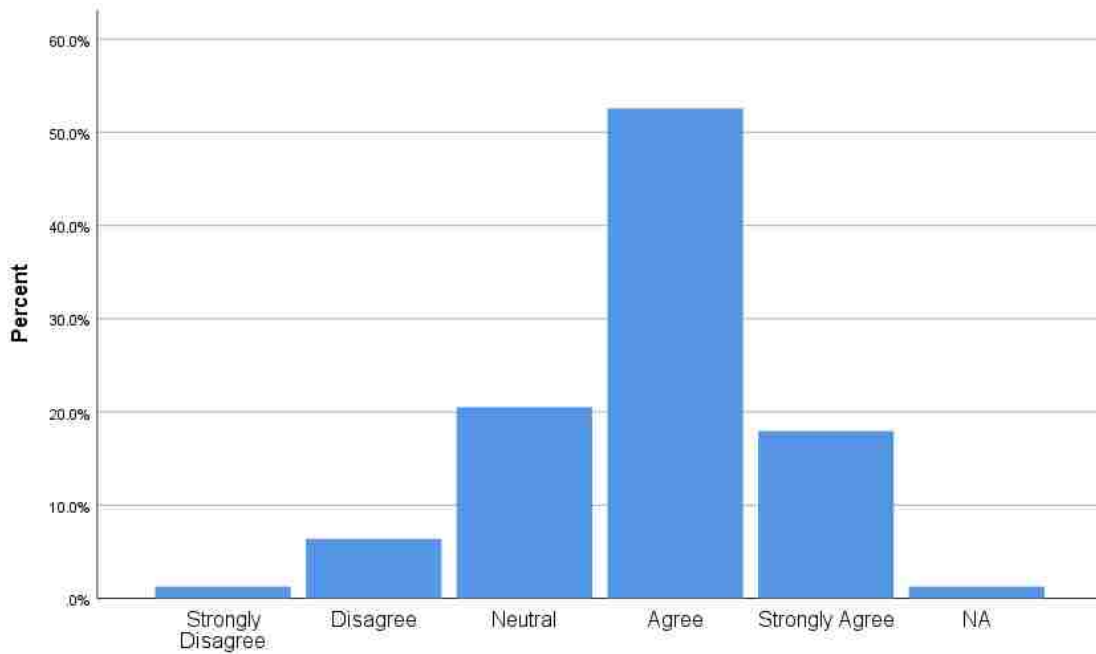
Figure 4.5.3 reveal that 52 per cent of the respondents agreed that their duties performed fell exactly within their job description. Further analysis of the study shows that 20.5 per cent of respondents were neutral with regard to this statement. On the other hand, 17.9 per cent strongly disagreed, 6.4 per cent disagreed and 1.3 per cent did not have an opinion. Masvaure *et al.* (2014:490) concur that each and every employee in an organisation has their own values and thoughts of how work should be done; if they feel they are receiving value for their efforts at work they will capitalise extra in their jobs. This in turn, will increase individual development and incentive to accomplish their tasks accordingly.

Figure 4.5.4. My working hours are manageable
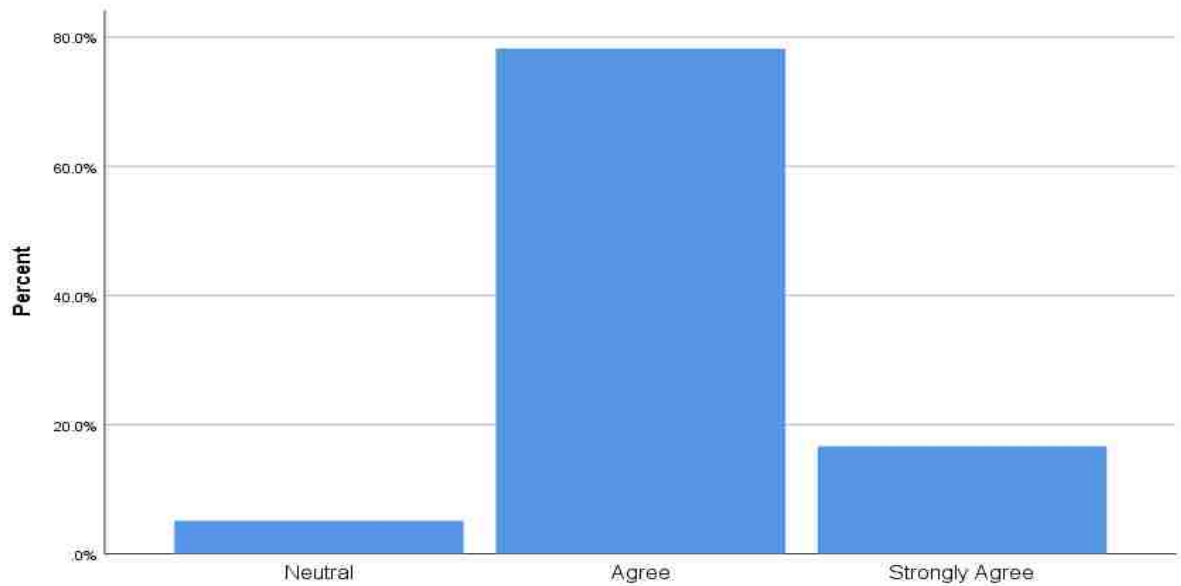
The findings of the study in Figure 4.5.4., show that the majority of respondents 78.2 per cent agreed that their working hours are manageable. Further, 16.7 per cent strongly agreed and 5.1 per cent were neutral with the statement above. Flexible working hours helps employees to attain a better work life balance. According to Lahti (2017:02) employees can achieve better at work when they are not tied to very severe working times and this can also provide individuals time to implement aspects of their personal lives. Furthermore, he stated that the advantages of working hours that are manageable are to support individuals to programme their life according to their own preference.

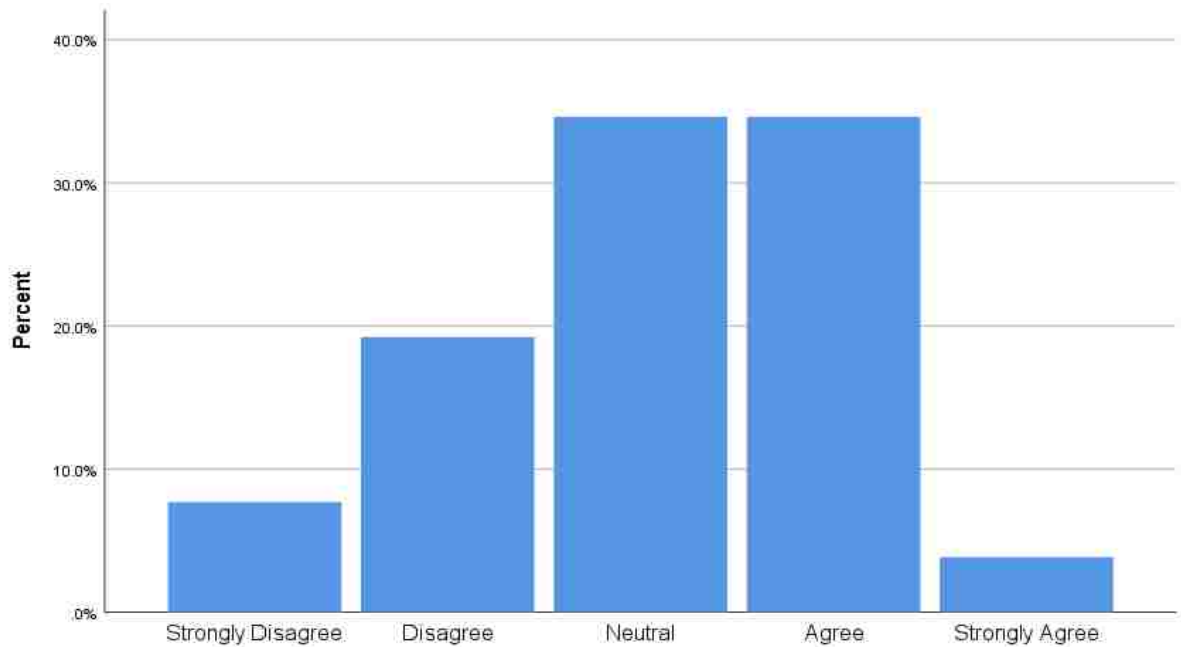Figure 4.5.5. I like the way organisational policies are put into practice

Figure 4.5.5 illustrate that 34.6 per cent of the respondents agreed with the way organisational policies are put into practice. On the other hand, 34.6 per cent of the respondents were not sure whether organisational policies were put into practice or not. The minority of the respondents (19.2%) did not agree with the statement above while 7.7 per cent strongly disagreed and 3.8 per cent strongly agreed. It is shown that there is a minimum chance of policy that is put in to practice at SASSA. Hossain *et al.* (2012:24) state that policies and procedures which are known as hygiene factors as termed by Herzberg's Two-Factor Theory can have a bad influence on employees' motivation at work if they are not appropriately achieved.

Figure: 4.5.6.I am satisfied with the organisation's current rules and regulations
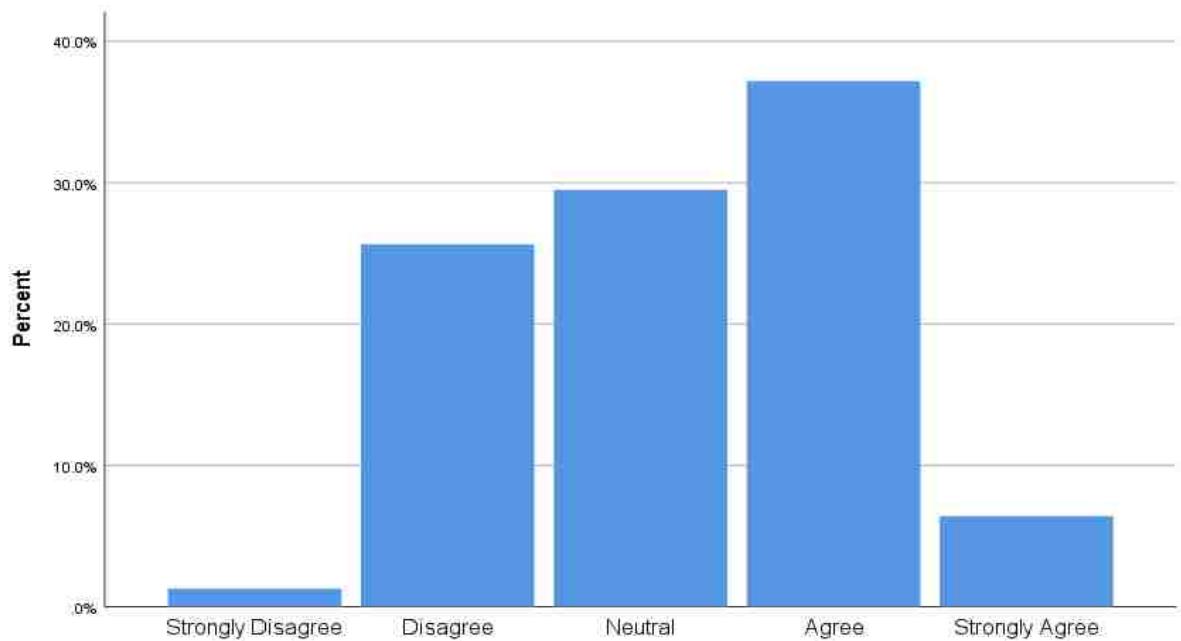

Most of the respondents in Figure 4.5.6, (37.2%) indicate that they agreed with the satisfaction level of organisational current rules and regulations. The findings further show that 29.5 per cent of the respondents were not sure of the statement above. Furthermore, 25.6 per cent of the respondents disagreed, 6.4 per cent strongly agreed and 1.3 per cent strongly disagreed.

Figure: 4.5.7. I am satisfied with the leave policy of the company
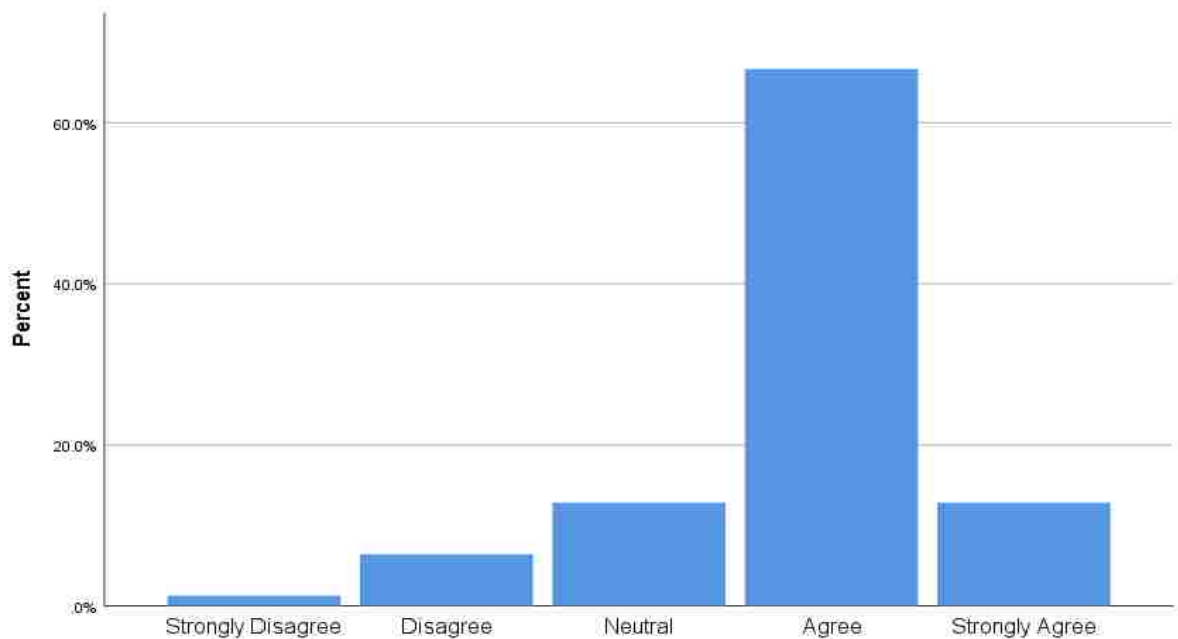
The findings on the Figure 4.5.7 illustrate that most of the respondents (66.7%) agreed with their satisfaction of the leave policy of the organisation. Another 12.8 per cent were not sure, and strongly agreed with the statement respectively. The findings further reveal that 6.4 per cent disagreed and 1.3 per cent strongly disagreed. Weekes (2017:01) agrees with the findings that policies should be short and to the point and procedural steps should be set out clearly, plainly and defined in enough detail to be understandable. Furthermore, he revealed that an organisation's duty is to put their policies and procedures in writing and to make them available to the entire workforce.

Figure: 4.5.8. The physical office environment (office layout, safety, ventilation etc.) is conducive to optimal performance
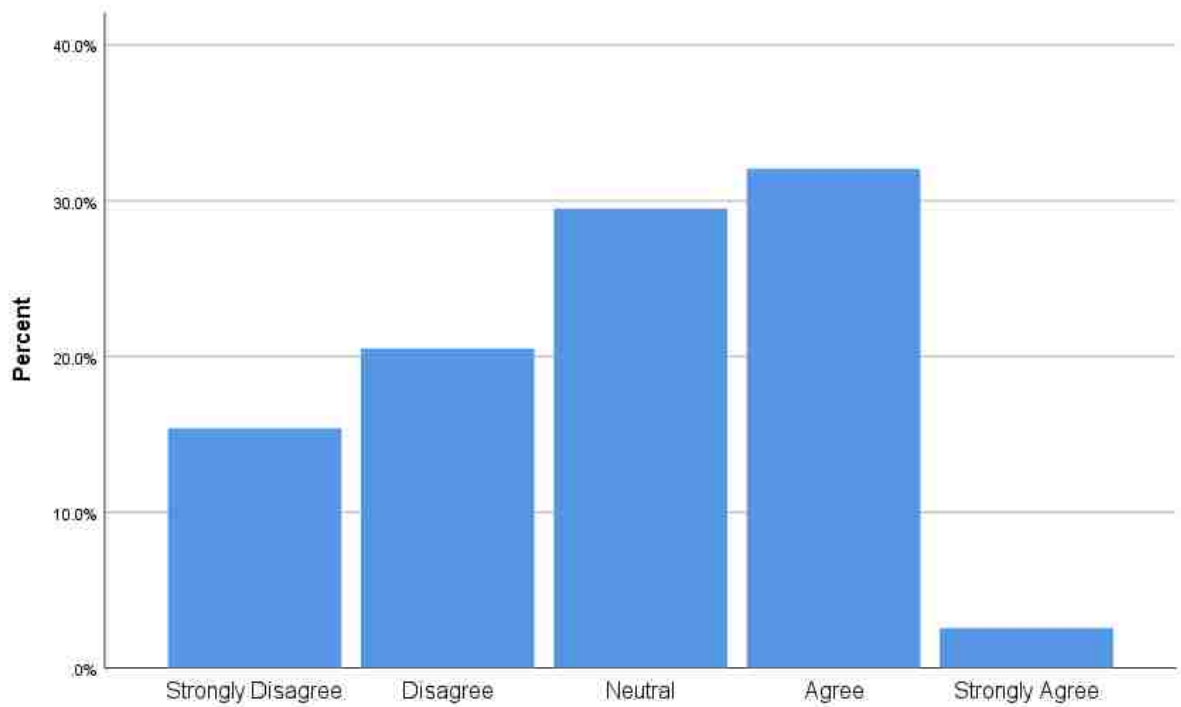
The above figure 4.5.8 indicate that 32.1 per cent of the respondents agreed with the fact that their working environment was conducive to optimal performance. Findings further revealed that 29.5 per cent of the respondents were not sure of this statement above. The figure also depicts that 20.5 per cent disagreed, 15.5 per cent strongly disagreed and 2.6 per cent strongly agreed. Leyian (2016:23) advocates that working surroundings will impact job satisfaction, for example, individuals are very concerned with a calm working environment and this will decontaminate a new constructive level of job satisfaction.

Figure 4.5.9. The recruitment and selection process involve principles like procedural fairness and equal treatment
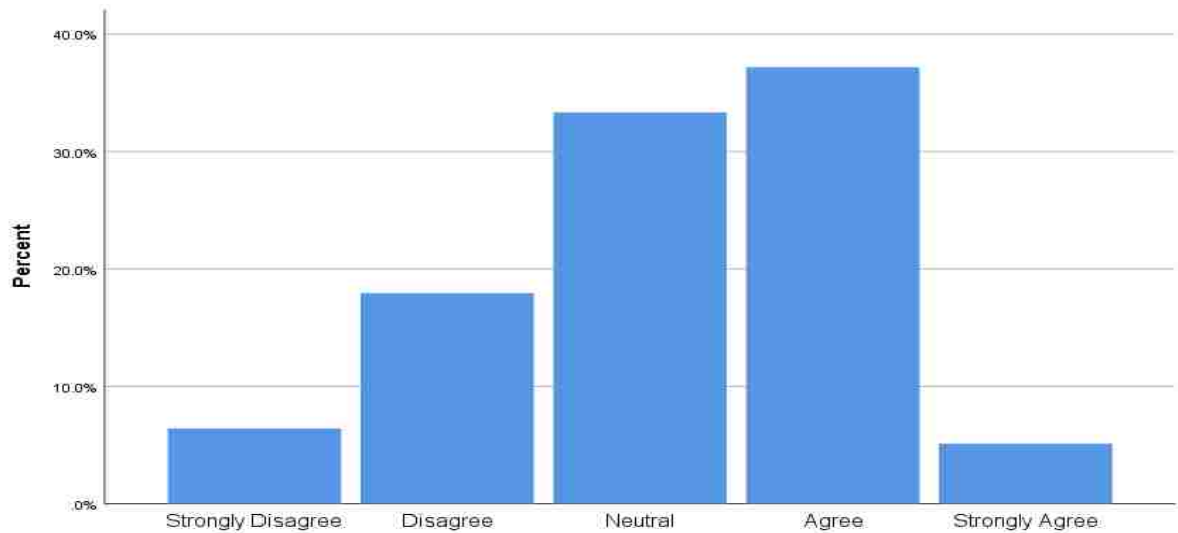

Figure 4.5.9 depict that 37.2 per cent of the respondents agreed that the recruitment and selection processes involve principles like procedural fairness and equal treatment. On the other hand, 33.3 per cent of the respondents were not sure about the recruitment and selection processes involved. While 17.9 per cent disagreed, 6.4 per cent strongly disagreed and 5.1 per cent strongly agreed with the statement above. Adeola and Adebiyi (2016:74) indicated that good recruitment and selection practices can reduce the risks of failing to attain the business tactic and of satisfying unnecessary costs. Moreover, he stated that successful recruitment and selection can bring momentous developments in the proficiency of employee morale.

- **Relationship with Colleagues**

Figure: 4.5.10. My supervisor is approachable to discuss work related issues
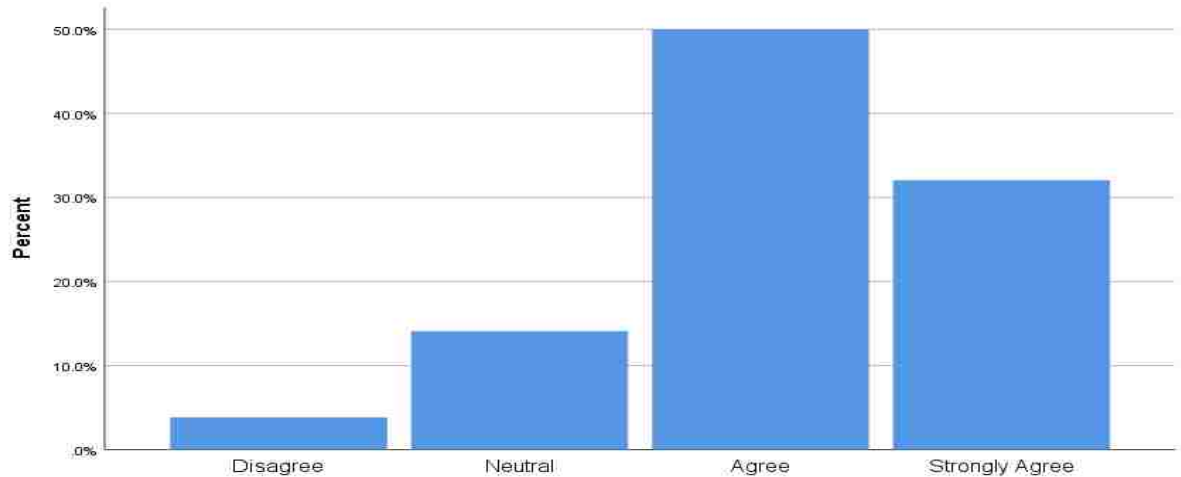
The results of Figure 4.5.10 above reflect that the highest number of respondents 50.0 per cent agreed that their supervisor is approachable to discuss work related issues. Meanwhile, 32.1 per cent strongly agreed with this statement, 14.1 per cent were not sure, and 3.8 per cent disagreed. Peters, Lau and Ng (2014:576) considered the one-on-one connection between a supervisor and a subordinate in a working environment. These relationships can be categorised as high in quality because they reflect trust, respect, and loyalty in an organisation, or low in quality as a result of reflecting mistrust, low respect, and a lack of loyalty.

Figure: 4.5.11. My supervisor treats all his subordinates fairly and equitably
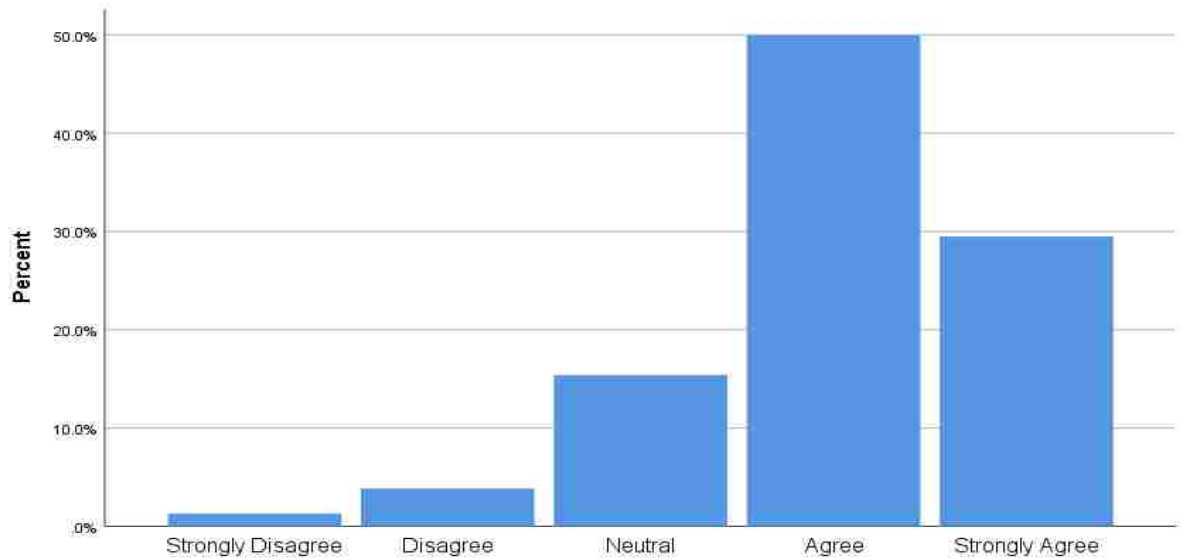
Most of respondents in Figure 4.5.11, reveal that the majority of respondents, (50.0%) agreed that their supervisor treats all his subordinates fairly and equitably. Meanwhile, 29.5 per cent strongly agreed with the statement above, 15.4 per cent were neutral, 3.8 per cent disagreed and 1.3 per cent strongly disagreed, according to Peters *et al*. (2014:577) supervisors' treatment will positively affect employees' overall job satisfaction. The association between employees and supervisors reflects an opposing relationship
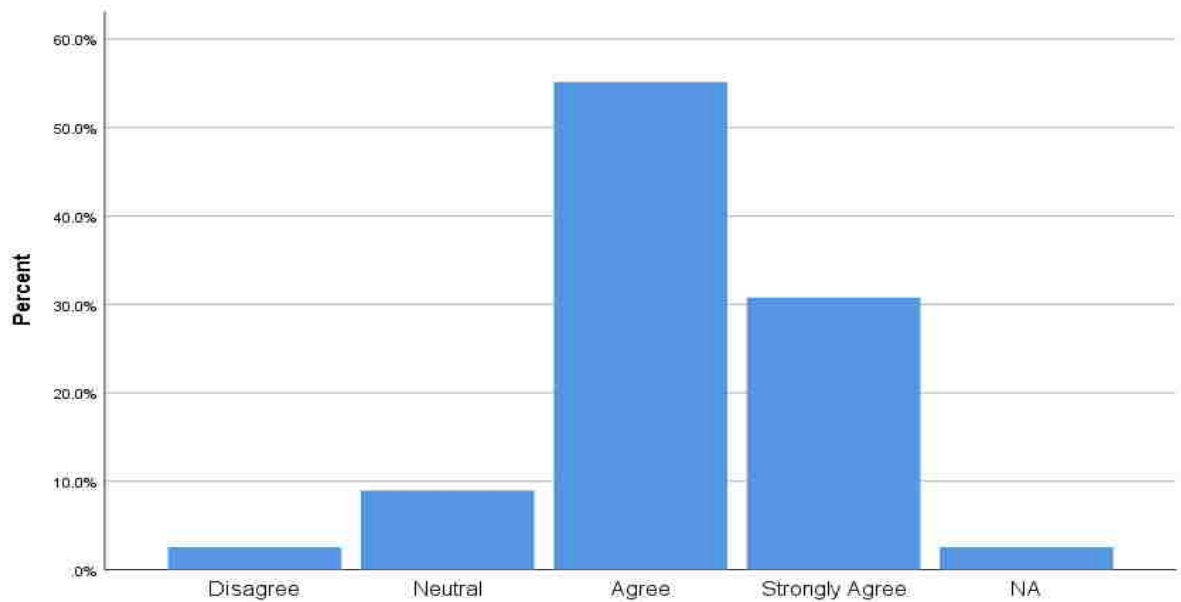
Figure: 4.5.12. My co-workers are supportive

Figure 4.5.12, reveal that the majority of the respondents (55.1%) agreed with the fact that their co-workers are supportive. On the other hand, 30.8 per cent strongly agreed with this statement, 9.0 per cent were not sure of this statement, 2.6 per cent disagreed and 2.6 per cent had no opinion. Janicijevic *et al*. (2015:76) indicated that if there is good cooperation between workers, it will increase the level of job satisfaction to a small degree, but if the associations among colleagues are bad, it will drop the employee job satisfaction level to a greater extent and more expressively. Furthermore, a firmly related work group can be a source of satisfaction for its members. Organisations believe their working group co-workers to be supportive and loyal which leads to a satisfying atmosphere in the work group.

Figure: 4.5.13. The supervisor's leadership style brings out the best performance from the subordinates
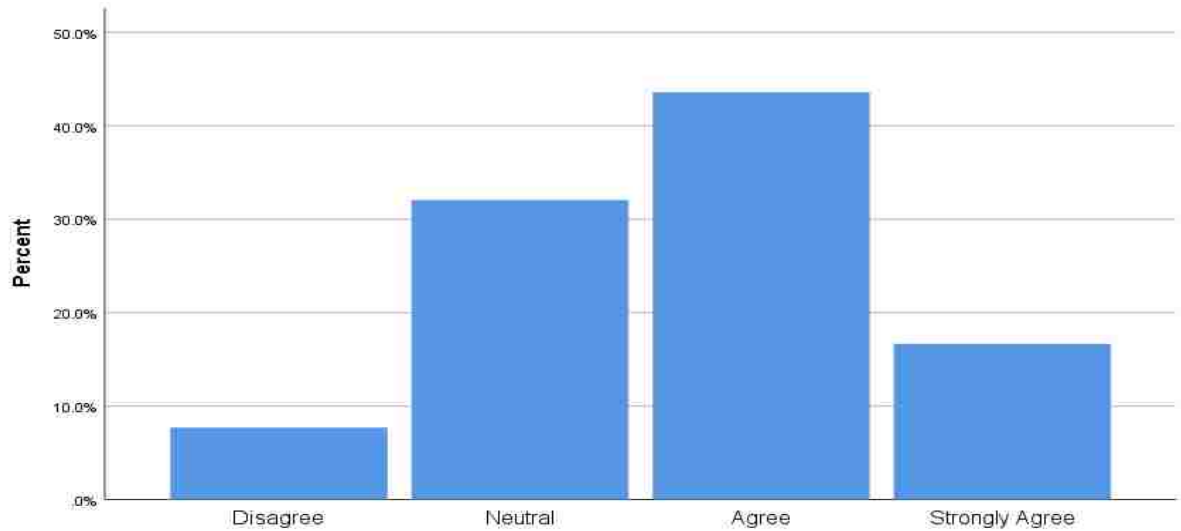
Most of the respondents in figure 4.5.13, depict that 43.6 per cent were satisfied with their supervisor's leadership style and that it brings out the best performance from the subordinates. Whereas 32.1 per cent were neutral with this statement, 16.7 per cent strongly disagreed and 7.7 per cent disagreed. Mathieu et al. (2016:116) recognised in his study that there is a major correlation between leadership style and employees' job satisfaction. Furthermore, he found that the most positive relation to employee satisfaction was between employee-oriented scopes of leadership as opposed to task-oriented guidance performances.

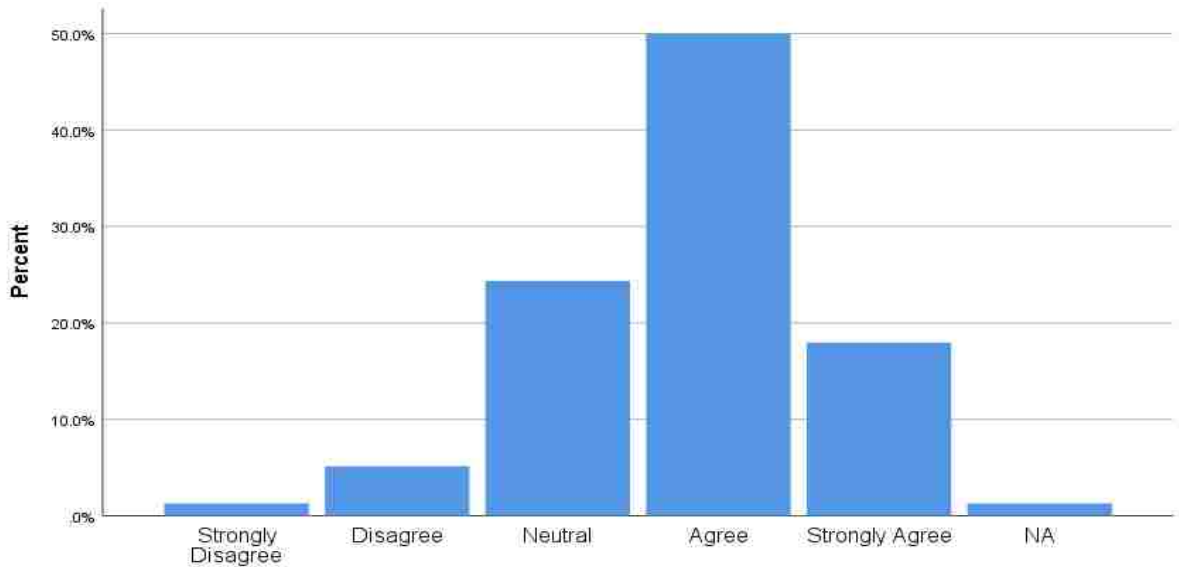Figure: 4.5.14. The supervisor is receptive towards the contributions and opinions of the subordinates

Figure 4.5.14 and Table 4.5.14 reflect that the majority of respondents (50.0%) agreed that the supervisor was receptive towards the contributions and opinions of the subordinates. Meanwhile 24.4 per cent of the respondents were neutral about the above statement, 17.9 per cent strongly agreed, 5.1 per cent disagreed, 1.3 per cent strongly disagreed and 1.3 per cent indicated that it was not applicable. Roopai (2012:19) indicated that it is key to have supervisors who are able to communicate effectively with employees and offer them with a response that is expressive. A manager who is receptive to the needs of his co-workers can lead to enlarged employee job satisfaction.

Figure: 4.5.15. My superior is helpful in resolving work related issues
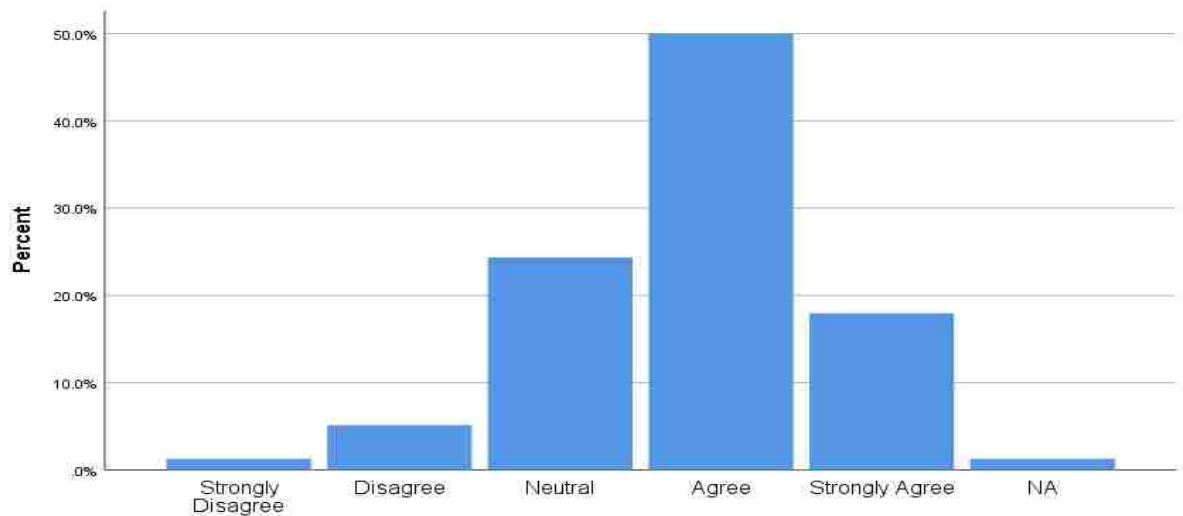
As demonstrated in Figure 4.5.15, a majority of respondents 50.0 per cent agreed that their superior was helpful in resolving work related issues, whereas 24.4 per cent of respondents were neutral with regard to this statement. Furthermore, 17.9 per cent strongly agreed, 5.1 per cent disagreed, 1.3 per cent strongly disagreed and 1.3 per cent found it not applicable. Janićijevic, Kovačević, and Petrovi (2015:76) indicated that employees want their supervisors to be available to help when needed in the performance of their tasks, also to deliver individual care and be friendly in their communication.

Figure: 4.5.16. The spirit of collegiality amongst the staff contributes towards optimal performance
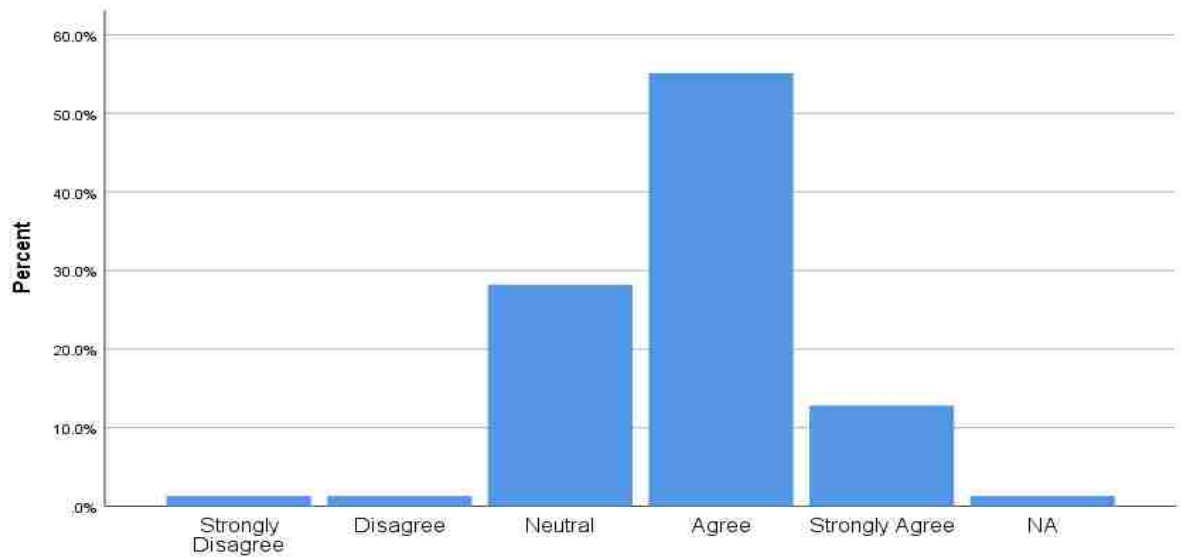
The findings of Figure 4.5.16, shows that the majority of the respondents 55.1 per cent agreed that the spirit of collegiality amongst the staff contributes towards optimal performance. Meanwhile, 28.2 per cent were neutral regarding the statement above, 12.8 per cent strongly agreed and 1.3 per cent strongly disagreed, while 1.3 per cent found it not applicable. Roopai (2012:19) revealed that studies have determined that job satisfaction is high when employees believe that their superiors are proficient and treat them with self-respect. The converse is that satisfaction is low when supervision is supposedly of reduced value and useless.

- **Job Safety and Security**

Figure: 4.5.17. The organisation I work for is concerned with the safety of their employees by having access control of people who enter in the organisation's building/facilities.
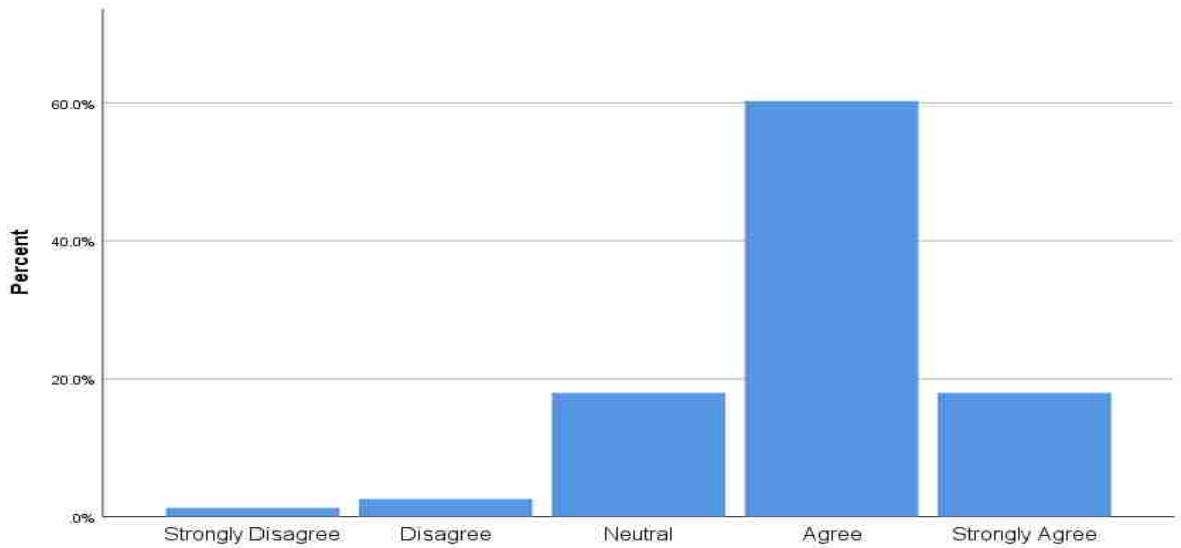
Figure 4.5.17, reflect that the majority of respondents (60.3%) strongly agreed that the organisation they work for is concerned with the safety of their employees by having access control of people who enter in the organisation's building/facilities. Meanwhile, 17.9 per cent were neutral and strongly agreed with the statement above respectively. Furthermore, 2.6 per cent of the respondents disagreed and 1.3 per cent strongly disagreed. Leyian (2016:32) indicated that job safety is viewed as an extrinsic wellbeing that has a positive relation with workers' commitment and performance. Furthermore, it revealed that job safety has a significant influence on organisational obligation.

Figure: 4.5.18.I am happy with the overall job security
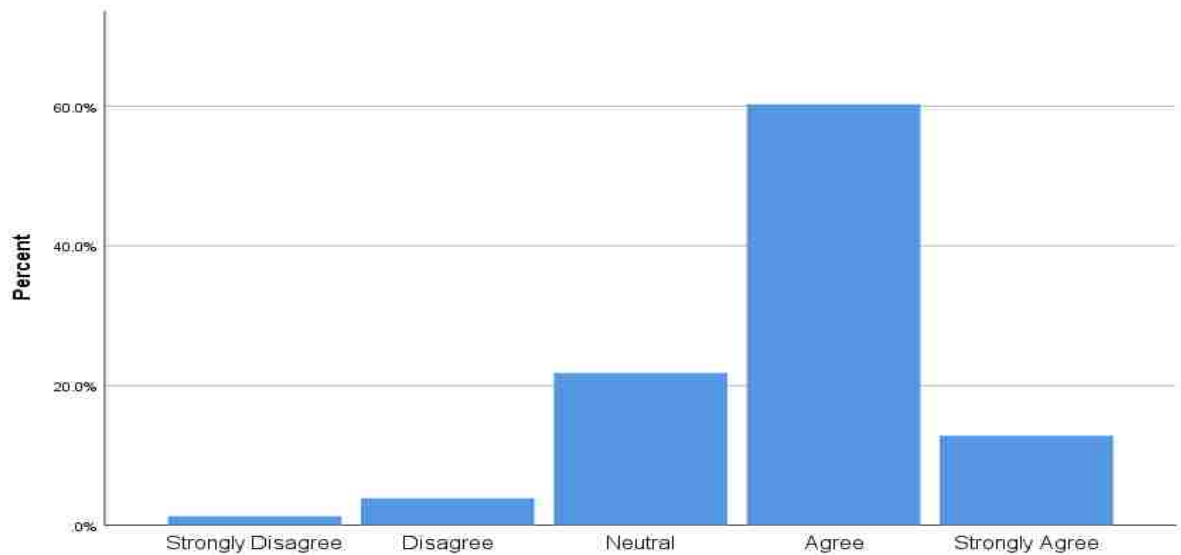
From the results presented in Figure 4.5.18, it is evident that the majority of respondents (60.3%) agreed that they are satisfied with their overall job security. While 21.8 per cent were not sure whether they are happy with the overall job security or not, 12.8 per cent strongly agreed, 3.8 per cent disagreed with this statement, and 1.3 per cent of the respondents strongly disagreed as well. Ongalo *et al.* (2015:57) direct that research conducted in the past concerning the absence of job security revealed that work performance and organisational commitment were negatively linked to the absence of job security.

Figure: 4.5.19. There is a proper and transparent employee wellness policy and strategy
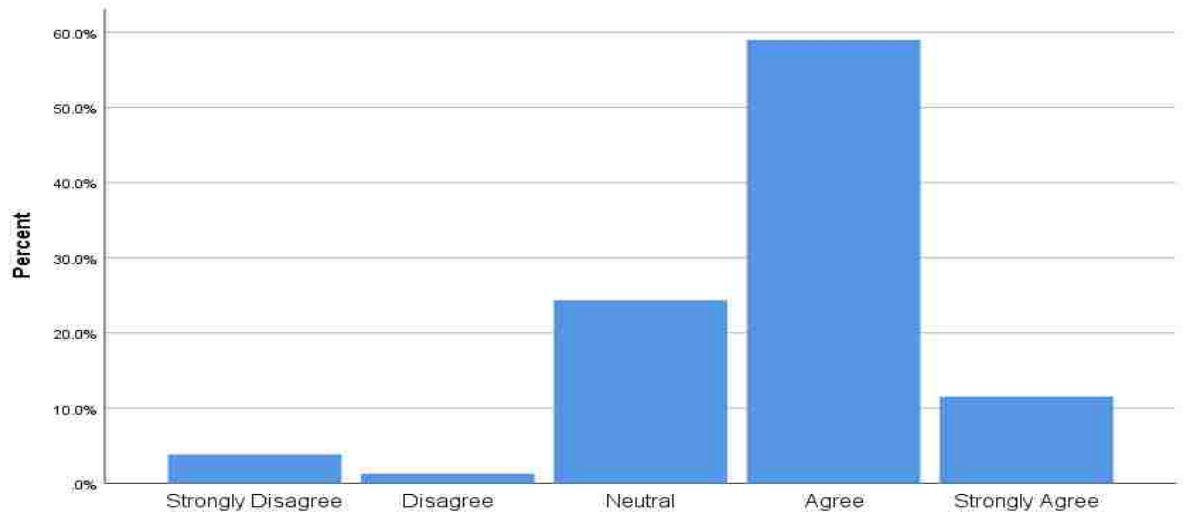
Figure 4.5.19, illustrate that the majority of respondents (59.0%) agreed that there was a proper and transparent employee wellness policy and strategy. Meanwhile, 24.4 per cent were not sure whether there was a proper and transparent employee wellness policy or not, 11.5 per cent strongly agreed, 3.8 per cent strongly disagreed and 1.3 per cent disagreed with this statement. Sheppard (2016:76) stated that around 65 per cent of companies offer at least one type of wellness programme. Moreover, the main basis for offering a wellness programme includes improving employees' health, enhancing employee self-esteem, improving output and reducing non-attendance.

- **Remuneration**

Figure: 4.5.20. The organisation I work for offers me a salary that is compatible with my skills, training, and education

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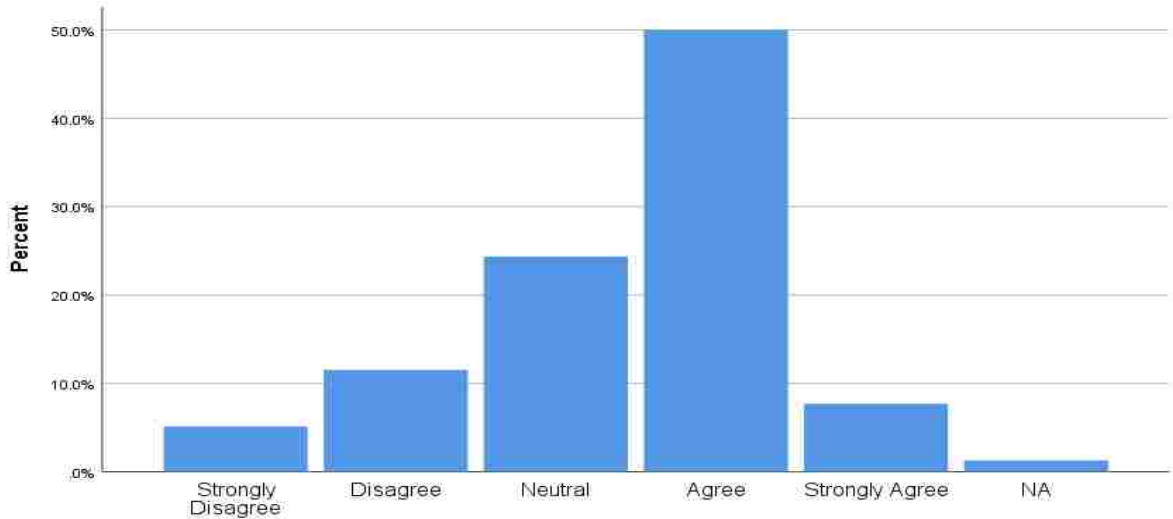
According to an analysis of Figure 4.5.20, above it show that half 50.0 per cent of the respondents agreed that the organisation they work for offers them a salary that is compatible through their skills, training, and education. Furthermore, 24.4 per cent were neutral with the above statement, 11.7 per cent disagreed, 7.7 per cent strongly agreed, 5.1 per cent strongly disagreed and 1.3 per cent did not have an opinion. Leyian (2016:22) stated that according to the Herzberg theory, there are two factors of motivation namely, hygiene factors and motivator factors which include things like salary, recognition and need for achievement. Furthermore, he stated that organisations should consider monetary rewards like salary because it has a solid impact on employee motivation and retention.

Figure 4.5.21. The organisation's benefit system is fair to all employees
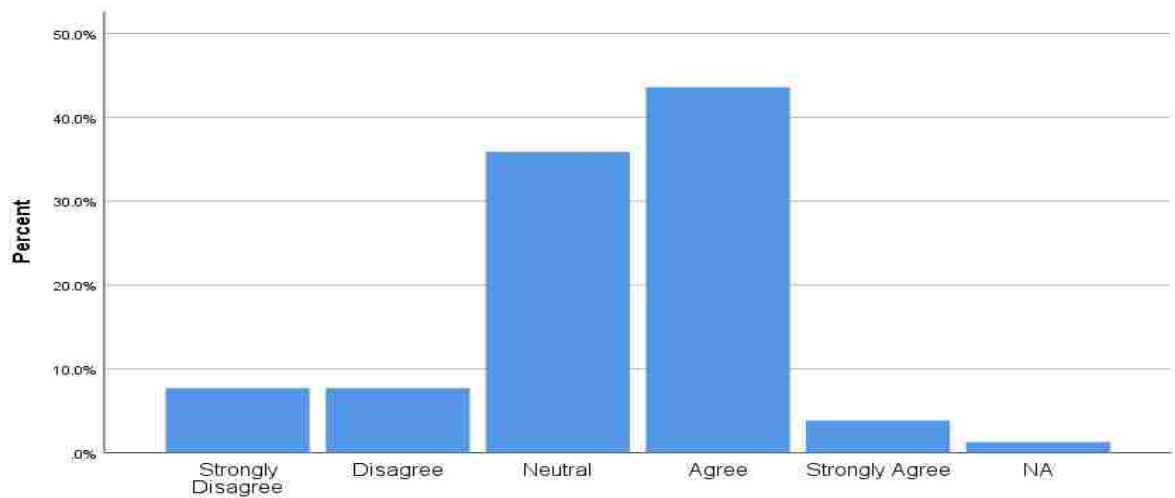
As shown in Figure 4.5.21, the majority of the respondents (43.6%) agreed with the fact that the organisation's benefit system was fair to all employees. Meanwhile, 35.9 per cent were not sure whether the benefit system is fair or not, 7.7 per cent strongly agreed and disagreed respectively, 3.8 per cent strongly agreed and 1.3 per cent were none of the statements above. Hossain *et al.* (2012:25) revealed that decent incentives should therefore be delivered with the aim of drawing and keeping the right employees with accurate competences and encouraging individuals to encounter the objectives of the organisation. Nevertheless, monetary aspects should not be considered as the only factor that motivates as this may be a problematic to preserve over time.

Figure: 4.5.22. The organisation I work for considers the expectations and suggestions of its employees when designing a system of employee rewards
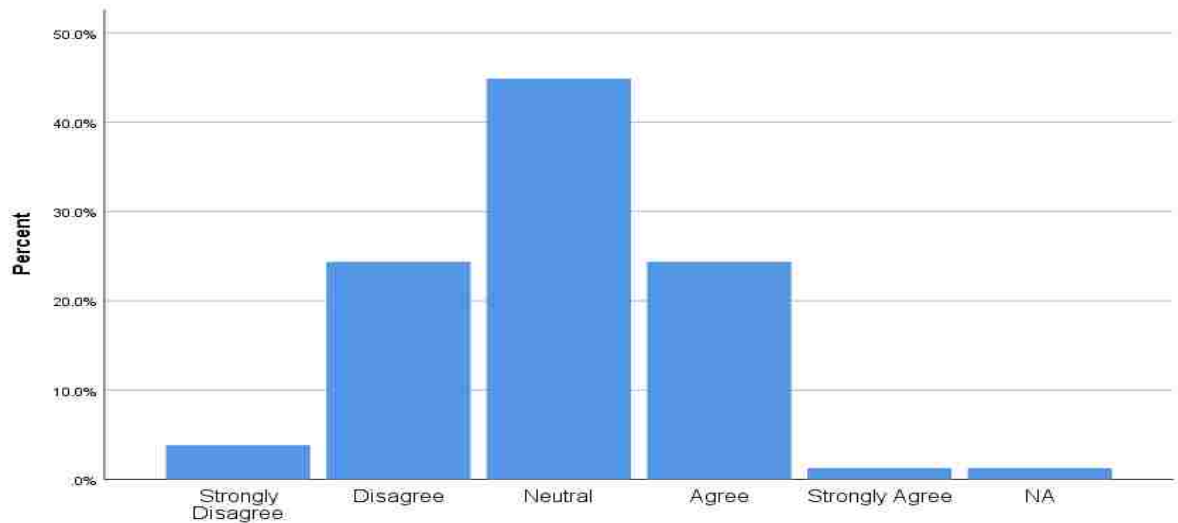
From the findings of Figure 4.5.22, it can be seen that 44.9 per cent of the respondents were neutral about the organisation's consideration of the expectations and suggestions of its employees when designing a system of employee rewards. The study also found that 24.4 per cent disagreed, 24.4 per cent agreed, 3.8 per cent strongly disagreed, and 1.3 per cent strongly agreed as well as found it not applicable. Abdulwahab and Shmailan, (2016:05) revealed that it was determined that teamwork, empowerment, reward and communication had a very positive effect on engagement. Moreover, paying of attention to employees effectively is an active way to make individuals feel more involved.

Figure: 4.5.23. The salary that I receive compares favourably with the salary received by other employees of a similar rank in the organisation
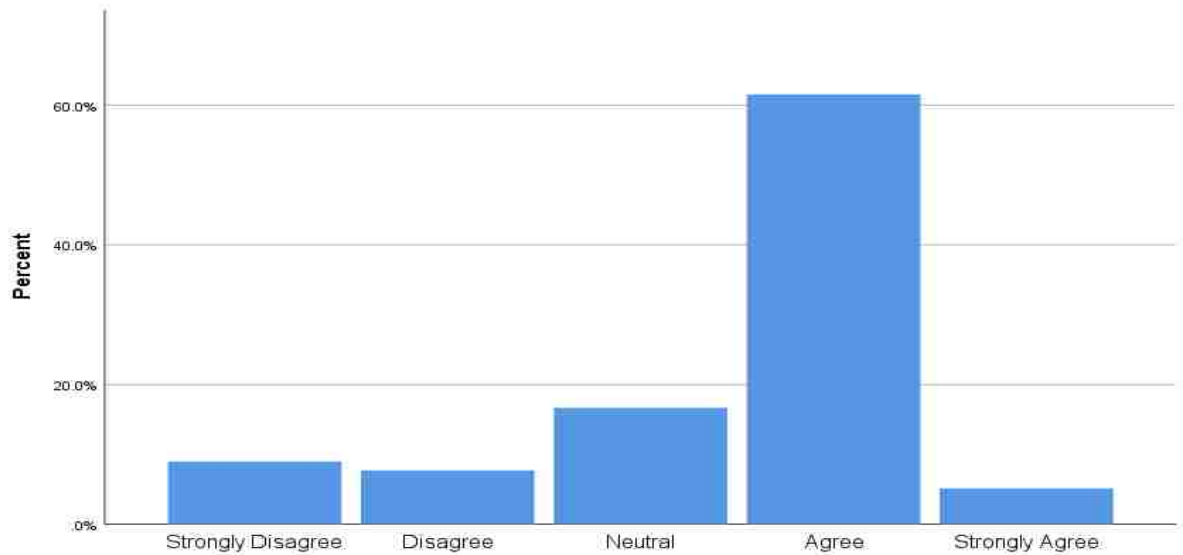
According to the findings the majority of respondents (61.5%) agreed the salary they receive compared favourably with the salary received by other employees of a similar rank in the organisation. Meanwhile, 16.7 per cent were not sure of this statement, 9.0 per cent strongly disagreed, 7.7 per cent disagreed and 5.1 per cent also strongly agreed with the statement above.

- **Recognition**

Figure: 4.5.24. The reward system for excellent performance encourages all employees to improve their performance
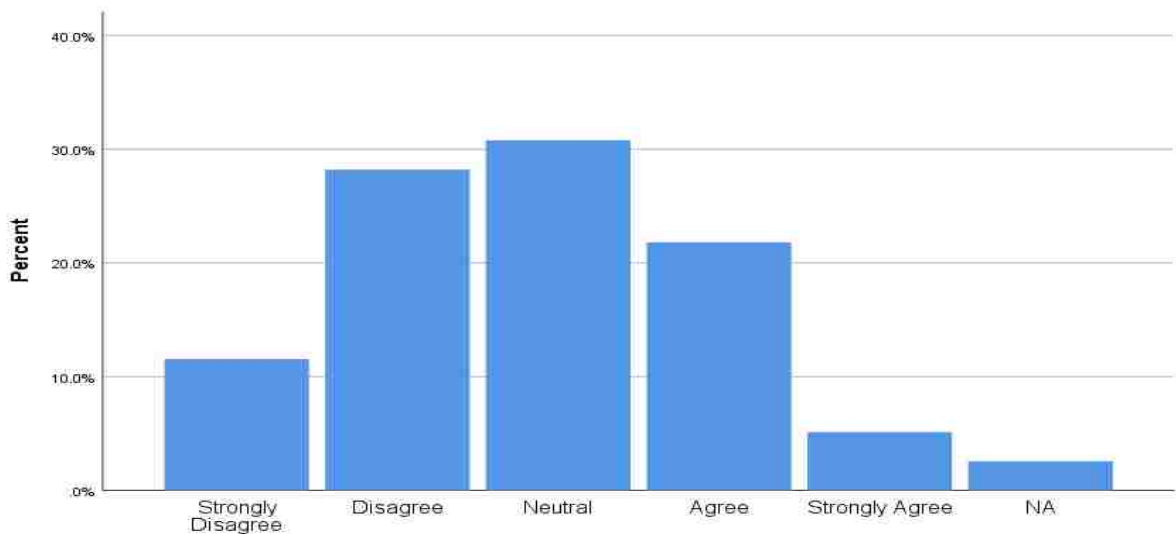
Figure 4.5.24, illustrate that the majority of respondents (30.8%) were not sure whether the reward system for excellent performance encouraged all employees to improve their performance or not. Furthermore, the result showed that 28.2 per cent of the respondents disagreed, 21.8 per cent agreed, 11.5 per cent strongly disagreed, 5.1 per cent strongly agreed and 2.6 per cent indicated none of the statements above. Dobre (2013:58) revealed that huge rewards have the ability to preserve and encourage employees towards a higher performance, especially workers from production companies, as individuals may use the money to fulfil their needs. Therefore, remuneration has a momentous influence on creating employees' attentiveness and being a vital motivator for employees.

Figure: 4.5.25. I perform well because I receive recognition for my efforts
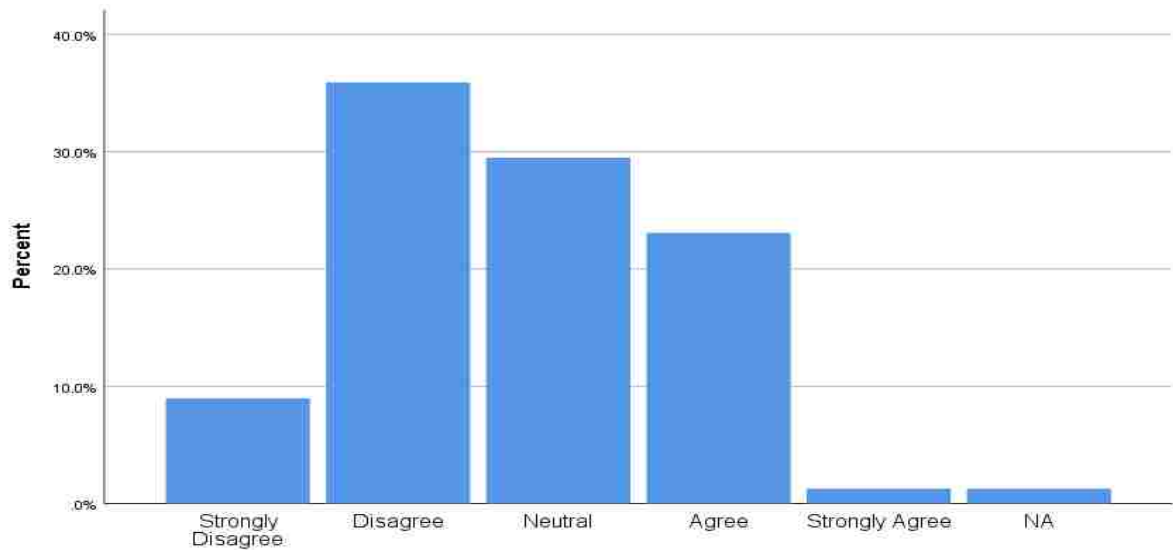
Figure 4.5.25, reflect that the majority of respondents (35.9%) disagreed that they performed well because they receive recognition for their efforts. Meanwhile, 29.5 per cent were not sure with this statement, 23.1 per cent agreed, 9.0 per cent strongly disagreed, and 1.3 per cent strongly agreed and found it inapplicable respectively. Jugmohan (2013:28) stated that recognition stimulates employees because it comprises the acknowledgement of efforts, creativity and readiness of individuals to go the extra mile.

Figure: 4.5.26. Recognition of my work motivates me to enhance my achievements
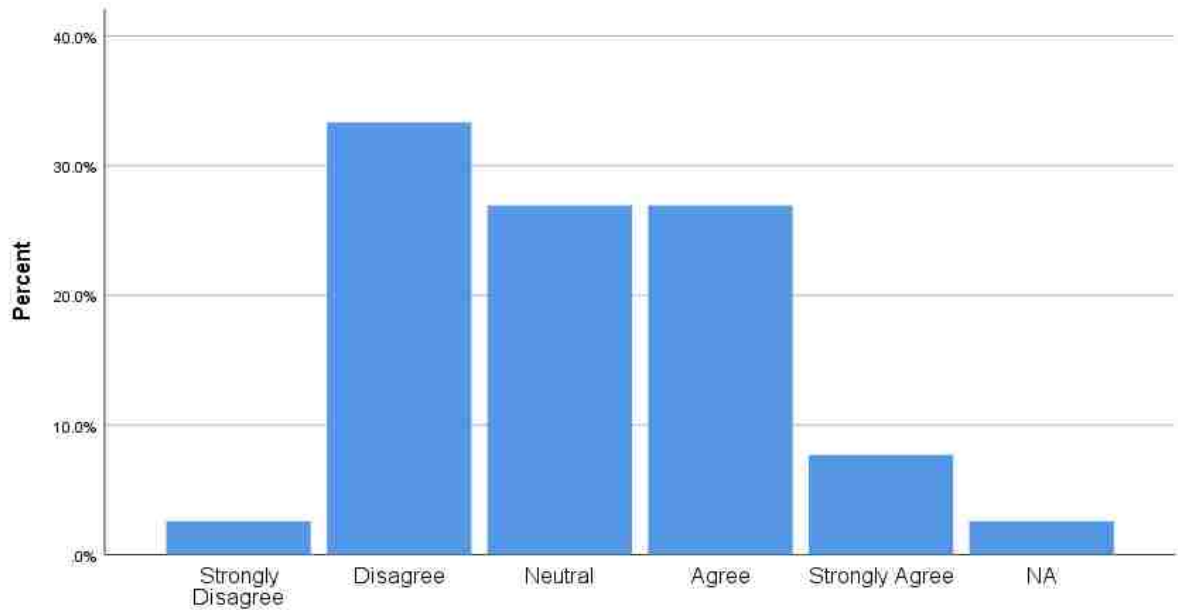
According to the findings of the study, Figure 4.5.26, illustrate that the majority of respondents 33.3 per cent disagreed that recognition of their work motivated them to enhance their achievements. Furthermore, the result shows that 26.9 per cent of the respondents were neutral and also agreed with the statement above. While 7.7 per cent strongly agreed and 2.6 per cent disagreed and had no opinion. Aktar *et al.* (2012:10) underscores that the productivity of individuals can be enhanced by active recognition from supervisors which as a result leads to developed performance in the organisation.

- **Promotion**

Figure: 4.5.27. There is a clear and transparent promotion policy that all employees are aware of
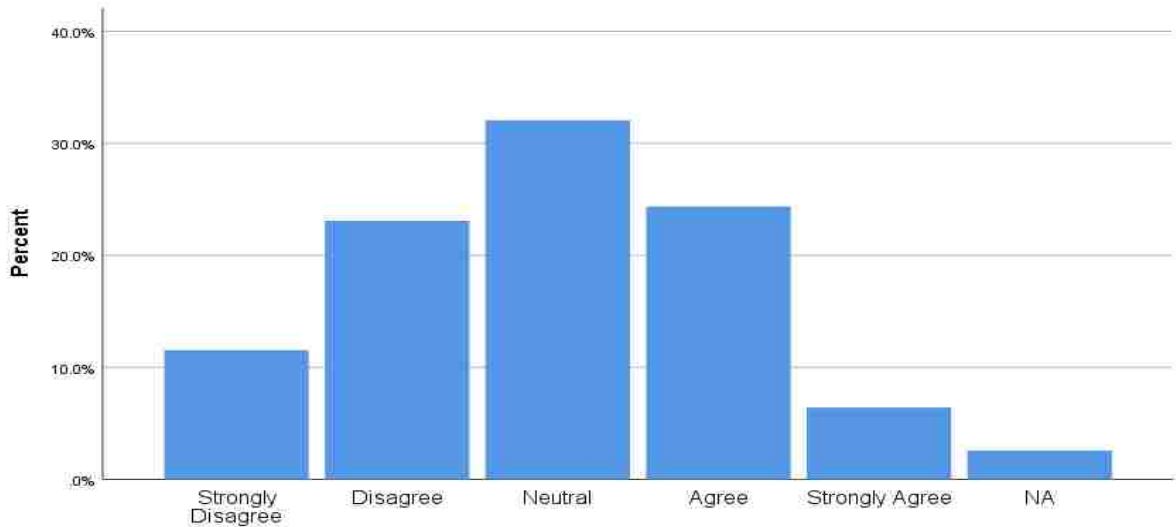
As indicated in figure 4.5.27, the majority of the respondents 32.1 per cent were not sure whether there is a clear and transparent promotion policy that all employees are aware of. On the other hand, 24.4 per cent agreed with this statement, 23.1 per cent disagreed, 11.5 per cent strongly disagreed, 6.4 per cent strongly agreed and 2.6 per cent found the statement above not applicable. The findings revealed that SASSA has an unclear promotion policy for their employees which makes them dissatisfied. Sabbagha (2016:145) stated that in principle, the chances for promotion are a vigorous contributor to job satisfaction because promotions contain a number of respected gestures about an individual's self-esteem in this study.

Figure: 4.5.28. There are opportunities for all employees to be promoted if they perform well

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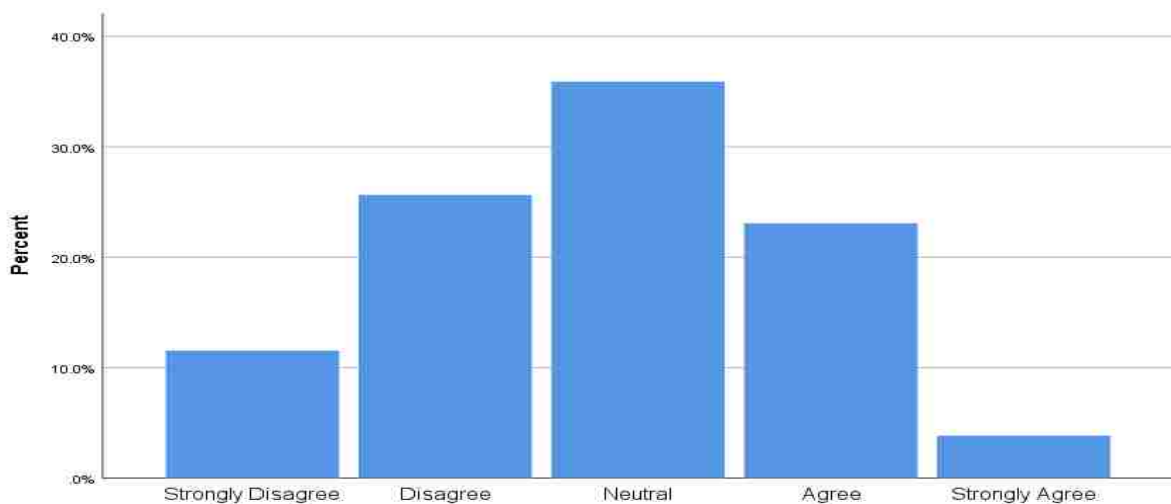
Figure 4.5.28, show that 35.9 per cent of the respondents were not sure if there were opportunities for all employees to be promoted if they performed well. While 25.6 per cent of the respondents disagreed with the statement, 23.1 per cent agreed, 11.5 per cent strongly disagreed, and 3.8 per cent strongly agreed with the statement above. Janicijevic (2015:76) noted that employee promotion has to some extent less value in employee satisfaction in modern organisations. Moreover, in modern organisations that are more attractive and shallower, there is gradually less room for the customary type of promotion by climbing the hierarchy; instead of the traditional type of promotion a space is being shaped for advancement through employees' growth.

Figure: 4.5.29. The promotion policy is applied in a fair and equitable manner
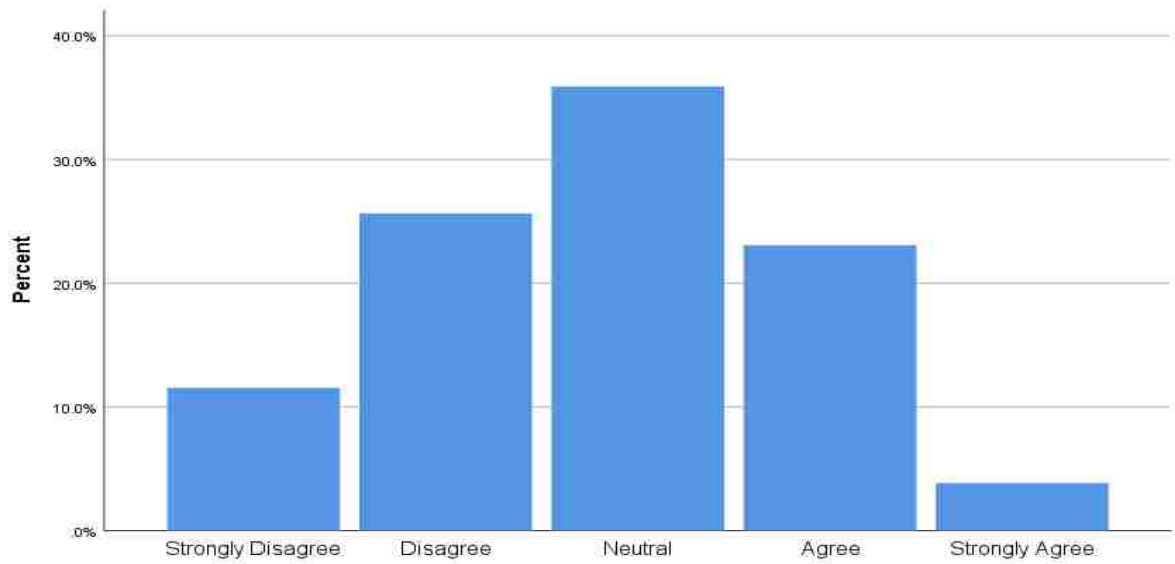
Findings of the study shown in Figure 4.5.29, show that 35 per cent were not aware whether the promotion policy is applied in a fair and equitable manner or not. Meanwhile, 25.6 per cent disagreed, 23.1 per cent agreed with this statement, 11.5 per cent strongly disagreed and 3.8 per cent strongly agreed. Perumalsami (2014:21) points out that factors other than the alleged equity of promotion may impact on job satisfaction, for example an employee could be fulfilled with the company's promotion policy but be dissatisfied with the perceived chances for promotion.

Figure: 4.5.30. Promotion requirements are always clearly communicated to all employees during performance discussions
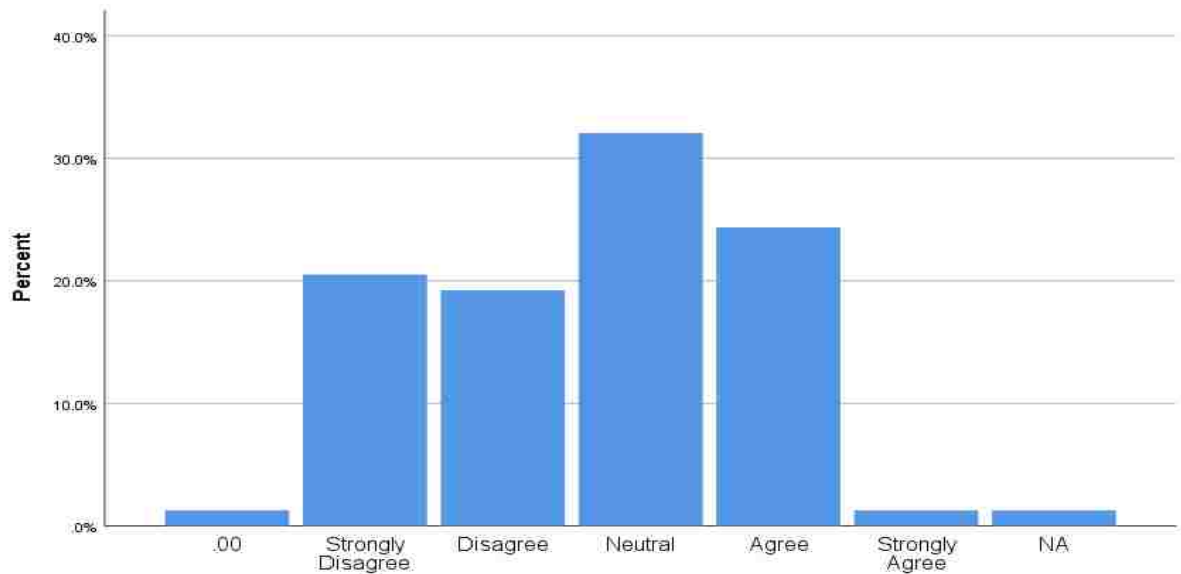
Figure 4.5.30, show that the majority of the respondents (32.1%) were not sure whether promotion requirements were always clearly communicated to all employees during performance discussions or not. While 24.4 per cent agreed with this statement, 20.5 per cent strongly disagreed, 19.2 per cent disagreed and 1.3 per cent of the respondents strongly agreed, had no opinion and found it not applicable respectively. Taduvana (2017:52) states that promotions allow workers to improve personally, have more everyday jobs, a high social rank and regularly transmit a generous salary increase.

- **Training and Development**

Figure: 4.5.31. A skills audit is always conducted for all employees before a training programme is conducted to align the programme to their work requirements
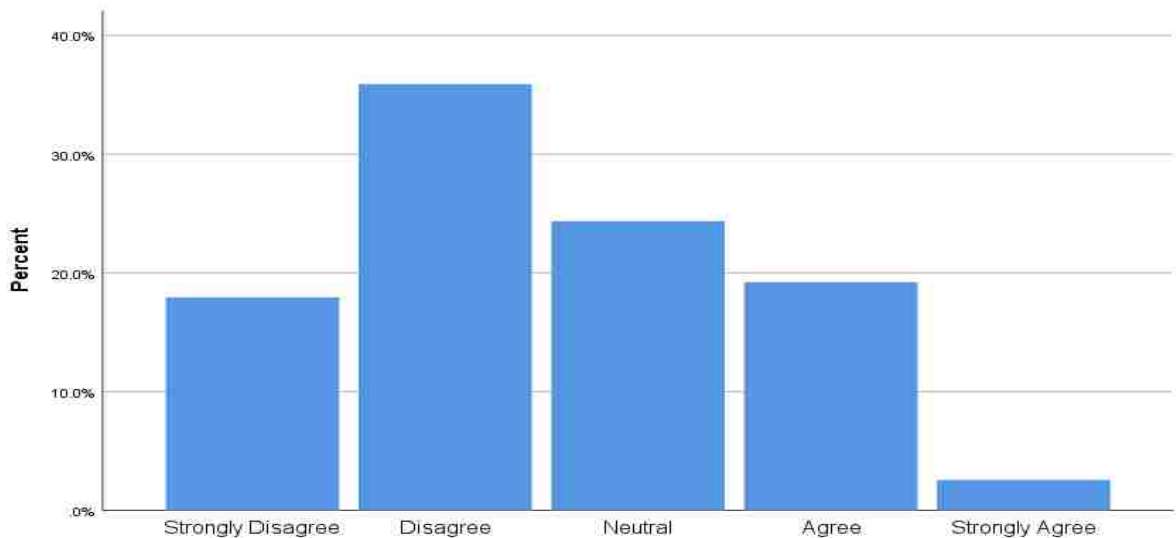
From the above Figure 4.5.31, the majority of the respondents (35.9%) disagreed that the skills audit was always conducted for all employees before a training programme was conducted to align the programme to their work requirements. Meanwhile, 24.4 per cent of the respondents were not sure of this statement, 19.2 per cent agreed, 17.9 per cent strongly disagreed and 2.6 per cent strongly agreed. Hossain and Hossain (2012:25) reveals that supervisors need to always be willing to recommend that their staff attend training courses so as to advance their individual needs and improve their abilities as this also improves their motivational levels.

Figure: 4.5.32. All employees are provided the opportunity to improve their skills
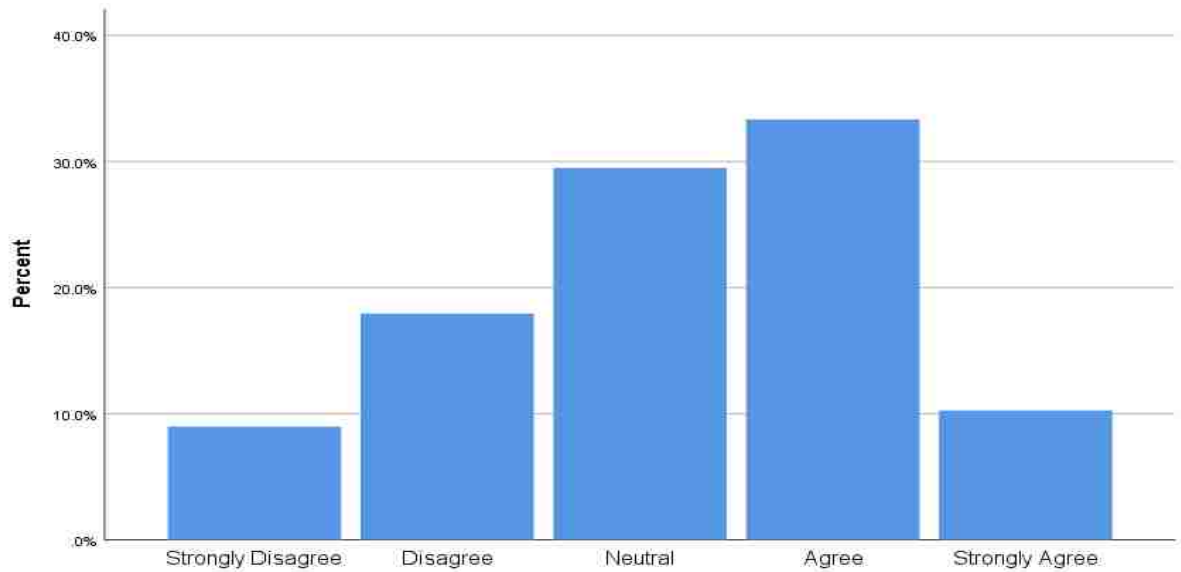
Figure 4.5.32, show that 33.3 per cent of the respondents agreed that all employees were provided with the opportunity to improve their skills. Further results indicated that 29.5 per cent were not sure of this statement, 17.9 per cent disagreed, 10.3 per cent strongly agreed and 9.0 per cent strongly disagreed. Maimako and Bambale 2016:03) reveal that the human resource management (HRM) function is to develop and motivate individuals to build skills, knowledge and innovations needed for organisations to compete favourably with other organisations.

Figure: 4.5.33. I am satisfied with the training and development provided by the organisation
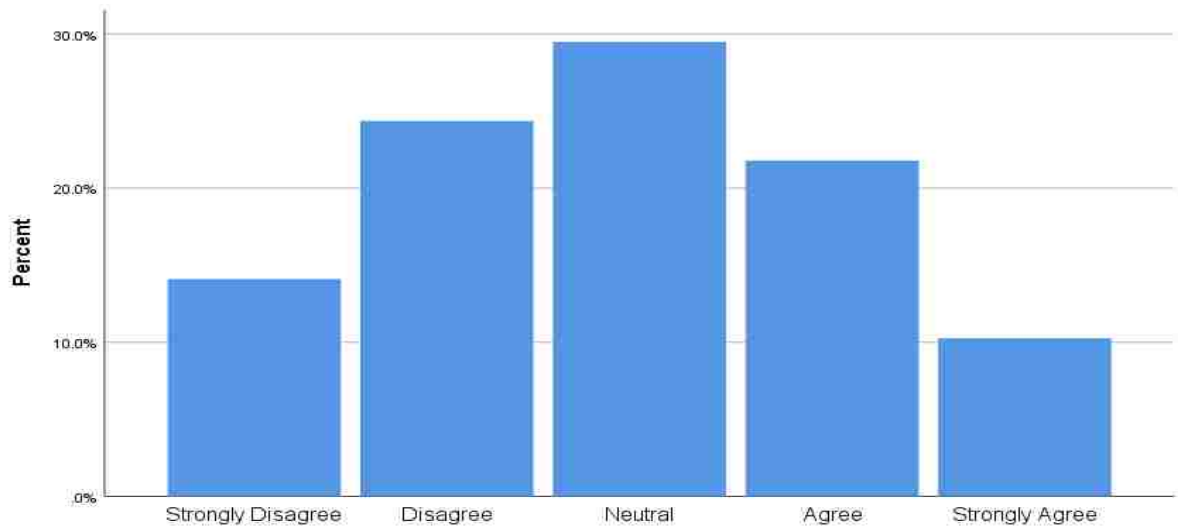
Respondents were not sure whether they were satisfied with the training and development provided by the organisation or not. Whereas, 24.4 per cent disagreed with this statement, 21.8 per cent agreed, 14.1 per cent strongly disagreed and 10.3 per cent strongly agreed. According to Maimako and Bambale (2016:08), in the human resource management field, training and development is concerned with the organisational movement aimed at enlightening productivity and improving skills of individuals and groups in the organisational setting.

4.6. FINDINGS FROM THE INTERVIEW RESPONSES

This section covers interviews questions from 1 to 15. The analysis of this section was done by looking at the most common statements by the respondents to a particular question.

1. **Question: In your own view, how do you understand the words employee job satisfaction?**

The respondents were asked their understanding of the words 'employee satisfaction', some of the respondents indicated that they understood employee job satisfaction as the following;

"[It] is when you are employed in a right position, doing the work that you are employed to, you have the good expertise and the service condition that you are working under satisfies you, like receiving good incentives" (2018 May).

Another respondent understood job satisfaction as:

"*Job satisfaction means an employee should be kept up in terms of his or her wellbeing and development. And also, a career path should be clearly defined in terms of growing" (2018 May)*

While a further respondent understood employee job satisfaction as the following:

"Job satisfaction also means that you must love your job, earning good salaries, have required resources, proper guidance and recognition of your performance" (2018 May)

Given the nature of the responses it was indicated that job satisfaction was closer to addressing the needs and the demands of the employees at work. Padhy and Bhuyan (2015:72) also agreed with the fact that employee job satisfaction must address the needs of the workers by stating that job satisfaction acts as a personal evaluation of conditions present in the job or outcomes that arise as a result of having a job. According to Maslow's hierarchy of needs, an individual's human needs can range from physiological needs to self-actualisation needs. Therefore, employment is not able to satisfy human beings with all the needs since their needs are complex. Herzberg specifically indicated that employees need to be motivated at work in order to be able to perform well thus employment can only concentrate on factors of satisfaction such as achievement, recognition, work itself, growth and advancement. Based on the above explanation, it is clear that the employees have an

understanding of job satisfaction as based on the job offering and achievement at work, wellbeing, earning a good salary and guidance

2. Question: What are the effects that add value to your work?

The respondents were asked what the special effects are that might add value to their work, one of the respondents responded by saying:

"Being in an environment where there is a clear job description, having the common understanding of what is expected from us and where there is a need to make some adjustment to the areas need to be adjusted which contribute to the culture of making people to work for a single purpose" (2018 June).

Another respondent responded as follows:
"Appreciation from the supervisors makes me feel motivated" (2018June).

It is vital that the job itself must be meaningful to individuals. According to Pesonen (2012:13), the job description should include a certain amount of autonomy and the opportunity to extend their career experiences. This frequently means that the job permits the workers to extemporise and use their own imagination when executing the tasks. He also revealed in his study that when the management has given a certain amount of freedom to the tasks, it makes the employee feel more important and valued. Hambuda (2017:58) echoes the same sentiments that employees like jobs that offer chances to exploit their skills, that offer autonomy in relation to a variety of tasks, and that offer them feedback on their performance. Given the nature of responses, it is exciting that employees have realised that their satisfaction relies on a clear job description and the delivery of effective feedback; thus, it is a great benefit for the organisation to exploit each of the influences appropriately.

3. Question: What are the things that does not add value to your work?

When respondents were asked about things that did not add value to their work some of the respondents revealed that:

"Lack of communication between managers and staff, managers used to take decisions without involving us (staff) as the doers of the work and those decisions need to be implemented by us down at (a) junior level which some of decisions are unmet. One of the decisions that are used to be taken without us is: Drafting of the Operational Plan, (supervisors) sat alone drafting (the) mentioned plan and came to us to say this is how we

should do things and suddenly some of the things are impossible even to meet the target and they would tell you to try to make it work" (May 30 2018).

Other respondents responded as follows:

"Is when you are operating under a stressful political environment, whereby SASSA is having a challenge with the payment for their beneficiaries; beneficiaries could not withdraw their money through a point of bank ATM. Some are experiencing a problem including not having new cards and SASSA failed to pick up earlier and only picked up on the pay day." (June 2018).

Alegre *et al*. (2015:1390) agree that employee-supervisor relationship is a key factor that influences employee job satisfaction and is an important source of job satisfaction. Furthermore, clashes between supervisors and peers make them uncomfortable and hesitant to share good, as well as, innovative ideas together. Based on the above responses, it is obvious that management should practice communication between them, staff and their beneficiaries because if they do not generate the kind of atmosphere employees are in search of, they will look for other organisations where they perceive such to be obtainable and the issues of beneficiaries will no longer be resolved.

4. Question: What can motivate you to continue working for SASSA?

When the respondents were asked what could motivate them to continue serving SASSA, one of the respondents responded as follows:

"Passion to see that we are improving the lives of [the] poorest of the poor people, who have not [got] any other source of income, and an optimistic feedback from beneficiaries" (2018 May).

Other respondents responded as follows:

"[The] nature of work is well understood with its mechanism and a clear ongoing [view] of organisational performance" (2018 May).

The researcher found that individuals had a strong sense of what their job entailed. According to Makanyeza *et al*. (2013:01), service delivery is measured to be a key initiator of satisfaction that cannot be dignified by the individual incomes. Service delivery is a critical characteristic of the tactic for reducing poverty globally. Ragha (2015:17) concurs that employees spend countless hours in the work environment every day; therefore, it is

imperative for organisations to adjust working conditions. Moreover, productivity tools help employees to achieve tasks more professionally and contribute to job satisfaction as well. Based on the above responses, this shows that service delivery has a positive impact on people's lives and a favourable environment has a big role to play in the satisfaction of employees. It is clear from the responses above that job satisfaction and dissatisfaction not only hinge on the nature of the work, but it also hinges in the sense of what the job means to an individual.

5. **Question: Does the job that you doing add value to your family? How?**

The respondents were asked whether the job they are doing adds value to their family, respondents responded as follows:

"Monetarily yes it does a lot; I earn [a] salary that makes me to contribute to my family. I even give advice to close community in terms of how to approach SASSA offices" (2018 May).

Other respondents responded as follows:

"Social cohesion with your family, if the family is supportive you are bound to perform well, so to increase performance you need to have [a] 50/50 balance from your family and work" (2018 May)

According to the researcher's opinion, wages is the main factor for job satisfaction in any business world. Saleem *et al.* (2013:152) agree with the fact that if there is a greater focus on remuneration this can have a positive influence as a result of motivation and thus lead to higher levels of job performance. Hossain *et al.* (2012:25) concur that money is considered to be a common cure that is used to solve most complications and is consequently the greatest motivating component for all. Based on the above responses, employees who are satisfied at their workplaces show positive attitudes in their homes and make a psychologically healthy society. Based on the above responses, it is also clear that job satisfaction is not all about the inclusive feeling about their job, but it also embraces their feelings on different aspects and it also shows that job satisfaction has a relationship with life satisfaction which was made clear that people who are satisfied with life will have a convention of being satisfied with the job.

6. Question: Do you think your work adds value to your career? How?

When the respondents were asked if their work adds value to their career, some of the respondents responded by saying the following:

"Yes, 100 per cent career wise. I started to work for SASSA in 2003 where I was a Director, and now I am an acting General Manager which is clear that my career path is still growing day by day. Time given or served in a department won't [be] regretted" (2018 May)

The Herzberg two-factor theory indicates that individual growth and advancement are known internal factors which make employees happy; therefore, when these are present, employees become motivated. Ncede (2013:27) supported the above by suggesting that advancement offers employees with opportunities for personal growth, further accountabilities and also improved social status. According to Parsa *et al*. (2014:218) career development opportunities contribute to organisational success since they lead to increased productivity. Meanwhile the individual's growth in their careers continues to keep them learning from experience, and organisations must generate and sustain a learning environment in their workplace. Based on the response above, it is clear that opportunities for advancement are growing day by day which increases the individual goals that must be linked to organisational goals.

7. Question: Do you think employees at SASSA can be made happy?

Respondents were asked if there was a possibility of employees to be happy and some of the respondents responded as follows:

"Yes, there is large room for that. If the employer recognises their employee, they should [in] turn excel in everything over and above, employees can even work until late without expecting payments, but with that lack of recognition nothing will happen" (2018 May).

According to Jugmohan (2013:28), organisations should constrain themselves to an extensive period of recognition programmes which must be consistent. Furthermore, he stated that an active employee's recognition programme should have the following characteristics: i) recognition must be immediate, ii) personally delivered, iii) must be seen as being valued, iv) must be something that reinforces behaviour that is desired.

Based on the above response, it was made clear that motivation is brought about through the acknowledgment of unsatisfied needs; such needs create wishes which can be labelled as requests to attain something

8. **Question: Are you satisfied with the way you understand your colleagues?**

When respondents were asked about the condition of working with their colleagues, one of the respondents responded by saying:

"Yes, my colleagues are very cooperative and the condition between us is very shining even though we sometimes [do] not agreed on one issue, but we try by all means to make things work for both of us" (2018 May).

While another respondent responded as follows:

"I am not satisfied at all, we don't understand anymore, my colleagues are having [a] bad attitude, laziness which leads to unmet target which makes our unit to suffer a lot" (2018 June)

Ghenghesh (2013:462) reveals that good relations amongst co-workers serves an intrinsic part in motivating an employee's performance. Subsequently, people spend most of their time in the workplace, working with colleagues and trying to build that mutual relationship. It is vital for everyone to enjoy their working hours. Ragha (2015:20) concurs that employees who have developed trust with fellow colleagues will have a higher level of job satisfaction. Confidence can be developed by seeking assistance and advice. Furthermore, employees with good working relations are likely to go the extra mile in providing each other with guidance and ideas on a variety of different issues, for an example, work and social life. Based on the above responses, active communication contributes to an organisation's success. A bad relationship between co-workers or a lack of teamwork also affects the work itself hence, it affects their performance and decreases the chances of trust in each other.

9. Question: What motivates you to produce the highest quality of work?

Respondents were asked what inspires them to produce the highest quality of work, some of the respondents responded as follows:

"[A] salary that is fair to [the] labour market and recognition from supervisor[s] and good incentives" (2018June).

Another respondent responded as follows:

"Support from colleagues at all level. Working without limitation also boosts the level of my performance" (2018 June).

Reaction from supervisors on performance and fair payment are the most vital features of employee satisfaction in any organisation. Dorasamy and Letooane (2015:261) agree with the point that recognition from the supervisor will make one feel satisfied and appreciated at work. According to Perumalsami (2014:20), workers prefer jobs with prospects and emotionally stimulating challenges in which their competencies can be implemented. Based on the above responses, it is clear that having supportive colleagues pays towards increasing employees' job satisfaction. Mathebula (2012:25) also agree with the fact that there are different incentive schemes and techniques which organisations can use to motivate employees which may be divided into financial and non-financial incentives. With reference to financial incentives, some individuals are very keen to define motivation as salary. The above responses clearly show that if there is a positive relationship between management or peers, the satisfaction level will rise v. It is also clear that wages and job autonomy also play a vital role in stimulating the employee's performance and enhances organisational commitment.

10. Question: Was there any training provided to you before you started your role?

The respondents were asked if there was training provided before they started their role, one of the respondents responded by saying the following:

"No training [was] provided, we normally used our past experience; there was an induction whereby we were taught based on SASSA policies" (2018 June).

Given the nature of the response, it was obvious that the organisation employs people and places them in their positions without training them which affects work itself and that leads to unmet targets. There should be a training session for each and every post. Nassazi (2013:16), in his study also revealed that training and development are often used to fill the gap between existing performance and unexpected future performance and if there is no training session this can lead individuals to not achieve the level of knowledge, skills and abilities to carry out their work effectively. Strachan *et al*. (2012: 112) agree with the similar sentiments that providing strong and relevant training for workers has been reported to be critical in motivating employees. Providing reliable, standard and career pathways for strong performers is identified as a key incentive in attracting and motivating employees.

Based on the above responses, employees are a major asset of any organisation and the dynamic role played in a company's success cannot be undervalued. Organisations should implement training and development as necessary for improvement and growth for both individuals and the organisation itself.

11. Question: What is the role played by SASSA in supporting employee conditions in relations to job satisfaction?

Respondents were asked if there was a role played by SASSA in supporting employees' conditions in terms of job satisfaction, some of the respondents revealed by saying the following:

"SASSA provides us with the adequate resources which makes [it] easier to accomplish our tasks, and good working conditions" (2018 June).

Another respondent responded as follows:
"SASSA is offering us with wellness programmes from Human Capital: which assesses [the] attendance of all employees, online leave policies, counselling, bursary opportunities to those who want to further their studies etc." (2018 June).

Though intrinsic motivation resources may fulfil basic human needs such as the degree for employee autonomy, skill variety, relatedness, and job feedback, whereas extrinsic

motivation workplace resources might enable individuals to attain their working goals and hence improve their performance. Linguli (2013:03) concurs with the fact that a positive work environment makes employees feel good about coming to work and this offers the inspiration to withstand individual tasks throughout the day. Furthermore, one of the bases in promoting organisations is to shape the work in such a way that it promotes a workplace environment in which people are motivated to think for themselves so that through their everyday work experiences, they advance new competences and gain new understanding. According to Odhong, Were, and Omolo (2014:02), human capital management (HCM) is concerned with finding, exploring and reporting on a record that informs the direction of value adding strategic, investment and operational people management decisions at a commercial level and frontline management.

Based on the above responses, it is clear that human resource management tries to develop and allocate to the employees in the best possible ways in order to achieve long term goals; they provide them with a good environment that would boost the employee's quality of life.

12. Question: Have you ever been given the opportunity for promotion at work?

When respondents were asked if they have ever been given the opportunity to be promoted at work, some of the respondents responded as follows:

"*Yes, they allow us to apply, there are less chances for promotion, however their promotion is based on the advert, but their pay process is guaranteed and is determined by the performance" (2018 June).*

While another respondent commented as follows:

"I am a Senior Manager, but I have been appointed as an Acting General Manager since October 2017, which shows that opportunity for growth are shining to everyone" (2018 June).

Organisations could pay close attention to employees' level of satisfaction with their career development opportunities as they might otherwise become discouraged if they are continuously passed over for promotion. Opportunity for growth and promotion are the most important factors that contribute to employee job satisfaction. Ragha (2015:19) concurs with this sentiment that if employees perceive opportunities for growth in an organisation to be

fair then they are more likely to be loyal to the organisation, have the benefit of career serenity, and increase employees' performance. Based on the above responses, it is clear that employees were valued and respected by management when it came to advancement. It is also good that the salary range is determined by individual performance.

13. Question: Have you ever received recognition in terms of awards when your performance is good?

The respondents were asked if they have ever received any recognition in terms of awards when they perform well, some of the respondents responded by indicating the following:

"Yes, performance bonuses" (2018 June).

Another respondent responded with the following:

"*SASSA is lacking in terms of recognition. There is a policy that is responsible for recognition, but it has never been implemented; even performance bonuses, none received in my unit" (2018 June).*

In the researcher's opinion, recognition motivates employees to offer new ideas and to go the extra mile**.** Tessema, Readya and Embaye (2013:03) also agrees with the fact that financial and non-financial rewards have an impact on the job satisfaction and motivation of employees. The main reason for recognising employees is that it leads to improved communication, employees are likely to offer solutions and new ideas, and this also helps them to build feelings of confidence. According to Jugmohan (2013:28), social rewards have a big impact on employee performance as do financial rewards. Based on the above responses, it revealed that some of the respondents, although very few, were receiving financial rewards, whereas most within the organisation had never seen recognition since they were employed.

14. Question: What are the things that you think SASSA must change or improve in order to make sure that employees are satisfied?

Respondents were asked if there is a chance for SASSA to implement changes that will ensure that their employees are satisfied, some of the respondents indicated the following:

"SASSA must train their leaders or employ skilled managers who will lead people accordingly or front-runners who will come out with creativity and new structures".
"Recognition must be recognised" (2018 June).

Other respondents responded as follows:

"SASSA must stick to their norms, which includes [a] customer-centric culture especially to internal workers." (2018 June).

According to Sibhoko (2017:30), employee satisfaction and performance can be improved when managers provide clear leadership to subordinates, however, if employees perceive treatment form managers as unfair, they will experience job dissatisfaction. Tassema *et al.* (2013:03) assert that if managers recognise workers as worthy and address issues with them appropriately, effectiveness can escalate, and customer service levels can also improve. Based on the responses, employees are complaining that their immediate supervisors do not treat them equally. The issue of recognition is very significant, but this organisation lacks the implementation thereof. Recognition is an important tool for managers and HR professionals in promoting employee motivation and organisational success.

4.7. CONCLUSION

The foundation of the above chapter is the analysis and clarification of results from data collected. The vital influence to note is the substantial number of similarities in responses from participants. From the given analysis of this study, it can be summarised that there are factors that subsidise job dissatisfaction more than satisfaction at the SASSA. This should be an anxiety specifically for superiors as it seems that there are a number of participants who are unhappy with the communication between supervisors and employees, training and development and the recognition policy that is not implemented.

The following chapter produces conclusion, findings and recommendation based on the information gained from the population and literature

CHAPTER FIVE

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1. INTRODUCTION

This chapter provides a summary of findings related to the overall aim of the study. A conclusion is reached after an in-depth analysis of the empirical data and the literature review. Data was collected empirically from the research study that intended to respond to the investigation of what the employee determinants of job satisfaction were perceived as by the employees and managers at SASSA in the Pietermaritzburg (PMB) district office in KwaZulu-Natal. The specific objectives of this study were to examine the role played by the agency in supporting employee conditions in relation to job satisfaction, in order to ascertain the factors that affect job satisfaction and to recommend mechanisms for enhancing work fulfilment.

5.2 SUMMARY OF MAIN FINDINGS: FACTORS INFLUENCING JOB SATISFACTION AT SASSA (Intrinsic and Extrinsic)

Findings of this research study revealed various factors influencing job satisfaction at SASSA. Findings from the analysed data indicated that managers and employees are not using communication effectively. There are fewer communication channels available in the organisation between managers and junior staff; managers tend to exclude their staff as the doers of the work in decision making, which in turn leads to demotivation or unmet targets, and which then also negatively impacts on the quality of service delivery by employees. It is clear from the findings that managers are not aware of how the employees feel regarding their job satisfaction and have made little effort to improve communication and motivate employees. It is important for an organisation to practice openness in order to build trust between employees and managers, and for employees to be able to receive constructive feedback from their seniors and managers.

The researcher found that employees are operating under tense environment, whereby beneficiaries could not have access through their payments because of the migration of the Social Grant Payment System to another. The findings showed that the key facets which have an emotional impact on employee job satisfaction at SASSA, are associated to factors such as promotion, recognition and training and development. It is shown that SASSA employees are frequently affected more by the extrinsic factors than intrinsic regarding job satisfaction, and as a result it leads to demotivation to do their daily duties. Once individuals experience a lack of supervision, then employees become less productive in the workplace and do not learn enough about the organisational competencies needed for development.

5.3 FINDINGS RELATING TO THE LITERATURE REVIEW

This study found that SASSA and other public agencies require employees to acquire skills and knowledge through training and development and be compliant with the constant changes that are taking place in the working environment globally. Career paths through a job that allows opportunities for growth is also mentioned as a common job satisfaction factor. Nzeru (2014:10) agrees that training can be regarded as a method of giving employees, both new and old, the abilities they need to accomplish their daily duties. Moreover, this would include signifying to individuals what they are capable of and how they need to do it in a planned manner.

Another important factor that was found in some studies as being important for job satisfaction is the relationship among colleagues, because it can affect employee job performance when they are unstable. There is no smooth functioning in agencies when there is no cooperation among colleagues. The organisation's employee relations are needed for successful performance and the organisation would be exposed when there are bad employee relations and the image can be tarnished. Ragha (2015:20) agrees that the relationships with co-workers can increase support and resources that in turn assist individuals to attain their tasks. Furthermore, to decrease work stress and offer a better communication channel and teamwork. Employee recognition can increase efficiency and boost the satisfaction level. Tassema *et al*. (2013:04) note that leaders should develop criteria for recognising individuals who are entitled to recognition, then identify anyone who meets the standards by being

consistently reasonable. Programmes of recognition have to be secured towards reaching the business related actions. Furthermore, it is essential for individuals to be shown that their successes have been recognised and respected. Nonetheless, this is different at SASSA, as employees indicated that SASSA is lacking in terms of recognition and while there is a clear policy for recognition, it has never been implemented.

Promotions are reflected as the most essential component for employee satisfaction. Sabbagha (2016:145) notes that job satisfaction is expected to be practised by those employees who recognise the chances for promotion to be reasonable and to be accessible to employees of an organisation. Moreover, if employees identify themselves as completely prepared and well-intentioned for promotion and they do not receive it, it will certainly lead to unhappiness of the employees. The finding of this study indicated that employees are not sure whether there is a clear and transparent promotion policy and they are also not convinced that the promotion policy is applied in a fair and equitable manner. Janicijevic et al. (2015:75) indicates that pay is a multidimensional phenomenon that affects job satisfaction in several ways. While the amount of the salary is the most noticeable job satisfaction factor, it is definitely not the only facet of compensation that influences job satisfaction. Moreover, the total income perceived that fairness of compensation and pay safety are also important for job satisfaction. Findings from the study revealed that employees are receiving a salary that is fair to the labour market which also boosts the morale of the employees in the organisation.

Literature indicates that for employees to perform better they need to be provided with a pleasant working station and the more conducive the environment, the better the outcomes will be. However, this is similar at SASSA, as employees indicated that SASSA provides them with adequate resources which makes it easier to accomplish their tasks under good working conditions. Kim and Park (2014:65) indicate that job attitudes can be understood as being part of the job itself and the work environment on an intellectual and behavioural level among organisational members. The findings of this study supported this literature, as employees revealed that the nature of work is well understood with its mechanisms and a clear direction of organisational performance at SASSA.

The literature also reveals that employees who perceive job insecurity are considered to be less motivated in their jobs. This is supported by employees at SASSA, as they indicated that they are happy with their overall job security. Singh (2013:17) believes that a work-life balance is said to expand the value of life of individuals, in that employees who experience WLB are completely involved in both roles not allowing determinants in either their work or family field to affect their performance in each of these areas respectively. Therefore, this is supported by SASSA employees as they are have shown that social cohesion with the family is very helpful and it boosts their performance, so to increase performance you need to have a 50/50 balance with your family and work.

Franěk, Mohelská, Zubr, Bachmann and Sokolová (2014:02) states that age is an employee distinction that is frequently believed to impact employee job satisfaction. Quite a few decades ago, a study based on an assessment of more than 185 studies determined that job satisfaction is completely linked to age. Mature employees are more satisfied than younger employees with their jobs. This is supported by SASSA employees, as younger employees have a high number and their dissatisfaction level is equally high. The majority of educated employees found at SASSA supported the literature that education is an additional aspect frequently found to cause changes in the level of job satisfaction. Nonetheless, the indication of an association between job satisfaction and education is inconsistent. Whereas, studies from the 1970s described a positive association between job satisfaction and education (Franek *et al.*, 2014:03).

Jalalkamali *et al.* (2016:800) states that the informational dimension of communication satisfaction centres on satisfaction with the content of the organisation and the evidence of conversation amongst employees and supervisors within the workplace. However, this is different at SASSA, as employees indicated that there was a lack of communication between managers and staff, managers would take decisions without involving them (staff) as the doers of the work and those decisions needed to be implemented by them down at a junior level. Some decisions went unmet. Shaheen (2014:117) found in his study that both male and female executives had confirmed that their corporations recognised their good work and they also had strong goals for their organisations. Furthermore, it was noted that there were hardly

any gender differences regarding job satisfaction. Both male and female executives expressed relatively high levels of agreement about their liking of co-workers and enjoying their jobs and company. The findings of the study revealed that at SASSA there is a large number of female workers, and it is shown that females are seen as inferior to males which makes the unit suffer and discourages the individual.

5.4. CONCLUSIONS FROM EMPIRICAL RESEARCH

SECTION A

FINDINGS OF THE STUDY CONCLUDED THE FOLLOWING:

1. **The role of SASSA in supporting employee relations:**

The study found from the respondents that SASSA is playing a minimal role towards improving the wellness of the workers hence they are dissatisfied.

2. **The following conclusion drawn based on the factors affecting employee job satisfaction (Intrinsic and Extrinsic):**

In this study it is found that, SASSA managers have an unhealthy relationship with their staff and they tend to exclude them in their decision making of which that makes life difficult for them as employees. In other circumstances employees did not understand what to do because of unclear job descriptions that has been placed on and on top of that they are placed in positions without training sessions. The study also revealed that SASSA is lacking in terms of recognition, so the employees' achievement is not revealed and not valued by their supervisors. The findings further revealed the unstable relationship among colleagues and this was also found as another significant factor that affected employees within the agency.

3. **Strategies for improving job satisfaction:**
- Employees need to be heard by management regarding their grievances.
- Employees need SASSA to stick to their norms, which involves a customer-centric culture, specifically for internal workers.
- Employees also want the management to recognise them for their performances.
- The session of training and development needs to be established.

- The results of the study depicted that the majority of respondents who participated are from Auxiliary and Grant Management (28.2%) and are the most dissatisfied in the agency. Also, the most affected group are the female respondents, who were passionate to participate in the study and were optimistic about the progress in their organisation. Some 43.6 per cent were in possession of a National Diploma and they were mostly junior staff (Administration Clerk).

- The study concluded that 42.3 per cent of the respondents see resources as being adequate, meaning that resources in the organisation are an important tool to improving service delivery. Although SASSA is trying to provide resources, this factor needs to be revised so that it will become easier for employees to accomplish their tasks.

- The result of the study concluded that 73.1 per cent of respondents agreed with the fact that their workload was manageable.

- The result of the study further concluded that 52 per cent of the respondents indicated that they definitely find that their duties fall within their job description, Moreover, employees are happy to be in an environment where there is a clear job description.

- The study concluded that 78.2 per cent of the respondents indicated that they are satisfied with the working hours that are clearly manageable; furthermore, the study also indicated that respondents are happy to work without limitation as it also boosts the level of their performance.

- The result of the study concluded that 34.6 per cent of the respondents understood the way organisational policies were put into practice, but it transpired that there was still a problem with organisational policies.

- The study also concluded that 37.2 per cent of the respondents indicated that the organisation did not currently have strong rules and regulations.

- The study illustrated that 66.7 per cent of the respondents emphasised that the leave policy of the company was adequate and was transparent to all employees.

- The findings of the study revealed that 32.1 per cent of the respondents perceived their physical office environment to be conducive towards optimal performance, with a further 29.5 per cent of respondents being neutral, which simply shows that environment needs to be taken into consideration in order to enable employees to perform at their best.

- A further 50 per cent of the respondents indicated that at SASSA their supervisors were approachable in order to discuss work related issues, which boosted employees' morale and enhanced their performance in the organisation.

- A total of 50 per cent of the respondents revealed that their supervisors treated all their subordinates fairly and equitably.

- The results additionally indicated that 55.1 per cent of the respondents believed that their co-workers were supportive.

- The study concluded that 50 per cent of the respondents revealed that supervisors were receptive towards the contributions and opinions of their subordinates.

- The study further revealed that 50 per cent of respondents illustrated that their superiors were helpful in resolving the issues that were closely related to work, which positively boosted the morale of employees. Whereas, the study also found that there was a lack of communication between staff and superiors.

- Furthermore, the study concluded that 55.1 per cent of the respondents believed that the spirit of collegiality amongst the staff contributed towards their optimal performance.

- The study further found that some of the employees were not understanding of each other and had bad attitudes and laziness.

- The result additionally indicated that 60.3 per cent of the respondents believed that the organisation they worked for was concerned with the safety of their employees by having access control of people entering the organisational building.

- Findings of the study revealed that 60.3 per cent of the respondents are happy with their overall job security.

- The study further concluded that 59 per cent revealed that there was a proper and transparent employee wellness policy and strategy in the organisation, which was an important tool in motivating individuals to achieve the aims of the organisation.

- The total of 50 per cent of the respondents revealed that the organisation they worked for offered them a salary that was compatible with their skills, training and education and this enhanced the level of service delivery by the employees. The study also illustrated that they received a salary that is compatible with the labour market.

- There was a total of 43 per cent of respondents who indicated that at SASSA the organisation's benefit system was fair to all employees, as one of the motivators for employees.

- This study concluded that 44.9 per cent of respondents indicated that the organisation they worked for considers the expectations and suggestions of its employees when designing a system of employee rewards, which definitely shows that the rewards system needs to be taken into consideration to avoid conflict and to increase the self-esteem of the individual.

- A figure of 61.5 per cent of the respondents indicated that the salary they received compared favourably with the salary received by others of a similar rank in the organisation.

- This study concluded that 30.8 per cent of the respondents indicated that they were not sure whether the reward system for excellent performance encouraged all employees to improve their performance or not and this highlights that the rewards systems are not well recognised at SASSA.

- The results further indicated that 35.9 per cent of respondents disagreed that they performed well because they received recognition for their effort.

- The results of the study indicated that 33.3 per cent of respondents disagreed that recognition for their work motivated them to enhance their achievements.

- A total of 32.1 per cent of the respondents revealed that they were not sure whether there was a clear and transparent promotion policy that all employees were aware of or not, with a further 24.4 per cent agreeing with this statement.

- The result of the study indicated that 35.9 per cent of the respondents were not sure of the availability of all employees to be promoted if they performed well, with a further 25.6 per cent disagreeing with the statement.

- The findings of the study illustrated that 35.9 per cent of the respondents were not sure of the fairness and equitable manner of the promotion policy at SASSA, with a further 24.4 per cent agreeing with the statement above. This was one of the most relevant extrinsic factors that decreased the performance of the employees in the organisation and needs to be adjusted.

- The result of the study indicated that 32.1 per cent of the respondents were not sure whether the promotion requirements were always clearly communicated to all employees during performance discussions or not.
- The study concluded that 35.9 per cent of the participants disagreed that a skills audit was always conducted for all employees before a training programme was conducted in order to align the programme to their work requirements.
- This study concluded that 33.3 per cent of respondents indicated that all employees were provided with the opportunity to improve their skills, whereas 29.5 per cent were neutral regarding the above statement.
- The results further indicated that 29.5 per cent of the respondents were not sure whether they were satisfied with the training and development provided by the organisation, with a further 24.4 per cent disagreeing with the above statement. This study showed that the absence of the above statement could also cause absenteeism or employee turnover.

5.5. RECOMMENDATIONS

In view of the findings of this study, the researcher recommends the following:

1. <u>**Good relations**</u>: Employee relations are important to improve organisational performance. It is recommended that employees attend wellness programmes to cope with the change and transformation at their workplace.
2. <u>**Training and skills development:**</u> The management should learn to tighten up and monitor its implementation of training programmes for staff, and remind them to submit reports when they have attended training workshops; this will make a difference and avoid employees from relying only on their past experiences but also encouraging them to go the extra mile on effective service delivery.
3. <u>**Professionalism:**</u> Government needs to employ professional front-runners who will demonstrate professional leadership in their field of expertise and who will be a challenger, influencer and able to negotiate persuasively. The SASSA officials should also encourage all its managers to lead by example and draw the employees' attention to emulate their example; by doing so employees would become more satisfied with their jobs.

4. **Open-door policy and employee development:** Managers must practice an open-door policy so that their subordinates can consult them on issues affecting them at work. The public sector must provide incentives that can motivate employees to improve their performance. By doing so, they can influence them and receive determination to excel at work and achieve their career goals. Formal and informal incentives can also motivate employees especially when there are structures set up for rewarding employees that go above and beyond their duties. Organisations should build a strong, explicit organisational policy regarding promotion that does not seem to favour certain employment levels; this can boost the level of motivation for its employees.

5. **Public organisations:** More areas of improvement for recognition need to be looked at. Appreciation is an essential need since it impacts on employee job satisfaction, as employees are concerned with recognition from superiors. So it is the organisation's role to ensure that opportunities are fulfilled equally for its employees by:

   i)   Understanding organisational policies: For public organisations to prosper there is a need to cultivate the spirit of collegiality among its employees because if the relationship is not conducive the organisation will suffer. Mutual relationships or supportive colleagues can enhance and increase the level of satisfaction of employees.

   ii)   It is recommended that management at SASSA should try to communicate better with other employees on issues that affect them. Communication in the workplace is essential because it creates job satisfaction and decreases conflict.

5.5.1. RECOMMENDATION FOR STUDY

The study aims to examine determinants of employee job satisfaction at the National Department in KwaZulu-Natal. The outcomes of such a study could produce particularly inspiring conclusions and might also significantly impact on the delivery of meaningful results to the management of SASSA. It can also give focus to addressing the needs of the employees within the organisation.

5.6. CONCLUSION

The key focus for this chapter was to provide a summary of the study findings associated to the literature, conclusions, recommendations and suggestions for further research of this study. This study contributed to the existing knowledge on the determinants of employee satisfaction in public agencies like SASSA.

5.7. FUTURE RESEARCH

There is an opportunity for conducting future research that can focus on specific strategies to address employee dissatisfaction in public agencies like SASSA.

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Dear Respondent,

Research Project

Researcher: Mbhele Ncamisile Patricia (0793529447)

Supervisor:Prof. N. Matsiliza (0338458852) and   Mrs. C.K. Dongwe (033 845

8898)

I am Ncamisile Mbhele, who is working as an Assistant Lecturer at Durban University of Technology. You are invited to participate in a research project entitled: **Determinants of employee job satisfaction at a National Department in KwaZulu-Natal**. The objectives of the study are: to examine the role of the organisation in supporting employees' job satisfaction, to ascertain the factors that affect employee job satisfaction, and to recommend strategies for enhancing job satisfaction.

Through your participation I hope to understand the factors that affect employee job satisfaction and the role of SASSA in supporting employee job satisfaction. The results of the survey are intended to contribute to achieving employee job satisfaction. Your participation in this project is voluntary. There is no risk in participating. You may refuse to participate or withdraw from the project at any time with no negative consequences; you are also not constrained to answer any questions that you are uncomfortable with.

The survey will take about 15 to 20 minutes to complete. I hope you will take the time to complete this survey.

If you have any questions or concerns about completing the questionnaire or about being in this study, you may contact my supervisors or the researcher above.

CONSENT

I have read and understood the above information. I understand that participation is voluntary and that participants may withdraw at any stage of the survey.

Participant's signature…………………………………….. Date…………………………

Sincerely,

Mbhele Ncamisile

LETTER OF INFORMATION

Date: 2017-10-09

Title of Research Project: Determinants of employee job satisfaction at a National Department in KwaZulu-Natal

Principal Researcher: Patricia Mbhele

Supervisor/s: Prof. Noluthando S. Matsiliza (main) and Mrs. CK Dongwe (co-supervisor)

Brief Introduction and Purpose of the Study:

• This study seeks to investigate determinants of employee job satisfaction at a National Department in KwaZulu-Natal. The aim will be achieved by determining the following objectives: (1) to examine the role played by the South African Social Security Agency in supporting employee job satisfaction, (2) to ascertain the factors that affect job satisfaction, (3) and also to recommend strategies

for enhancing job satisfaction.

Outline of the Procedures: This study will employ a mixed research methodology by using both qualitative and quantitative research methods. Instruments for data collection will include semi-structured interviews questionnaires and a literature review. However, participants will be drawn from a purposive sample of SASSA employees at various levels. This study will respect the privacy and identities of the participants. In addition, participants will be requested to participate voluntarily, and they may withdraw from participation at any time. The study is only conducted for research purposes and it will comply with DUT guidelines and SASSA requirements/ policy relating to research. Therefore, truth and honesty will be considered during data collection, analysis and report writing.

Risk to the Participant: This study does not intend to harm any participants.

Benefits: No

Right to Withdraw: Participant may decide to withdraw from the study at any time by advising the researcher, regardless of the possible effects on the results.

Remuneration: No

Costs of the study: No

Confidentiality: All information provided will be considered completely confidential; the names will not be included or in any other way associated with the data collected in the study. Furthermore, because the interest of this study is in the average responses of the entire group of participants, participants will not be identified individually in any way in any written reports of this research.

Data collected during this study will be retained indefinitely, in a locked office and locked filing cabinet to which only researchers associated with this study have access. There are no known or anticipated risks associated with participation in this study.

If you have any comments or concerns resulting from your participation in this study, please contact the following: The researcher: (0793529447), my supervisors: Prof. Noluthando Matsiliza (0338458852) and Mrs C.K. Dongwe (033 845 8898).

Thank you for your assistance in this project.

To: Director

　　Head of Department
　　SASSA Regional office in Pietermaritzburg

From: Prof. Matsiliza
　　　Durban University of Technology, Riverside Campus

Date: 2017-10-09

SUBJECT: Seeking permission for conducting research at SASSA

Dear Sir or Madam,

Kindly be informed that Miss Ncamisile Mbhele (20600688) is registered for a Masters of Management Sciences in Administration and Information Management in the Department of Finance and Information Management, and is working as an Assistant Lecturer at the Durban University of Technology (DUT). The candidate is required to conduct empirical research that will enable her to submit her dissertation to qualify for the Master's degree. We will appreciate if you can grant her permission to collect data in your organisation by granting her access to available information. She will be conducting interviews and distributing survey questionnaires to a few members of your department regarding her research on the topic of '**Determinants of employee job satisfaction at a National Department in KwaZulu-Natal.** 'She will only undertake research for the study purposes of this research as part of the requirement to qualify for the Master's degree of Management Sciences in Administration and Information Management at (DUT). Upon completion of the research project, the candidate will also share her findings with SASSA.

The candidate intends to conduct the study as from November 2017 until 2018. Also the candidate will consider ethical requirements when undertaking her study by remaining honest, maintaining confidentiality, truthfully pertaining the manner of reporting, declaring her true credentials to participants, allowing participants to withdraw at any time they want to, protecting the identity of the participants from harm and refraining from any behaviour that can obstruct the participants and the image of the organisation.
Thank you in advance.

Kindly regards,
Supervisor
Prof. Noluthando Matsiliza…………………………………..

Co-supervisor………………………….

Student…………………………….
Date:

Questionnaire
Durban University of Technology
Department of Finance and Information Management

Master of Management Sciences in Administration and Information Management
Researcher: Ncamisile P Mbhele
Main Supervisor: Prof. N. Matsiliza
Co-Supervisor: Mrs CK Dongwe

Title of survey: Determinants of employee job satisfaction at a National Department in KwaZulu-Natal

SECTION A
Please read each statement carefully and then indicate your level of agreement with the opinion expressed in the statement, by marking the appropriate number on the scale.
BIOGRAPHICAL INFORMATION
1. <u>DEPARTMENT:</u>

Human Resource Management	1
Information Communication and Technology	2
Facilities and Auxiliary	3
Finance Management	4
Grant Management	5

2. <u>GENDER:</u>

Male	1
Female	2

3. <u>RACIAL GROUP:</u>

Black	1
Coloured	2
Indian	3
White	4

4. <u>AGE:</u>

<20	1
20-35	2
36-45	3
46-55	4
56 and older	5

5. QUALIFICATION

Matriculation	1
Certificate	2
Diploma	3
Degree	4
Masters	5
PhD	6
Other	7

6. LEVEL IN ORGANISATION

Temporary staff	1
Junior staff	2
Line Management	3
Middle Management	4
Senior Management	5
Branch Management	6

7. TOTAL YEARS OF SERVICE AT SASSA

Less than 1 year	1
1-3 years	2
4-6 years	3
7-9 years	4
10-15 years	5
Longer than 15 years	6

SECTION B

This section measures aspects related to employee job satisfaction. Please mark with an x in the appropriate box.

WORKING ENVIRONMENT

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. Resources are in an adequate condition.					
2. My workload is manageable,					
3. The duties I perform fall within my job description.					
4. My working hours are reasonable.					

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
5. I like the way organisational policies are put into practise.					
6. I am satisfied with the organisation's current rules and regulations.					
7. I am satisfied with the leave policy of the company.					
8. The physical office environment (office layout, safety, ventilation etc.) is conducive to optimal performance.					
9. The recruitment and selection process involve principles like procedural fairness and equal treatment.					

RELATIONSHIP WITH COLLEAGUES

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. My supervisor is approachable to discuss work related issues.					
2. My supervisor treats all his subordinate fairly and equally.					
3. My co-workers are supportive.					
4. The supervisor's leadership style brings out the best performance from the subordinates.					
5. The supervisor is receptive towards the contributions and opinions of the subordinates.					

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
6. My superior is helpful in resolving work related issues.					
7. The spirit of collegiality amongst the staff contributes towards optimal performance.					

JOB SAFETY AND SECURITY

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. The organisation I work for is concerned with the safety of their employees by having access control of people who enter in the organisation's building/facilities.					
2. I am happy with overall job security.					
3. There is a proper and transparent employee wellness policy and strategy.					

REMUNERATION

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. The organisation I work for offers me a salary that is compatible with my skills, training, and education					
2. The organisation's benefit system is fair to all employees.					
3. The organisation I work for considers the expectations and suggestions of its employees when designing a system of employee rewards.					

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
4. The salary that I receive compares favourably with the salary received by other employees of similar rank in the organisation.					

RECOGNITION

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. The reward system for excellent performance encourages all employees to improve their performance.					
2. I perform well because I receive the recognition for my effort.					
3. Recognition of my work motivates me to enhance my achievements.					

PROMOTION

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. There is a clear and transparent promotion policy that all employees are aware of.					
2. There are opportunities for all employees to be promoted if they perform well.					
3. The promotion policy is applied in a fair and equitable manner.					
4. Promotion requirements are always clearly communicated to all employees during performance discussions.					

TRAINING AND DEVELOPMENT

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. A skills audit is always conducted for all employees before a training programme is conducted in order to align the programme to their work requirements.					
2. All employees are provided the opportunity to improve their skills.					
3. I am satisfied with the training and development provided by the organisation.					

Thank you for your cooperation in completing this questionnaire.

INTERVIEWS QUESTIONS

Title: Determinants of employee job satisfaction at a National Department in KwaZulu-Natal (SASSA)

1. How do you understand the words 'employee satisfaction'? What do you think it means to you?

2. In your own line of duty:

    -   What are the things that you think add value to your work?

    -   What are the things that do not add value to your work?

3. What are some of the reasons that can motivate you to continue to work for SASSA? How do you understand your work? Is the nature of your work understood?

4. Does SASSA/work add value to your family? How?

5. Do you think the work that you are doing at SASSA adds value to your career? How? Where do you see yourself in five years from now?

6. Do you think employees can be made happy at SASSA?

7. Are you satisfied with the way you understand your colleagues? What is the condition of working with your colleagues?

8. What motivates you to produce the highest quality work?

9. Was there any training provided to you before you started your role?

10. What are the things that you see, or conditions that SASSA plays, directly to you in terms of job satisfaction? What is the role played by SASSA in supporting employee conditions in relation to job satisfaction?

11. Are there opportunities for employees to be promoted in their line of work so that they are motivated to perform better? Have you ever been given the opportunity at work to be promoted? (Between those opportunities what are those that are financial and those that are non-financial?)

12. Have you ever received recognition in terms of awards when you do a good job?

13. What are the things that you can think SASSA must improve on or change to make sure that employees are satisfied?