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# **Factors influencing job satisfaction of managers at State Owned Enterprises**

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degree of Master of Business Administration**

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## **ABSTRACT**

Understanding the factors that influence Job Satisfaction of managers is vital because satisfied managers will improve overall effectiveness of an organisation. State Owned Enterprises (SOEs) play a crucial role within economies, however a lack of attention has been focussed on understanding the concept of job satisfaction within this context.

The main objective of this research was to identify the factors which are most important to influencing job satisfaction of managers at SOEs and to verify whether these factors are influenced by demographics. A survey was developed and utilised to gather data regarding the importance of several factors to a manager's job satisfaction. The data that was gathered was statistically analysed in order to support or reject the research propositions.

The findings of the research indicated that three factors predominantly influenced the job satisfaction of managers at SOEs; namely, Inspirational Leadership and Purposeful Work, Equitable Rewards and a Facilitative Work Environment and Effective Working Relationships and Work Life Balance. The results also provided support for the research propositions concluding that the factors influencing job satisfaction are certainly affected by demographics. A Three Factor Framework and Organisational Effectiveness Framework were developed to graphically represent the findings of the study.

## **LIST OF KEYWORDS:**

Job Satisfaction: the attitude that people have towards their job and the organisation in which they work.

Job Performance: the effort exerted by an individual at work.

Work-Life Balance: a balance between work life and personal life activities.

Leader Empowering Behaviour: a leader that energises his employees and provides future vision.

## DECLARATION

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I have obtained the necessary authorisation and consent to carry out this research.

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Dhevan Govender

10 November 2010

Date:

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## **CHAPTER 1: INTRODUCTION TO THE RESEARCH PROBLEM**

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### **1.1 PROBLEM DESCRIPTION AND BACKGROUND**

The concept of job satisfaction has long been studied and reported on in theories such as Maslow's Hierarchy of Needs (Maslow, 1943) and Herzberg's Motivation-Hygiene Theory (Herzberg, 1959). The drive to understand and explain job satisfaction of employees has been motivated by utilitarian reasons and humanitarian interests (Ellickson, 2002). Timmer (2004) states that it is necessary to understand which factors influence a manager's job satisfaction levels because satisfied managers will improve the overall effectiveness of an organisation. Rad and Yarmohammadian (2006) also state that organisations need effective managers and employees to achieve their objectives. Organisations cannot succeed without their personnel efforts and commitment and hence job satisfaction is a critical element for retaining and attracting talent (Rad & Yarmohammadian, 2006).

Various studies have also found positive relationships between job satisfaction and other factors that are considered as important to organisational success for example, employee motivation, employee performance, retention, leadership style and employee self-esteem (Pietersen, 2005; Roos & Eeden, 2008; Rad & Yarmohammadian, 2006; Stander & Rothmann, 2008; Alavi & Askaripur, 2003). By being able to understand and explain the factors relating to job satisfaction, organisations can improve productivity, organisational commitment, lower

absenteeism and staff turnover and ultimately increase the effectiveness of the organisation (Ellickson, 2002).

There have been widespread discussions about the relationship between job satisfaction and job performance (Timmer, 2004; Arnolds & Boshoff, 2001; Selladurai, 1991; Christen, Iyer & Soberman, 2006). The findings of these studies have been contradictory. Some studies have concluded that job satisfaction leads to increased job performance while others have concluded the opposite. The findings of Selladurai (1991) suggest that the relationship is of a cyclic nature; increased job satisfaction leads to increased job performance which in turn leads to increased job satisfaction.

Most of the studies that have been conducted into job satisfaction have also investigated the impact of demographics on job satisfaction (Grupp, Richards & Richards, 1975; Costello & Lee, 1974; Ellickson, 2002; Pietersen, 2005; Sanker & Yeong, 1997; Rad & Yarmohammadian, 2006; Alavi & Askaripur, 2003; Bowen, Cattell, Mitchell & Distiller, 2008; Sledge, Miles & Coppage, 2008; Sempene, Rieger & Roodt, 2002; Carrim, Basson & Coetzee, 2006). The common demographics that have been considered by the research have been age, gender, job level, years of work experience and marital status. Of all the studies that have been conducted and reviewed, fewer studies could be found that considered the effect of ethnicity on job satisfaction (Buitendach & Rothmann, 2009; Abu-Bader, 2005).

The main concern that drove this research was the fact that even though there has been widespread interest in the concept of job satisfaction, very little attention has been focussed on explaining job satisfaction amongst government employees (Ellickson, 2002). This oversight, within a South African context, can be detrimental given the critical role played by the State Owned Enterprises (SOEs) in the economy.

Further to this, most of the studies that have been conducted into job satisfaction have focussed on measuring levels of job satisfaction of employees rather than defining which factors are most important within a given context and then trying to measure the levels of satisfaction. Few studies have considered the effect of ethnicity on factors influencing job satisfaction and hence a greater understanding of the effect of ethnicity is required.

The motivation for the study is further enhanced by the vital role played by SOEs within the economies of many countries and the role of managers within these organisations. The performance of South Africa's SOEs has come under the spotlight in recent times (Khumalo, 2009). Not only has the performance of SOEs been questioned, but so to has the leadership (Khumalo, 2009). The Mail and Guardian (2010) reported that payouts to failed CEO's of South African parastatals have cost the tax payer R 262.1 million over the past 10 years.

The positive relationships found between job satisfaction and factors that drive organisational effectiveness is another reason that highlights the importance of

understanding the concept of job satisfaction and the factors that have the most influence on it.

Given the important role SOEs play within South Africa and the paucity of research within this context, this study aims to contribute to the body of knowledge around factors that influence job satisfaction of managers at SOEs.

## 1.2 RESEARCH OBJECTIVES

The fundamental question that this study aimed to answer is: “What are the factors that most influence the job satisfaction of managers at SOEs?”

In answering the above question, the following were the main objectives of the research:

- **Objective 1:** to determine which factors influence job satisfaction of managers at SOEs
- **Objective 2:** to determine the importance of each factor relative to their influence on job satisfaction
- **Objective 3:** to determine whether demographics (age, gender, ethnicity/race, and job grade) has an effect on the factors that influence job satisfaction

The aim of this study was to determine which factors influence job satisfaction of managers at SOEs in South Africa. In order to determine the factors, the

literature review was utilised to first identify all the factors that have been found to have a relationship with job satisfaction. Once all the factors were identified, a survey was developed and utilised to measure the importance of each factor, within the context of the study, and the effect of demographics on the factors that influence job satisfaction.

A framework was then developed to help guide leaders at SOEs with knowledge of the factors that contribute to increased job satisfaction. This will enable them to design initiatives and policies around recruitment, retention, reward, the work environment, job activities and resource allocation to ensure increased levels of job satisfaction and hence increased organisational effectiveness.

### **1.3 RESEARCH CONTEXT**

The Department of Public Enterprises (DPE) is the shareholder representative of the South African Government with oversight responsibility for some SOEs (DPE, 2010). The DPE monitors performance of the SOEs with regard to:

- Infrastructure investment and delivery
- Operational and industry efficiency
- Financial and commercial viability
- Governance and regulatory compliance



A brief description of some of the largest SOEs in SA is given below:

**Eskom:** South Africa's major electricity utility that generates, transports and distributes 95 % of the country's electricity. It is the world's eleventh-largest power utility in terms of generating capacity, ranks ninth in terms of sales, and boasts the world's largest dry-cooling power station.

**South African Airways (SAA):** SAA is the country's largest airline with global reach and is one of the world's longest established airlines. SAA is in the process of a comprehensive and fundamental restructuring plan – an aggressive campaign to bring the airline back into profitability following significant losses in recent years.

**Transnet:** South Africa's rail, port and pipeline utility which forms a crucial part of the freight logistics chain within the country. The company is driven by five operating divisions: freight rail, rail engineering, ports authority, port terminals and pipelines.

This study sought to understand the factors that most influenced job satisfaction of managers in one of the SOEs in South Africa.

SOEs play an important role within the South African economy but their performance has been highlighted and slated by the media. Research studies have found positive relationships exist between job satisfaction of employees and organisational performance. Given the above reasons one would expect

there to be more focus on understanding job satisfaction of employees in SOEs, however, little attention has been focussed in this regard (Ellickson, 2002). This study aims to address this lack of focus by contributing to knowledge of the factors that influence job satisfaction of managers within SOEs.

## CHAPTER 2: LITERATURE REVIEW

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### 2.1 INTRODUCTION TO THE LITERATURE REVIEW

The literature reviewed in this section describes and examines the supporting theories that are related to the research problem. The definition of the concepts of job satisfaction and job performance has been reviewed, the factors and variables that influence each concept were identified and lastly the relationship between the two concepts was highlighted. Literature on the impact of demographics on job satisfaction was also reviewed and finally the tools used to measure job satisfaction are identified and discussed.

Motivation Theory is one of the most widely accepted theories used to explain human performance. The performance of a worker is directly dependant on their motivation and hence increased motivation leads to increased performance. Herzberg's theory (1959) stated that "motivators" encourage employees to gain satisfaction and thus improve performance. Job satisfaction has been positively correlated to both job performance and motivation, factors that ultimately effect the effectiveness of an organisation (Ellickson, 2002; Timmer, 2004).

Job satisfaction and job performance tend to have a circular relationship where an increase in one factor tends to cause an increase in the other and vice versa. Job performance and motivation are not the same; instead motivation is merely one of the factors that influence job performance (Oosthuizen, 2001).

Hence, we can conclude that motivation influences job performance and that job performance and job satisfaction have a circular relationship.

## **2.2 MOTIVATION THEORY**

Maslow's (1943) Need-Hierarchy Theory identified five basic needs that motivate individuals: physiological, safety, love and belongingness, esteem and self actualisation. According to Maslow's theory, as each need is substantially satisfied, another need prevails. The five needs are hierarchical in that self actualisation is the highest order need and physiological is the lowest order need. Maslow further suggested that satisfied needs are not motivators because as lower level needs are satisfied, they no longer drive the behaviour of that need and hence higher order needs become the motivating force (Udechukwu, 2009).

Alderfer (1972) raised various criticisms against Maslow's Need Theory and attempted to address these shortcomings. Alderfer claimed that a man is motivated by groups of core needs: Existence, Relatedness and Growth (ERG theory). The existence needs are man's basic needs for existence and this need is similar to the physiological and safety needs highlighted by Maslow. The relatedness need refers to the importance placed on relationships and this need relates to Maslow's belongingness and esteem needs. The last need of growth represents man's desire for personal development and is related to Maslow's need of self actualisation.

Alderfer's and Maslow's theories are similar except that they use different groupings for each need. Alderfer's theory however is more job specific as it makes specific reference to fringe benefits, relatedness needs and growth need satisfactions (Arnolds & Boshoff, 2000). Alderfer's theory is not hierarchical like Maslow's and indicates that the core needs can be experienced concurrently (Sledge et al., 2008). However, both theories address mans needs which, if satisfied, will result in higher motivation.

One of the most widely accepted theories on motivation is Vroom's Expectancy Theory (Robbins, 1998). According to Vroom's theory, the effect of motivation on a workers performance depends on the workers level of ability and the relationship of ability to performance depends on a worker's motivation (Chick, 2001). Vroom's model states that a worker is motivated when three conditions are recognised, namely: increased effort will result in improved performance; the performance level will result in a specific outcome; the outcome is personally valued (Isaac, Zerbe & Pitt, 2001).

McGregor developed Theory X and Theory Y to describe human motivation. Theory X assumes that most people are lazy by nature, dislike work and are motivated by money (White, 2009). Theory Y assumes people like work, are creative and can be self directed (White, 2009; Chick 2001). Both Theory X and Theory Y are questionable. If people are motivated by money (Theory X), then according to Vroom's theory, money should lead to increased job satisfaction and hence people should like their work (Theory Y).

McClelland conducted research on the relationship between motivation, related behaviours in managers, their performance and effectiveness (McClelland, 1961). He claimed that three needs are important for motivating staff: the need for achievement (to do better than other people), affiliation (establish and maintain relationships) and power (the desire to control people) (Anderson, 2009). The three needs highlighted form part of the different factors that lead to increased job satisfaction, especially the need for achievement and affiliation. However, the need for power (the desire to control people) has never been mentioned in previous work by Maslow or Alderfer.

Another theory used to explain worker motivation is Herzberg's Two-Factor Theory of Motivation (Herzberg, Mausner & Snyderman, 1959). This theory classifies job factors into 2 groups: "motivators" (factors that encourage employees to gain satisfaction and subsequently improve job performance) and "hygiene factors" (factors that increase job dissatisfaction and can restrict job performance). Herzberg's theory (1959) stated that "motivators" would contribute to job satisfaction and the "hygiene factors" would contribute to dissatisfaction. Herzberg's theory also distinguished between two types of motivators, namely, intrinsic motivators and extrinsic motivators. The intrinsic motivators refer to aspects of the job itself and the extrinsic motivators refer to other factors other than the job. Most of the research that has been reviewed demonstrates support for the distinction between intrinsic and extrinsic motivators.

## **2.3 JOB SATISFACTION**

### **2.3.1 DEFINITION**

There are several commonly used definitions for job satisfaction (Ellickson, 2002; Timmer, 2004; Pieterse, 2005; Rad & Yarmohammadian, 2006; Sempane et al., 2002; Alavi & Askaripur, 2003).

Job satisfaction is defined as the extent to which employees like their work (Ellickson, 2002). It is an attitude that people have about their job and the organisation in which they work (Rad & Yarmohammadian, 2006). It has to do with the employee's perception and evaluation of his job, and this perception is influenced by their needs, values and expectations (Sempane et al., 2002). It is a concept that indicates the mental and spiritual enjoyment that one gains from their job through satisfaction of needs, interests and hopes (Alavi & Askaripur, 2003). Even though several different definitions have been proposed, they all point into the same direction; the attitude an employee has towards their job.

### **2.3.2 FACTORS AND VARIABLES**

The construct of job satisfaction is made up off several factors and variables. If, for example, we use Herzberg's Two Factor Theory (1959) to explain the construct then the factors that make up job satisfaction would be the intrinsic factors (factors relating to the job itself) and the extrinsic factors (factors relating to other things, other than the job itself). Job satisfaction is circularly related to job performance which in turn is influenced by employee motivation.

Research conducted by Grupp et al. (1975) on job satisfaction of state executives in the US used four factors to explain job satisfaction. The four factors used were: job security, interesting and challenging work, a sense of purpose and reward. Each of the four factors contained several variables. It is interesting to note that in this study (Grupp et al., 1975) fringe benefits are included into the factor of security rather than reward, as found in more recent studies. The reason for this could be that fringe benefits were regarded as a security need in 1975 as compared to recent times where fringe benefits are seen as standard benefits.

Ghinetti (2007) conducted research that looked into the differential of job satisfaction among public sector and private sector workers in Italy. The results of his study indicated that there were significant differences in the determinants of job satisfaction and in the evaluation of job satisfaction between the two sectors (Ghinetti, 2007). His study further found that an employee's satisfaction with job security had the strongest positive relationship with job satisfaction among public workers. Ghinetti (2007) further argues that the increased level of job security may reduce the threat of retrenchment within the public sector, resulting in reduced motivation to put in effort on the job and hence this will reduce productivity levels. While his argument seems plausible, most of the other studies have however argued and proven that increased job security leads to increased job satisfaction, and this in turn leads to increased worker performance.



Ellickson (2002) identified two general categories associated with job satisfaction: environmental factors and personal factors. Environmental factors pertain to the work itself or work environment, and personal factors refer to individual attributes and characteristics (Ellickson, 2002). Under the environmental factor, the variables identified by Ellickson (2002) were: opportunities for promotion, pay, fringe benefits, work resources, sufficient work space, safe work environment, training opportunities, evenly distributed work loads, relationship with one's supervisor, performance appraisal and departmental pride. For the personal characteristics factors the following variables were identified: gender, age and job level. In this study all 14 variables were used as independent variables to predict job satisfaction. The findings of Ellickson (2002) were that promotional opportunities, pay and benefits were rated as most important to job satisfaction. Ellickson (2002) also found that gender and age had no impact in predicting job satisfaction.

Pietersen (2005) used Herzberg's (1959) intrinsic and extrinsic factors to predict job satisfaction of hospital nursing staff. The intrinsic factors had two variables (the job itself and opportunities for promotion) and the extrinsic factors had four variables (work conditions, supervisor, pay and the organisation). The importance of work conditions relative to job satisfaction is enhanced by research that was conducted into the relationship between indoor environmental conditions and job satisfaction (Newsham, Brand, Donnelly, Veith, Aries & Charles, 2009). Newsham et al. (2009) investigated the relationship between environmental satisfaction and job satisfaction by using a job satisfaction questionnaire while simultaneously recording physical measurements of

thermal, lighting, and acoustic variables. The results of their study (Newsham et al., 2009) indicated that better indoor work environments do play a role in elevating employee job satisfaction.

Costello and Lee (1974) used seven factors to predict job satisfaction of professionals. The seven factors used in their study were security, social, esteem, autonomy, self-actualisation, job responsibility and financial rewards. The factors used in their study (Costello & Lee, 1974) were developed from Maslow's Theory of Needs (1943).

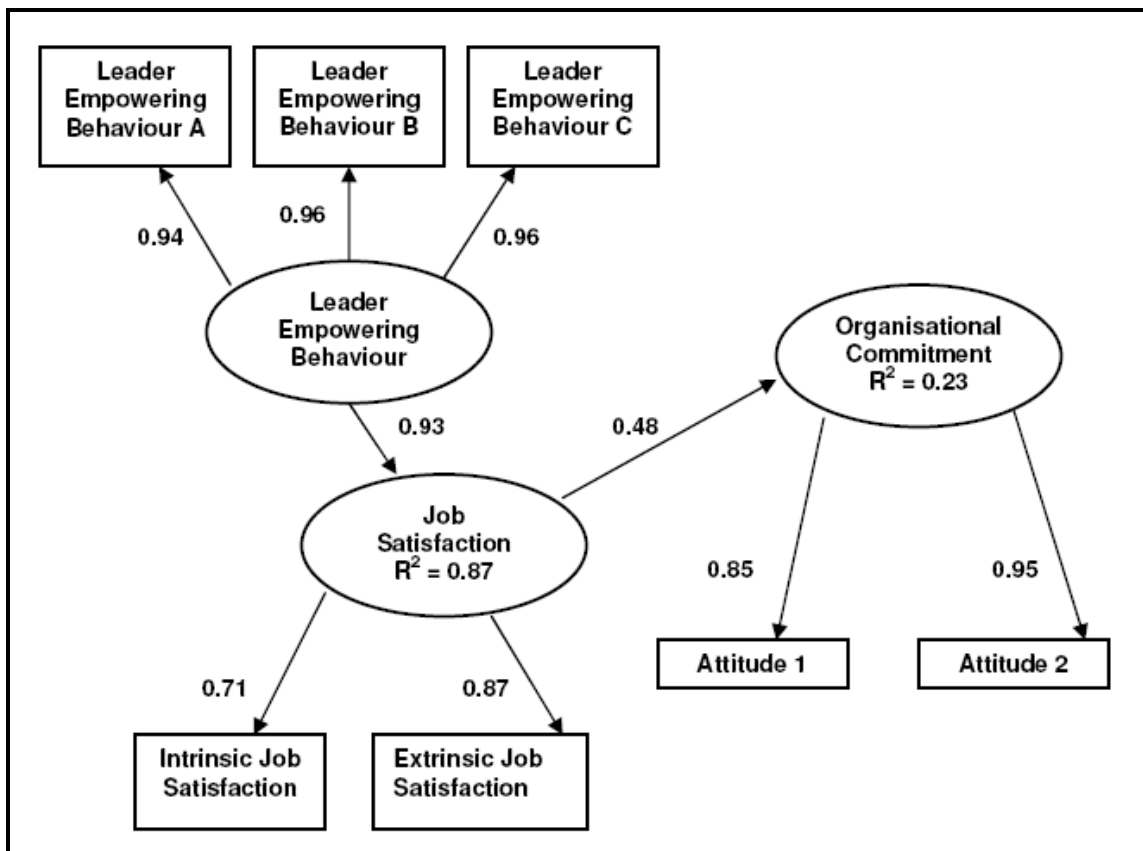
Sankar and Yeong (1997) used three factors to predict job satisfaction of technical personnel. Their findings were that job characteristics and organisational progressiveness were the main drivers of job satisfaction among technical personnel. However, the results do not make mention of the relationship between the third factor (job status) and job satisfaction. The reason could be that the relationship was statistically insignificant when compared to the other two factors.

Work-life balance has emerged as a major factor in determining job satisfaction of employees (Hughes & Bozionelos, 2007). Work-life balance refers to individuals finding a balance between their work and non-work responsibilities, activities and aspirations. It is not only family obligations that constitutes a problem with work-life balance, but also includes activities (hobbies) outside of work obligations (Hughes & Bozionelos, 2007). The findings of this study indicates that the inability to balance work and personal life is a cause of job

dissatisfaction and leads to job turnover, absenteeism and absence from work due to faked illness (Hughes & Bozionelos, 2007).

Several studies have investigated the relationship between leadership and job satisfaction (Rad & Yarmohammadian, 2006; Buitendach & Hlalele, 2005; Stander & Rothmann, 2008). Rad and Yarmohammadian (2006) identify several factors that lead to job satisfaction and job dissatisfaction. Among the several factors, leadership is viewed as a critical predictor of job satisfaction (Rad & Yarmohammadian, 2006). Empowerment of employees is viewed as vital for organisational effectiveness (Stander & Rothmann, 2008) and empowerment refers to some aspects of power and control. Empowerment also refers to autonomy, sharing of information, participation and involvement in decision making (Stander & Rothmann, 2008; Buitendach & Hlalele, 2005). Leadership empowerment refers to a leader who energises their followers and provides future vision (Stander & Rothmann, 2008). The findings of the research have shown that a positive relationship exists between job satisfaction and leaders empowering behaviour.

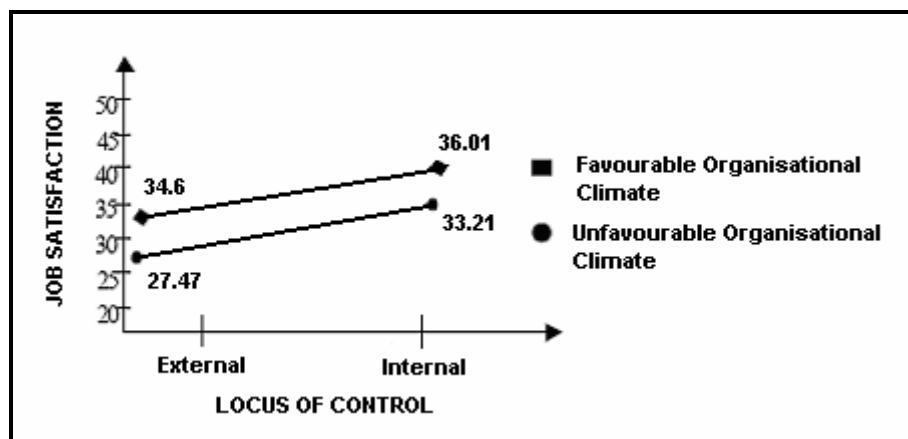
**Figure 1: Relationship of Leader Empowering Behaviour and Job Satisfaction (Stander & Rothmann, 2008)**



Organisational culture is defined as the personality of the organisation. It is deeply rooted within the organisational system and is a process that evolves over time. It also determines the way the organisation conducts its business (Sempene et al., 2002; Roos & Eeden, 2008). Research into the relationship between corporate culture / organisational culture and job satisfaction has revealed that a positive relationship exists (Sempene et al., 2002; Roos & Eeden, 2008). Roos and Eeden (2008) used four variables to define corporate culture: performance, human resources, decision making and interpersonal relationships. Sempene et al. (2002) used 15 variables to represent the factor of organisational culture in their study.

Locus of control refers to the belief about the amount of control that people have over their own lives. People who feel that they are in charge of their own destiny have an internal locus of control while those who feel that life events are mainly due to fate have an external locus of control (Afolabi, 2005; Carrim et al., 2006). The results of both studies (Afolabi, 2005; Carrim et al., 2006) showed that employees with an internal locus of control have increased levels of job satisfaction.

**Figure 2: Relationship of Locus of Control and Job Satisfaction (Afolabi, 2005)**



## 2.4 JOB PERFORMANCE

### 2.4.1 DEFINITION

Oosthuizen (2001) conducted research into worker performance. He claims that the assumption that motivation and performance are the same is faulty and can lead to poor management decisions. He points out that motivation is one of the factors that directly influences performance and other factors include the level of

worker ability, level of skill, knowledge and inhibiting conditions (Oosthuizen, 2001). Oosthuizen defined performance as follows:

Performance = Motivation x Ability x Skill x Resources

Timmer (2004) researched job satisfaction amongst middle managers in the public service (police services). Timmer defined performance based on an individual's attitude towards the work and the effort that was exerted. A critical point is made by Timmer regarding reward; it needs to be equitably perceived when compared to colleagues.

#### **2.4.2 FACTORS AND VARIABLES**

Reviewing the literature has indicated that there are several factors that have an influence on job performance. Chick (2001) highlighted eight factors that influenced the performance of a knowledge worker:

- Individual competence (skills, ability, use of skills)
- Personal growth opportunities (access to knowledge, support for training and development)
- Facilitative work environment (work life balance, effective leadership)
- Work content (challenging assignments, clear goals, purposeful)
- Knowledge exchange (low internal competition, sharing and exchange)
- Reward and recognition (performance feedback, equitable reward)
- Achievement
- Operational autonomy (influence decisions, independence)

Timmer's (2004) study showed that the factors influencing job performance was a mixture of some of the factors highlighted by Chick (2001) and Oosthuizen (2001). Timmer (2004) showed that job performance of managers was influenced by the individual (needs, abilities and values), the job itself (role perception), attitude and effort.

The constructs of job satisfaction and job performance have been defined and the factors that influence them have been identified and described. It is clear from the literature that the factors influencing job satisfaction are similar to the factors that influence job performance. The relationship between the two constructs has caused much debate among researchers and this relationship is discussed in the next section.

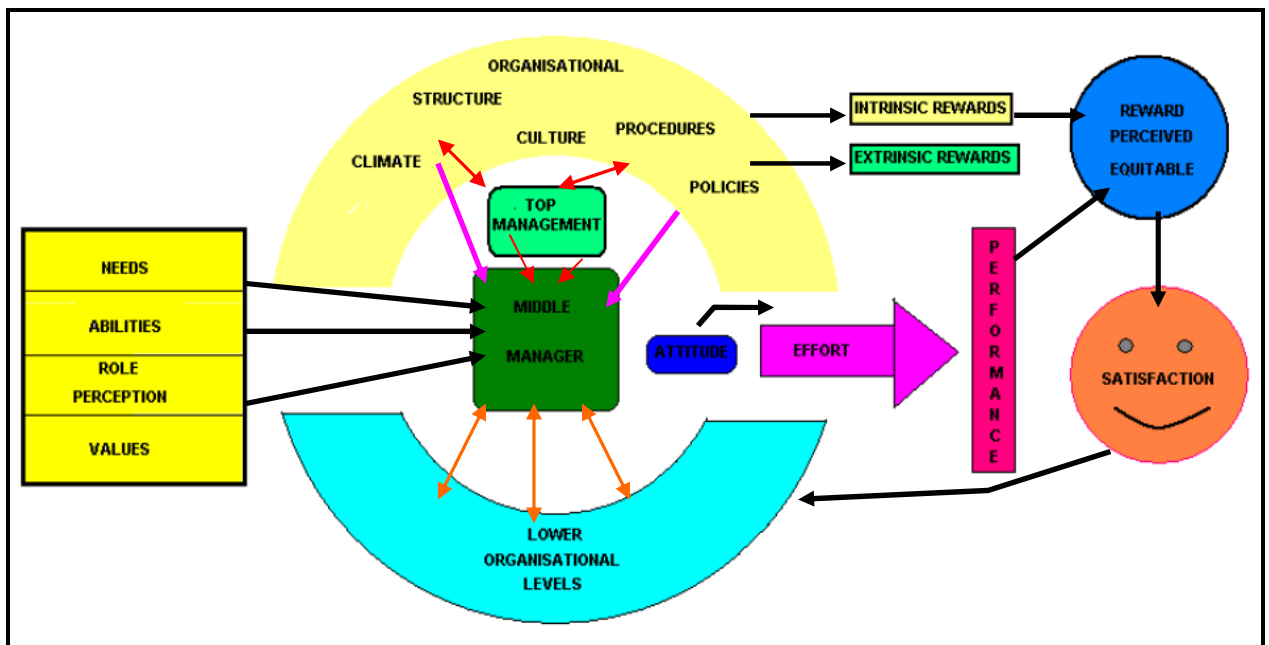
## **2.5 THE RELATIONSHIP BETWEEN JOB SATISFACTION AND JOB PERFORMANCE**

Much research has been done into the relationship of job satisfaction and job performance (Timmer, 2004; Arnolds & Boshoff, 2001; Selladurai, 1991; Christen et al., 2006). The findings of the studies have also been contradictory. Some have suggested that satisfaction causes performance while other state that performance causes satisfaction.

The framework presented by Timmer (2004), adapted from Porter and Lawler, alludes to the fact that improved performance leads to higher job satisfaction. However, Arnolds and Boshoff (2001) tend to argue the opposite case. They

propose that the needs theory state that by striving to satisfy one's needs, they are satisfied and are therefore motivated to increase their job performance. However, Selladurai (1991) concluded that there is no empirical evidence to support either causal relationship (satisfaction causes performance or performance causes satisfaction). It appears that the relationship between job satisfaction and job performance is circular (Selladurai, 1991).

**Figure 3: Job Satisfaction Framework - Middle Managers (Timmer, 2004)**



## 2.6 JOB SATISFACTION AND DEMOGRAPHICS

Most of the research that was reviewed on job satisfaction investigated the impact of demographics on the level of job satisfaction of employees (Grupp et al., 1975; Costello & Lee, 1974; Ellickson, 2002; Pietersen, 2005; Sanker & Yeong, 1997; Rad & Yarmohammadian, 2006; Alavi & Askaripur, 2003; Bowen et al., 2008; Sledge et al., 2008; Sempene et al., 2002; Carrim et al., 2006).



Some of the research findings have been contradictory in terms of the impact of demographic variables but this can be attributed to the different contexts in which each of the studies were conducted. However, one should not underestimate the value of knowing and understanding the impact of demographics on job satisfaction as the findings will be useful within the context that it was obtained. This knowledge can be used to design future policies to help increase job satisfaction and hence increase overall organisation effectiveness.

The impact of gender on job satisfaction has also been researched in previous studies but according to Ghazzawi (2009), little research exists regarding this relationship. Ghazzawi (2009) also pointed to the fact that findings regarding the effect of gender on job satisfaction have been contradictory. In his study of 132 IT professionals in the US, he found that gender did not play a role in predicting the level of job satisfaction (Ghazzawi, 2009). Roelen, Koopmans and Groothoff (2008) also found no significant differences between the job satisfaction scores of males and females.

Al-Ajmi (2006) also studied the effect of gender on job satisfaction among government workers in Kuwait. His study surveyed 436 employees across five government ministries with approximately a 50-50 split between males and females in the sample. The main rationale behind this study was to verify whether Kuwaiti females were at least as satisfied with their jobs as their male colleagues. Al-Ajmi (2006) also reiterates that the results of past studies have drawn contradictory results concerning the relationship between gender and job satisfaction. In his study (Al-Ajmi, 2006) he hypothesised that there would be

no significant relationship between gender and job satisfaction and that men and women experience the same levels of job satisfaction. The findings of his study show that no significant relationships existed for both hypotheses. There was no significant relationship between gender and job satisfaction and also no significant difference in the levels of job satisfaction between males and females (Al-Ajmi, 2006).

However, Rad and Moraes (2009) found a significant difference in job satisfaction between males and females in their study of job satisfaction among employees in public hospitals. They found that job satisfaction among male employees was significantly higher than female employees and that marital status also had a significant impact. The factors of salary, fringe benefits, promotion and communication had the strongest correlations with job satisfaction respectively (Rad & Moraes, 2009).

The impact of age on job satisfaction has also revealed contradictory findings. Some studies have found that age has no impact on job satisfaction (Ellickson, 2002; Sanker & Yeong, 1997) while other studies have found a positive correlation (Rad & Yarmohammadian, 2006).

The various studies reviewed with respect to the effect of demographics on job satisfaction have revealed a common set of demographics that were collated and used in the different studies. The following demographics were found to be most common among the studies reviewed:

- Age
- Gender
- Job Level / Rank
- Tenure / Years of Service
- Years of Work Experience
- Education Level
- Marital Status
- Salary
- Number of Family Members

None of the studies, except Buitendach and Rothmann (2009) and Abu-Bader (2005), which were reviewed included ethnicity / race as a demographic that would affect the level of job satisfaction. Abu-Bader (2005) surveyed 218 social workers in Israel and found a significant difference in job satisfaction amongst the two different ethnic groups within the sample. The findings of the study also found no differences in job satisfaction in relation to gender (Abu-Bader, 2005).

Ghinetti (2007) included job grade levels in his study of job satisfaction among public sector and private sector workers in Italy. The job levels were grouped into four categories: blue collar, white collar low (office workers and teachers), white collar high (junior managers) and manager (managers, senior officials, etc). He found that managers were more satisfied than blue collar workers and white collar workers. His explanation regarding this finding is prestige and career motivations of managers.

## 2.7 MEASURING JOB SATISFACTION

Many questionnaires have been developed to measure job satisfaction. Ellickson (2002) developed a questionnaire that assessed employee perceptions on 11 different aspects of the workplace. Pietersen (2005) developed a short Job Satisfaction Questionnaire (JSQ) by using a selection of the items that were reported by Koustelios and Bagiatis (1997). The six job satisfaction factors used by Pietersen's (2005) instrument were: working conditions, supervision, pay, the job itself, organisation and promotion. Costello and Lee (1974) utilised Porter's questionnaire which used the factors of security, social, esteem, autonomy and self-actualisation to measure job satisfaction levels.

Rad and Yarmohammadian (2006) used a standard questionnaire that was developed by Spector (1997). Spector's questionnaire assessed job satisfaction according to nine sub-scales (factors): salary, fringe benefits, recognition, promotion, communication, work conditions, nature of the job, supervision and co-workers. Alavi and Askaripur (2003) used the questionnaire "job satisfaction" developed by Robbins (1995) which measures job satisfaction according to five aspects (factors): the kind of job, supervisor, co-workers, promotion, salary and benefits. The questionnaire had 40 questions in total to evaluate the five aspects of job satisfaction (Robbins, 1995).

Afolabi (2005) used the ten item scale developed by Adanijo (1987) to measure job satisfaction. Adanijo's (1987) scale contained items like the work itself, supervision, co-workers and promotion.

The most commonly used measurement tool for job satisfaction is the Minnesota Satisfaction Questionnaire (MSQ). It has been utilised in most of the studies that were reviewed for the present study (Ghazzawi, 2009; Carrim et al., 2006; Sempene et al., 2002; Buitendach & Hlalele, 2005). The MSQ is designed to measure employees satisfaction with his/her job. The MSQ can measure both intrinsic and extrinsic job satisfaction (Buitendach & Hlalele, 2005) and is available in a long/full version and a short version. The long form measures job satisfaction using 20 five-item scales (100 questions) whereas the short form uses 20 items from the long form which best represents each of the 20 scales (Weiss, Dawis, England & Lofquist, 1967).

## **2.8 DISCUSSION AND SUMMARY**

By exploring the literature, the importance of knowing the factors that influence job satisfaction of employees is better understood. Job satisfaction has been positively correlated to job performance and motivation, both factors that ultimately affect organisational effectiveness (Ellickson, 2002; Timmer, 2004). The benefits of understanding how the level of job satisfaction can influence organisational performance have also been highlighted (Grupp et al., 1975; Ellickson, 2002; Pietersen, 2005; Timmer, 2004; Costello & Lee, 1974; Sankar & Yeong, 1997; Rad & Yarmohammadian, 2006). Even though much research

has been done into measuring levels of job satisfaction, more attention needs to be focussed into investigating which factors are more important than others within different contexts. Many studies have also measured job satisfaction using a standard measuring tool which leaves room for omission of certain factors that are deemed to be important to influencing job satisfaction.

There has been widespread interest in the concept of job satisfaction, however very little attention has been focussed on explaining the level of job satisfaction among government employees (Ellickson, 2002) and more specifically, the factors that influence their job satisfaction. This oversight can be detrimental given the high number of people employed by the state in most countries and the important role played by these state enterprises within the economy (Ellickson, 2002; Khumalo, 2009).

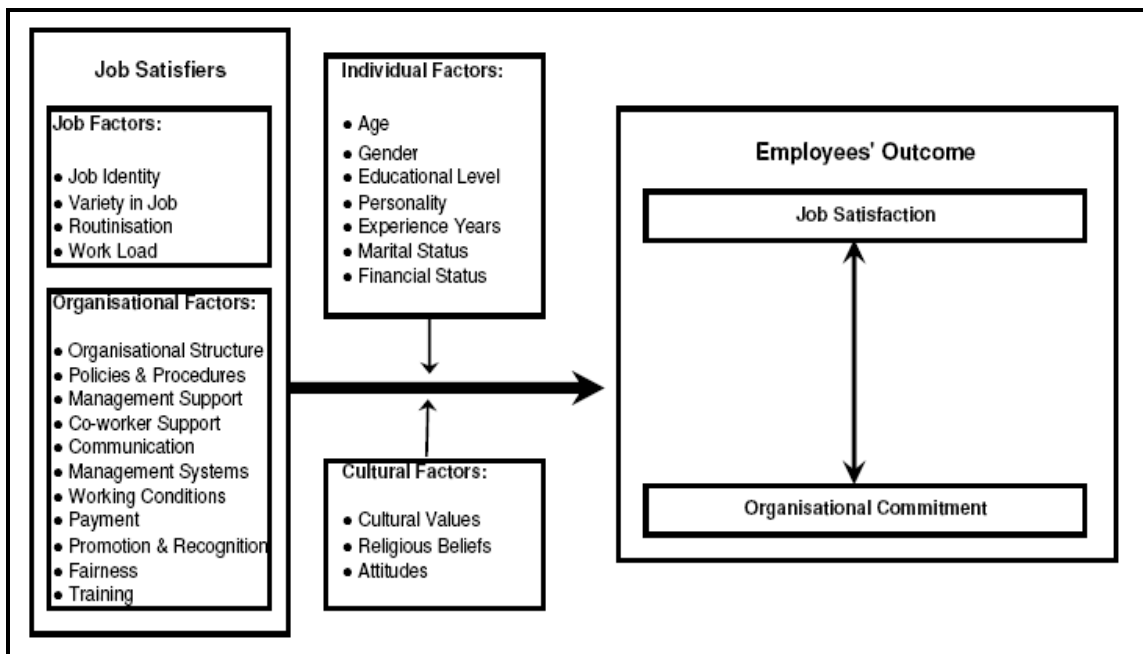
The findings of most of the research into the relationship of job satisfaction and demographic variables (age, gender, and race) have been contradictory (Ellickson, 2002; Sanker & Yeong, 1997; Rad & Yarmohammadian, 2006). Some studies have found that age and gender does have an effect on job satisfaction levels while others have stated that no statistically significant relationships exist. Some of the studies have also considered whether the factors itself, that influence job satisfaction, would be different for men and women of different age groups.

Ethnicity is another important demographic variable that needs to be considered when identifying the factors that influence job satisfaction. The importance of

understanding the relationship between ethnicity and job satisfaction is enhanced by the impact of globalisation and the diverse workforce in South Africa.

The study conducted by Rad and Moraes (2009) depicts a hypothesised relationship between the factors effecting job satisfaction. Most of the factors mentioned in previous studies are included in the relationship. They separate the factors into job factors, organisational factors, cultural factors and lastly individual factors which include demographics (Rad & Moraes, 2009). This hypothesised relationship is depicted in Figure 4 and provides a good summary of how the factors affect job satisfaction.

**Figure 4: Hypothesised Relationship between Job Satisfaction and Factors (Adapted from Rad & Moraes, 2009)**



These findings support research into:

- The factors that influence job satisfaction of managers within SOEs
- The effect of demographics (including ethnicity/race) on the factors that influence job satisfaction of managers at SOEs

In summary, the concept of job satisfaction needs to be better understood within the context of government organisations. Past studies have shown that job satisfaction is influenced by several factors and that positive relationships exist between job satisfaction and these other factors. The findings regarding the effect of demographics on job satisfaction levels have been contradictory. Several tools have been developed to measure job satisfaction of employees, the most common being the Minnesota Satisfaction Questionnaire.

This research investigates which factors impact on job satisfaction the most and tests the effect of demographics on the factors that influence job satisfaction.



## **CHAPTER 3: RESEARCH PROPOSITIONS AND QUESTIONS**

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### **3.1 PURPOSE OF RESEARCH**

The main purpose of this study was to determine the factors that are most important in influencing the job satisfaction of managers at SOEs in South Africa. The study also investigated the influence of demographics (age, gender, ethnicity and job grade) on the factors that influence job satisfaction. Finally, a framework was developed, using the results of the study, to help guide leaders at SOEs in South Africa with knowledge of the factors that most influences job satisfaction and their link to organisational effectiveness.

### **3.2 RESEARCH QUESTIONS**

The study aimed to answer one fundamental question: Which factors are the most important in influencing the job satisfaction of managers at SOEs?

The literature review provided support for further research into understanding which factors are important for influencing job satisfaction and it also highlighted the fact that very little attention has been paid to understanding job satisfaction amongst government employees.

### **3.3 RESEARCH PROPOSITIONS**

**3.3.1 RESEARCH PROPOSITION ONE:** The factors that influence job satisfaction of managers at SOEs will be different for men and women.

It was evident from the literature review that previous studies have found contradictory results regarding the effect of gender on levels of job satisfaction. The reason for this could be explained by the different contexts within which each of the studies was conducted. Another possible explanation could be the fact that the factors which have the most influence on job satisfaction for men and women are different.

**3.3.2 RESEARCH PROPOSITION TWO:** The factors that influence job satisfaction of managers at SOEs will be different for different age groups.

The findings of past studies have also been divided on the effect of age on job satisfaction levels. Some research has shown that age has no effect in predicting levels of job satisfaction (Ellickson, 2002; Sanker & Yeong, 1997) while others have shown that a positive correlation exists (Rad & Yarmohammadian, 2006).

**3.3.3 RESEARCH PROPOSITION THREE:** The factors that influence job satisfaction of managers at SOEs will be different for different ethnic/race groups.

The workforce in South Africa is racially diverse and therefore one could expect different ethnic groups to be satisfied by different factors. Past studies have shown that ethnicity does affect job satisfaction (Abu-Bader, 2005; Buitendach & Rothmann, 2009) and it is therefore important to understand the impact of this demographic within the SOE context.

**3.3.4 RESEARCH PROPOSTION FOUR:** The factors that influence job satisfaction of managers at SOEs will be different for different job level groups.

## **CHAPTER 4: RESEARCH METHODOLOGY**

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### **4.1 CHOICE OF METHODOLOGY**

The research design is quantitative and descriptive in nature. Zikmund (2003) explains that the major purpose of descriptive research is to describe characteristics of a population or phenomenon. In this study, we were trying to discover which factors had the most influence on job satisfaction of managers at SOEs. Zikmund (2003) also states that descriptive studies are conducted when there is some previous understanding of the research problem. Descriptive studies seek to determine answers to who, what, when, where, and how questions (Zikmund, 2003). The aim of this study was to answer the following questions:

- What are the factors that have the most influence on job satisfaction of managers at SOEs?
- How do the factors that influence job satisfaction of managers at SOEs differ for different demographics (age, gender, and ethnicity/race)?

Therefore a quantitative, descriptive research design was suitable for this study.

### **4.2 UNIT OF ANALYSIS**

In order to support the research propositions stated in Chapter Three, the unit of analysis for this study was a manager working at a SOE.

### **4.3 POPULATION**

The population consists of all managers who:

- Work for one South African SOE
- Are in a management position by title or grade
- Are managers of people
- Are managers of contracts / projects

The total population for the study, based on the above criteria, was 5824 managers. However, this total population refers to the total number of managers throughout the country for the SOE within which the study was conducted.

### **4.4 SAMPLING METHOD AND SIZE**

A non-probability sampling technique was used, which is described by Zikmund (2003) as a sampling technique in which units of the sample are selected on the basis of personal judgement or convenience. For the purpose of this study, convenience sampling was used to obtain those units or people most conveniently available (Zikmund, 2003; Fink, 2009). The benefits of using this sampling procedure was that a larger number of completed questionnaires were obtained quickly and economically (Zikmund, 2003; Fink, 2009). Fink (2009) also suggested using the convenience sampling method because the people who are willing to complete the survey are also available when you need them. The sampling procedure that was used also had some disadvantages. The

variability and bias of estimates cannot be measured or controlled and projecting data beyond the sample is inappropriate (Zikmund, 2003). However the sampling technique was still adopted because of ease of access, increased sample size and a higher response rate.

In terms of the sample size and survey distribution, the questionnaire was personally hand delivered by the researcher to 200 managers of the total population. The 200 managers, to which the survey was hand delivered, were chosen based on geographic location, ease of access into those divisions of the organisation, availability of participants on the day the survey was delivered and willingness to participate. The divisions were chosen based on the number of participants based at these locations which increased the possibility of obtaining a larger number of completed surveys. Surveys were also distributed and returned by e-mail to managers. A cross-sectional survey design was used for data gathering which is described by Fink (2009) as a snapshot of a group of people.

## **4.5 DATA GATHERING AND RESEARCH INSTRUMENT**

### **4.5.1 RESEARCH INSTRUMENT**

A detailed questionnaire was developed for this study. The basis of the questionnaire was the factors and variables that were highlighted in the literature review. All of the factors, excluding one (locus of control), that were highlighted by past studies were included into the questionnaire. The reason for omitting the factor of locus of control was that the question created ambiguity. A

respondent with an internal locus of control would rate a question opposite to that of a respondent with an external locus of control in terms of relative importance. The measuring tools that were used in past studies were also used to develop the questionnaire for this study. Each statement was measured using a seven point Likert scale (Extremely Important – 7, Very Important – 6, Moderately Important – 5, Neutral – 4, Slightly Important – 3, Low Importance – 2, Not Important at all – 1).

The questionnaire comprised three parts (Refer to Appendix 1):

- The first part (part A) positioned the research to the respondents and included instructions for completing the questionnaire. It also included a statement that participation is voluntary and that participants can withdraw at any time without penalty. All data has been kept confidential and the identity of each participant was not required or captured.
- The second part (part B) comprised a series of questions that was used to obtain the demographic profile of each respondent (age, gender job level and ethnicity). The demographic data that was collected was coded using the method recommended by Greasley (2008). The coding of data was necessary for the statistical analysis that was conducted. The codes were also recorded on the questionnaire for record purposes.
- The final part (part C) of the questionnaire comprised a series of questions/statements that are generally used to measure job satisfaction.

The survey questionnaire was pre-tested to verify any ambiguity within the instrument. This was done by administering the survey to a subset within the main sample. The subset of ten participants was chosen based on their physical location relative to that of the researcher's daily work location. Participants of the pre-test are located within the same organisation and division as that of the researcher. During the pre-test, the duration that respondents took to complete the questionnaire was recorded in order to ensure that the questionnaire was not too time consuming. The results of the pre-test of the questionnaire were reviewed to ensure that there wasn't any ambiguity in the questions. Participants of the pre-test were also interviewed to verify any ambiguity within the questions and to confirm ease of completion.

#### **4.5.2 DATA GATHERING**

Data was gathered by using a self-administered questionnaire, which was personally administered by the researcher, with two forms of distribution. The questionnaire was distributed by using the drop-off method and the e-mail survey method. The reason for using the drop-off method was that most of the respondents within the study population and geography of the study are based at the SOE head office and hence obtaining a large number of completed questionnaires would be quick and easy. However, the drop-off method of data gathering did not provide the anticipated number of completed questionnaires and hence the e-mail survey method was then utilised. Participants were not directly chosen when the e-mail survey method was used because surveys were emailed to department managers who were then requested to forward the survey to employees within the defined population.



## **4.6 DATA ANALYSIS**

The questionnaire that was utilised for this study consisted of several questions which were used to discover the key factors that are the most important to managers at SOEs in influencing their job satisfaction.

### **4.6.1 RESEARCH QUESTION ONE: FACTOR ANALYSIS AND FRIEDMAN ANOVA**

A factor analysis was conducted to determine the factors that are most to influencing job satisfaction as well as to determine the items that load onto each factor. A Kaiser-Meyer-Olkin (KMO) test and Bartlett's Test of Sphericity was first conducted to verify if the data set was suitable for factor analysis. The results of the factor analysis (Eigen values, Scree Plot and percentage variance explained) was then used to determine the number of factors to be retained. Thereafter an item analysis was conducted to obtain the Cronbach Alpha reliability for the items within each factor. The mean over the items in each factor was calculated and then listed in relative importance. The mean of each factor was then compared using a Friedman test to verify if differences were significant and to also determine which the most important factor was.

### **4.6.2 RESEARCH PROPOSITION ONE AND FOUR: T-TEST, SCHEFFE TEST AND REPEATED MEASURES ANOVA**

A t-test, for the difference of means, is used to test the hypothesis that the mean scores on some variable will be significantly different for two independent samples or groups (Albright, Winston & Zappe, 2009; Zikmund, 2003). In this

study, the difference of the factors that influence job satisfaction was tested for males and females and for the job groups to verify whether statistical differences existed between the groups. Where the t-test indicated significant differences between the means, a pairwise comparison was done with a Scheffe Test. A repeated measures ANOVA was then used to test whether differences between the means of the three factors were significant for each gender and job group respectively.

#### **4.6.3 RESEARCH PROPOSITION TWO AND THREE: ANOVA, SCHEFFE TEST AND REPEATED MEASURES ANOVA**

When the means of more than two groups or populations need to be compared, Albright et al. (2009) recommends the one-way ANOVA as the appropriate statistical tool. For propositions two and three, the means of more than two groups (age and ethnic groups) were compared to verify if statistically significant differences existed between the groups in terms of the factors. There were four ethnic/race groups: black, white, Indian, coloured. The age groups were categorised after the surveys were administered to ensure that there were a sufficient number of respondents within each age group. Where the ANOVA indicated significant differences between the means, a pairwise comparison was done with a Scheffe Test. A repeated measures ANOVA was then used to verify if differences in means between the three factors were significant within each age and ethnic group.

#### 4.7 RESEARCH LIMITATIONS

- The sample that was taken was restricted to only one of the SOEs and therefore the findings can only be used as a guide for other SOEs within the South African context. This is because each SOE operates in different sectors of the economy and hence the work dynamics are different for managers in different SOEs
- Convenience sampling was utilised for the survey and hence no inferences can be made to the population
- The sample was restricted to one province in South Africa
- The time frame for the project was limited to 2010 and therefore changes to survey results is anticipated as new generation employees enter the job market and as older generations leave the job market (retire)

The research methodology guided the entire research process and ensured consistency and validity of the research. The methodology design also made sure that the research process was conducted systematically so that the research objectives would be met. In Chapter Five, the sample and results of the research are presented.

## **CHAPTER 5: RESULTS**

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### **5.1 INTRODUCTION TO RESULTS**

This chapter presents the data collected and the results of the statistical analysis. An ambiguity that was identified during the survey pre-test is first highlighted and then the demographic profile of the sample is presented. The results for the main research question are presented by listing each question from the survey in relative importance. The results of the factor analysis are then presented. Using the result of the factor analysis the four research propositions were tested and their results are then presented.

### **5.2 FINDINGS FROM THE SURVEY PRE-TEST**

The survey was pre-tested by using ten managers to complete the survey. During the pre-test, two of the participants found an ambiguity within the questionnaire. The two participants were unsure of whether they were rating the importance of each statement in terms of their job satisfaction with their current jobs or whether they were rating the importance of each statement in terms of influencing their job satisfaction in general. The survey was then revised by changing a portion of the instructions within the questionnaire to remove this ambiguity.

### 5.3 DEMOGRAPHIC PROFILE OF SAMPLE

A total of 191 completed surveys were returned by participants. This includes data that was gathered by both the drop off survey method and the e-mail survey method. Of the 191 completed surveys, 21 surveys could not be used for data analysis due to the surveys not being fully completed by participants. Common errors that resulted in surveys being unusable were missing age details and unanswered questions. Of the 200 surveys that were dropped off, 134 completed surveys were returned giving a response rate of 67 %. The e-mail survey method managed to obtain 36 completed surveys, yielding a total of 170 usable responses.

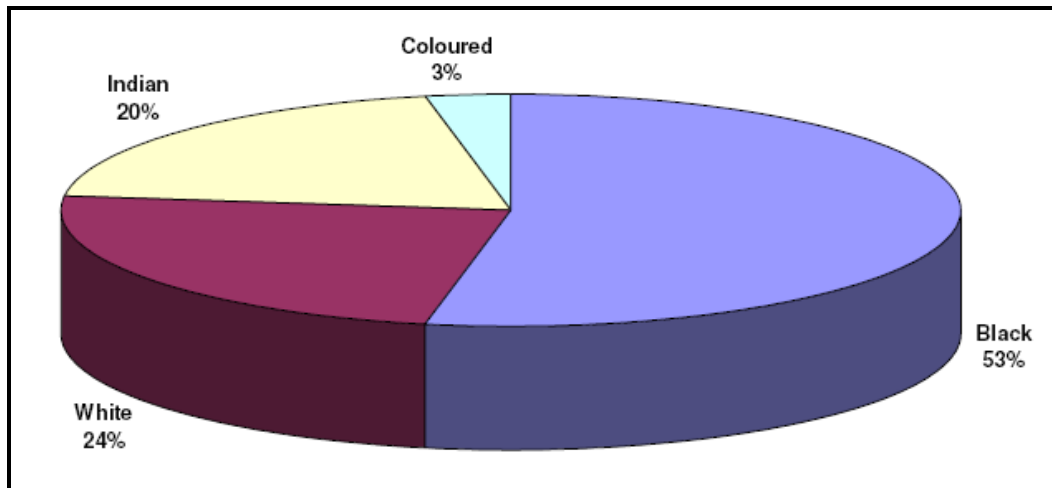
#### 5.3.1 ETHNICITY PROFILE OF SAMPLE

The table and figure below presents the ethnicity profile of the sample. In total there were 170 managers in the sample of which managers of black ethnicity made up 52.94 % whereas managers of coloured ethnicity made up only 2.94 %. Indian and white managers made up 20 % and 24.12 % of the sample respectively.

**Table 1: Ethnicity Profile of Sample**

| <b>ETHNICITY</b> |                  |                |                             |                           |
|------------------|------------------|----------------|-----------------------------|---------------------------|
| <b>Ethnicity</b> | <b>Frequency</b> | <b>Percent</b> | <b>Cumulative Frequency</b> | <b>Cumulative Percent</b> |
| <b>Black</b>     | <b>90</b>        | <b>52.94</b>   | <b>90</b>                   | <b>52.94</b>              |
| <b>White</b>     | <b>41</b>        | <b>24.12</b>   | <b>131</b>                  | <b>77.06</b>              |
| <b>Indian</b>    | <b>34</b>        | <b>20.00</b>   | <b>165</b>                  | <b>97.06</b>              |
| <b>Coloured</b>  | <b>5</b>         | <b>2.94</b>    | <b>170</b>                  | <b>100.00</b>             |

**Figure 5: Ethnicity Profile of Sample**



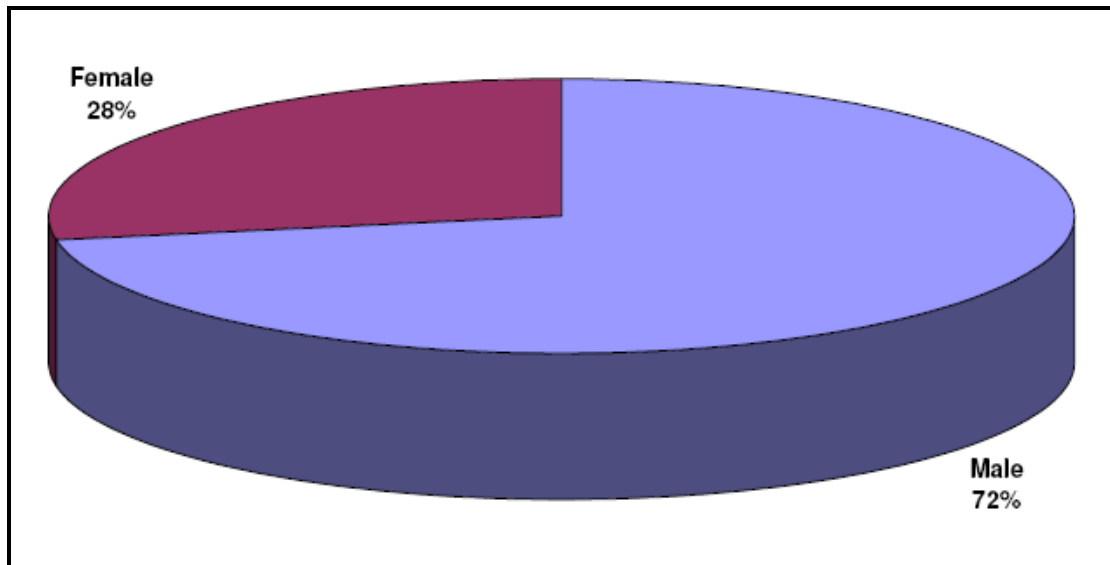
### 5.3.2 GENDER PROFILE OF SAMPLE

Of the 170 managers that completed the survey 123 managers were male and 47 were female. The response rates from both groups were sufficient to conduct statistical analysis. The table and figure below depicts the gender profile of the sample.

**Table 2: Gender Profile of Sample**

| GENDER |           |         |                      |                    |
|--------|-----------|---------|----------------------|--------------------|
| Gender | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
| Male   | 123       | 72.35   | 123                  | 72.35              |
| Female | 47        | 27.65   | 170                  | 100.00             |

**Figure 6: Gender Profile of Sample**



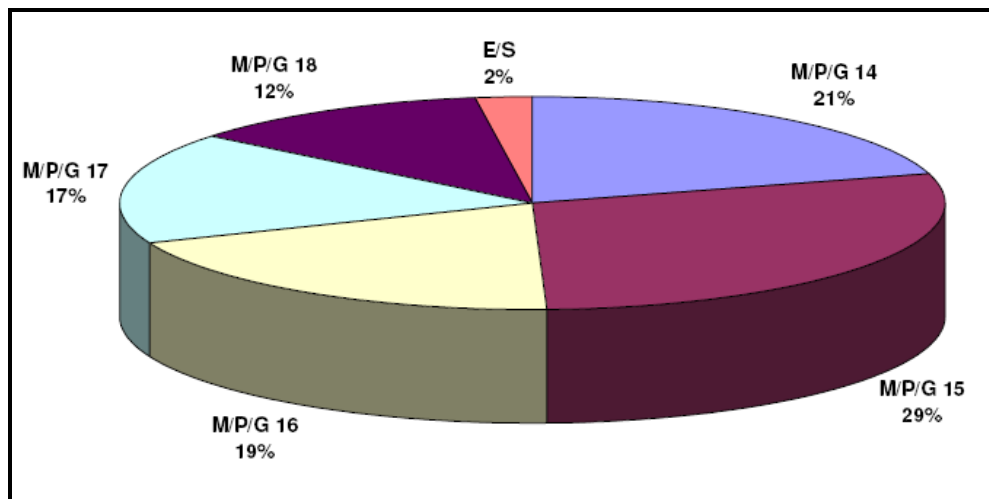
### **5.3.3 JOB GRADE PROFILE OF SAMPLE**

There were originally seven job grades on the survey; however, completed surveys were only received from the first six job grades. The six job grades were divided into two groups; namely, middle management (job grade 1 – 3) and senior management (job grade 4 – 6). The job grade groupings were guided by the SOE job evaluation procedure but the group names (middle management and senior management) were developed independently. The table and figure below shows that middle management (M/P/G 14 – 16) made up 69 % of the sample and senior management (M/P/G 17 – 18 & E/S) made up 31 %.

**Table 3: Job Grade Profile of Sample**

| JOB GRADE                    |           |           |         |                      |                    |
|------------------------------|-----------|-----------|---------|----------------------|--------------------|
| Job Group                    | Job Grade | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
| (1 - 3)<br>Middle Management | M/P/G 14  | 35        | 20.60   | 35                   | 20.60              |
|                              | M/P/G 15  | 49        | 28.82   | 84                   | 49.42              |
|                              | M/P/G 16  | 33        | 19.41   | 117                  | 68.83              |
| (4 - 6)<br>Senior Management | M/P/G 17  | 29        | 17.06   | 146                  | 85.89              |
|                              | M/P/G 18  | 20        | 11.76   | 166                  | 97.65              |
|                              | E/S       | 4         | 2.35    | 170                  | 100.00             |

**Figure 7: Job Grade Profile of Sample**



### 5.3.4 AGE PROFILE OF SAMPLE

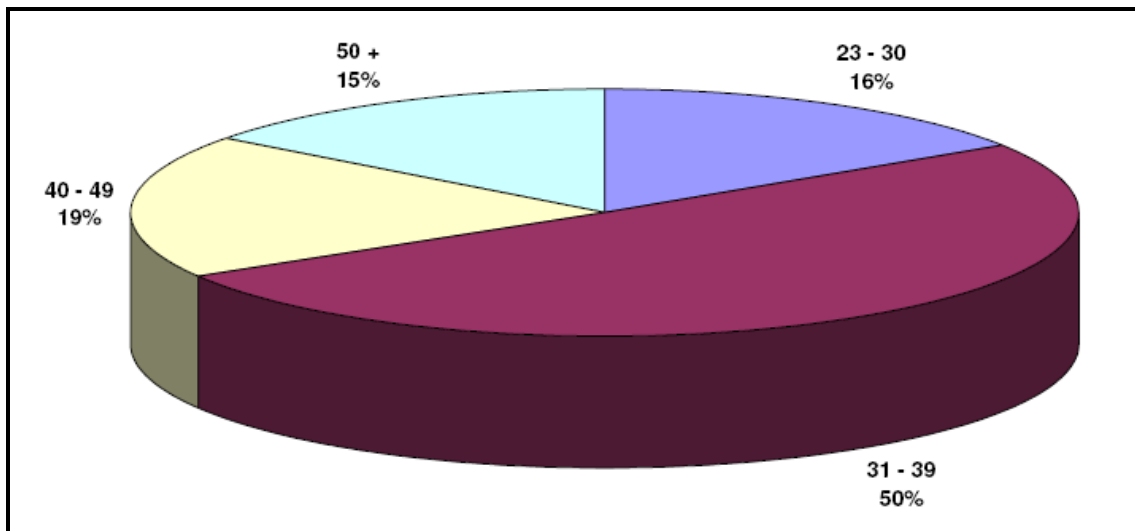
The age groups were not originally specified but respondents actual ages were collected during the survey. The age groups were then developed so that there were a sufficient number of respondents within each group. There were four age groups developed: 23 – 30 years, 31 – 39 years, 40 – 49 years and greater than 50 years. The number of respondents in each age group was 27, 86, 32 and 25 respectively, as shown in the table below.



**Table 4: Age Profile of Sample**

| AGE       |           |         |                      |                    |
|-----------|-----------|---------|----------------------|--------------------|
| Age Group | Frequency | Percent | Cumulative Frequency | Cumulative Percent |
| 23 - 30   | 27        | 15.88   | 27                   | 15.88              |
| 31 - 39   | 86        | 50.59   | 113                  | 66.47              |
| 40 - 49   | 32        | 18.82   | 145                  | 85.29              |
| 50 +      | 25        | 14.71   | 170                  | 100.00             |

**Figure 8: Age Profile of Sample**



#### 5.4 RESULTS FOR RESEARCH QUESTION ONE

The table below shows the means for each statement from the survey and the factors into which each statement was originally positioned. Each of the 51 statements was rated on a seven point Likert scale from “Extremely Important” to “Not Important at all”. The statements in the table below are sorted by mean score from highest (most important to influencing job satisfaction) to lowest (least important to influencing job satisfaction). Statement number 20 was rated

the most important, with a mean score of 6.52, and statement number 35 was rated the least important, with a mean score 4.51.

**Table 5: The Means of the Original Items – Sorted by Mean Score**

| Statement Number | Factor Name                  | Job Satisfaction Statements                                      | Mean |
|------------------|------------------------------|--|------|
| 20               | Leadership                   | Trustworthy & honest leaders                                     | 6.52 |
| 5                | Leadership                   | Leaders that are knowledgeable                                   | 6.39 |
| 2                | Work conditions              | Access to resources (equipment, money) to get the job done       | 6.37 |
| 1                | Nature of the Job Itself     | Work that is challenging   | 6.34 |
| 31               | Work conditions              | An environment that meets safety standards                       | 6.26 |
| 3                | Compensation & Rewards       | A market related salary  | 6.25 |
| 48               | Sense of Purpose             | The feeling of accomplishment I get from my job                  | 6.25 |
| 34               | Leadership                   | Inspirational leadership   | 6.18 |
| 11               | Work Autonomy                | Freedom to use my own judgement at work                          | 6.18 |
| 30               | Nature of the Job Itself     | Work that makes use of most of my skills                         | 6.18 |
| 32               | Compensation & Rewards       | Receiving a performance bonus based on my own performance        | 6.17 |
| 6                | Career Opportunities         | Opportunities for advancement/promotion                          | 6.05 |
| 40               | Work Life Balance            | Sufficient time to spend with family                             | 6.05 |
| 10               | Relationship with Boss       | A boss that supports my decisions                                | 6.01 |
| 27               | Organisation Culture         | Regular feedback from management about ongoing events            | 6.01 |
| 25               | Work Autonomy                | To make decisions on my own                                      | 5.99 |
| 4                | Job Security                 | A job that provides me with a secure future                      | 5.99 |
| 13               | Organisation Culture         | A clear job description  | 5.98 |
| 21               | Career Opportunities         | Support for training & development                               | 5.96 |
| 49               | Relationship with Boss       | A boss that supports my work methods                             | 5.95 |
| 41               | Organisation Culture         | Involvement of employees in the decision making processes        | 5.94 |
| 47               | Organisation Culture         | Two way communication culture where employees are                | 5.90 |
| 45               | Work Autonomy                | To try my own methods of doing the job                           | 5.88 |
| 44               | Nature of the Job Itself     | Work that requires creativity                                    | 5.86 |
| 22               | Fringe Benefits              | Retirement fund benefits (pension fund)                          | 5.82 |
| 18               | Compensation & Rewards       | An equitable salary when compared to colleagues at work          | 5.81 |
| 28               | Recognition                  | Full credit for the work I do                                    | 5.81 |
| 19               | Job Security                 | A job that offers me stable employment                           | 5.72 |
| 33               | Job Security                 | An organisation that avoids retrenchments as far as possible     | 5.72 |
| 15               | Sense of Purpose             | An opportunity to help rebuild the infrastructure of the country | 5.68 |
| 23               | Relationship with Co-Workers | Supportive work colleagues                                       | 5.64 |
| 29               | Sense of Purpose             | To be of service to my country                                   | 5.62 |
| 17               | Work conditions              | Comfortable physical working conditions (lighting, office space) | 5.61 |
| 24               | Relationship with Boss       | A boss that is caring & understanding                            | 5.56 |
| 16               | Nature of the Job Itself     | Non-repetitive & varied work assignments                         | 5.49 |
| 37               | Relationship with Co-Workers | To work with colleagues in a team                                | 5.48 |
| 38               | Relationship with Boss       | A good personal relationship with my boss                        | 5.46 |
| 12               | Work Life Balance            | Flexible working hours   | 5.34 |
| 42               | Recognition                  | Receive awards for outstanding work                              | 5.34 |
| 50               | Relationship with Co-Workers | Friendly work colleagues   | 5.34 |
| 7                | Fringe Benefits              | Subsidised medical aid   | 5.33 |
| 39               | Work Autonomy                | A low degree of supervision                                      | 5.24 |
| 46               | Work Life Balance            | Sufficient time for non-work activities (hobbies, sports, etc)   | 5.13 |
| 43               | Sense of Purpose             | The opportunity to be somebody in the community                  | 4.91 |
| 36               | Fringe Benefits              | Generous leave conditions  | 4.89 |
| 26               | Work Life Balance            | Sufficient time off for maternity/paternity leave                | 4.85 |
| 9                | Relationship with Co-Workers | Opportunities to develop close relationships with colleagues     | 4.71 |
| 14               | Recognition                  | Publicly praised for outstanding work achievements               | 4.65 |
| 51               | Work Life Balance            | Sufficient time to spend with friends outside of work            | 4.56 |
| 8                | Relationship with Co-Workers | Opportunities for social interaction                             | 4.52 |
| 35               | Career Opportunities         | The chance to rub shoulders with important people                | 4.51 |

### 5.4.1 FACTOR ANALYSIS

A factor analysis was conducted using the responses from the 170 managers. The aim of the factor analysis was to take the 51 statements from the survey and reduce them into a smaller number of factors that would represent the statements. In order to verify if the data set was suitable for factor analysis, the strength among the statements was tested using the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's test of sphericity. Pallant (2007) suggests that Bartlett's test of sphericity should be significant at the 5 % level and the KMO value should exceed 0.6 for factor analysis to be considered. The table below presents the results of the KMO measure and Bartlett's test. In this study the KMO value of 0.822 is greater than 0.6 and the Bartlett's test of sphericity value was significant at the 5 % level (the Sig. value is < 0.05); hence the data set was appropriate for factor analysis.

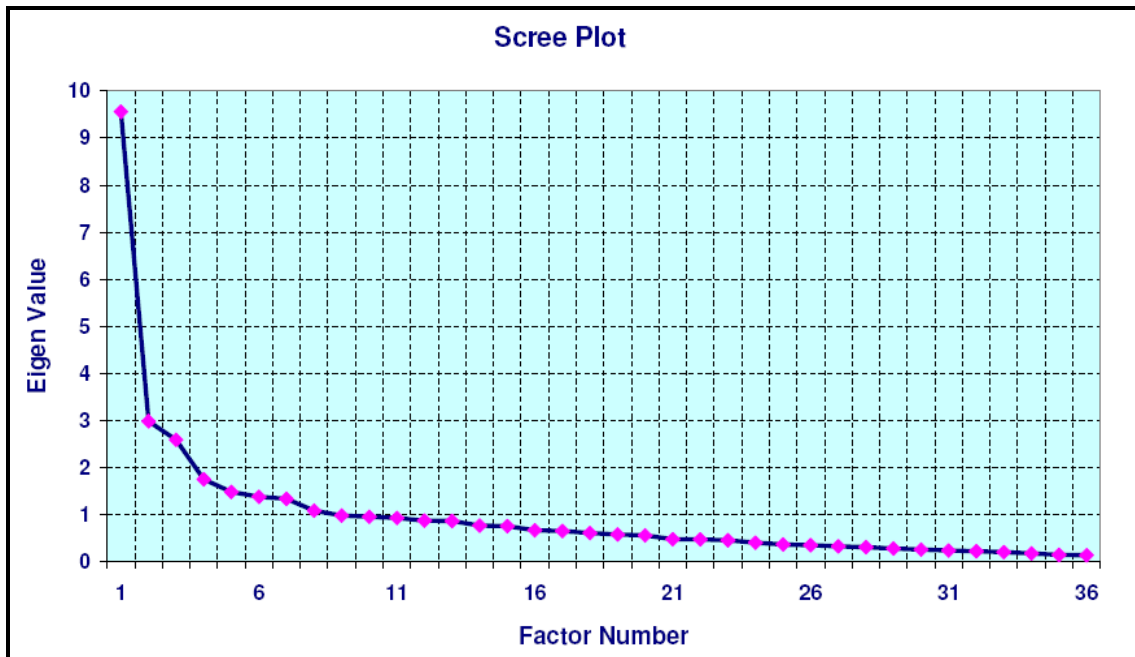
**Table 6: KMO and Barlett's Test**

| <b>KMO &amp; Barlett's Test</b>                        |                           |                 |
|--|---------------------------|-----------------|
| <b>Kaiser-Meyer-Olkin Measure of Sampling Adequacy</b> |                           | <b>0.822</b>    |
|  |                           |                 |
| <b>Barlett's Test of Sphericity</b>                    | <b>Approx. Chi-Square</b> | <b>2851.083</b> |
|  | <b>Degrees of Freedom</b> | <b>630</b>      |
|  | <b>Sig.</b>               | <b>0.000</b>    |

In order to determine the number of factors to extract, the Eigen values, Scree Plot and percentage variance explained was considered. The Scree Plot which is shown in the figure below shows that there were eight factors with Eigen values above one. The Scree Plot also shows an elbow (change in shape)

between the third and fourth factors and hence only the factors above the fourth factor were retained.

**Figure 9: Scree Plot**



The table below reports the Eigen values, percentage variance explained and Cronbach Alpha for each of the three factors. The Eigen values for the first three factors were 9.563, 2.978 and 2.583 respectively and the variance explained by each of the three factors was 24.73 %, 6.71 % and 5.63 % respectively. The total variance explained by the three factors was 37.07 %. Although the total variance explained by the three factors is lower than the desired 50 %, the Scree Plot indicated that a three factor framework would be appropriate. The Cronbach Alpha for each of the three factors were also high, 0.8726, 0.8458, 0.8464 respectively, and indicates that the statements contained within each factor are closely related and measures the underlying factor respectively.

**Table 7: Factor and Item Analysis**

| <b>Factor &amp; Item Analysis</b> |                 |                 |                 |                      |
|-----------------------------------|-----------------|-----------------|-----------------|----------------------|
|                                   | <b>Factor 1</b> | <b>Factor 2</b> | <b>Factor 3</b> | <b>All Variables</b> |
| <b>EIGEN VALUE</b>                | <b>9.563</b>    | <b>2.978</b>    | <b>2.583</b>    |                      |
| <b>% VARIANCE EXPLAINED</b>       | <b>24.73</b>    | <b>6.71</b>     | <b>5.63</b>     |                      |
| <b>CUMULATIVE PERCENTAGE %</b>    | <b>24.73</b>    | <b>31.44</b>    | <b>37.07</b>    |                      |
| <b>CRONBACH ALPHA</b>             | <b>0.8726</b>   | <b>0.8458</b>   | <b>0.8464</b>   | <b>0.9190</b>        |

The tables below (Tables 8 - 11) contain the results of the factor analysis that was conducted using the data collected from the 170 surveys. From the 51 original statements in the survey, only 36 were retained for the factor analysis. The 15 items were removed because of ambiguity as several of them loaded strongly (loading > 0.3) onto more than one factor. The factor loading cut-off was 0.3. Only statement 16, in Factor One, loaded below the cut-off of 0.3 but this item was still included within the factor. The reasons for this were that the loading onto Factor One was relatively high, when compared to the loading onto the other two factors, and the loading value itself was not much lower than the cut-off value. The results show that of the 36 remaining factors, 15 loaded strongly onto Factor One, 12 onto Factor Two and nine onto Factor Three.

Tables 8 - 11 report the statements that loaded onto each factor. These statements were used to develop labels for each of the three factors:

- Factor One: Inspirational Leadership and Purposeful Work
- Factor Two: Equitable Rewards and a Facilitative Work Environment
- Factor Three: Effective Working Relationships and Work Life Balance

**Table 8: Results of Factor Analysis – Factor Loadings**

| <b>Factor Loadings</b>  |                 |                 |                 |
|-------------------------|-----------------|-----------------|-----------------|
| <b>Statement Number</b> | <b>Factor 1</b> | <b>Factor 2</b> | <b>Factor 3</b> |
| 1                       | 0.627           |                 |                 |
| 10                      | 0.599           |                 |                 |
| 11                      | 0.563           |                 |                 |
| 15                      | 0.422           |                 |                 |
| 16                      | 0.273           |                 |                 |
| 20                      | 0.370           |                 |                 |
| 25                      | 0.552           |                 |                 |
| 30                      | 0.479           |                 |                 |
| 34                      | 0.458           |                 |                 |
| 41                      | 0.561           |                 |                 |
| 44                      | 0.448           |                 |                 |
| 45                      | 0.406           |                 |                 |
| 47                      | 0.420           |                 |                 |
| 48                      | 0.668           |                 |                 |
| 49                      | 0.604           |                 |                 |
| 3                       |                 | 0.601           |                 |
| 4                       |                 | 0.681           |                 |
| 6                       |                 | 0.566           |                 |
| 7                       |                 | 0.567           |                 |
| 13                      |                 | 0.602           |                 |
| 18                      |                 | 0.456           |                 |
| 19                      |                 | 0.584           |                 |
| 21                      |                 | 0.370           |                 |
| 22                      |                 | 0.493           |                 |
| 27                      |                 | 0.439           |                 |
| 31                      |                 | 0.479           |                 |
| 32                      |                 | 0.384           |                 |
| 8                       |                 |                 | 0.667           |
| 9                       |                 |                 | 0.603           |
| 12                      |                 |                 | 0.345           |
| 23                      |                 |                 | 0.305           |
| 38                      |                 |                 | 0.485           |
| 40                      |                 |                 | 0.454           |
| 46                      |                 |                 | 0.784           |
| 50                      |                 |                 | 0.638           |
| 51                      |                 |                 | 0.753           |

**Table 9: Results of Factor Analysis – Factor One**

| Statement No. | Factor Loading | Original Factors (14 Factors) | Statement   | Factor Name   |
|---------------|----------------|-------------------------------|---|---|
| 1             | 0.627          | Nature of the Job Itself      | Work that is challenging  | <p style="text-align: center;"><b>1</b><br/><b>INSPIRATIONAL LEADERSHIP &amp; PURPOSEFUL WORK</b></p> |
| 10            | 0.599          | Work Autonomy                 | A boss that supports my decisions   |   |
| 11            | 0.563          | Work Autonomy                 | Freedom to use my own judgement at work   |   |
| 15            | 0.422          | Nature of the Job Itself      | An opportunity to help rebuild the infrastructure of the country                  |   |
| 16            | 0.273          | Nature of the Job Itself      | Non-repetitive & varied work assignments  |   |
| 20            | 0.370          | Leadership                    | Trustworthy & honest leaders  |   |
| 25            | 0.552          | Work Autonomy                 | To make decisions on my own   |   |
| 30            | 0.479          | Nature of the Job Itself      | Work that makes use of most of my skills  |   |
| 34            | 0.458          | Leadership                    | Inspirational leadership  |   |
| 41            | 0.561          | Leadership                    | Involvement of employees in the decision making processes                         |   |
| 44            | 0.448          | Nature of the Job Itself      | Work that requires creativity   |   |
| 45            | 0.406          | Work Autonomy                 | To try my own methods of doing the job  |   |
| 47            | 0.420          | Leadership                    | Two way communication culture where employees are encouraged to challenge leaders |   |
| 48            | 0.668          | Nature of the Job Itself      | The feeling of accomplishment I get from my job                                   |   |
| 49            | 0.604          | Work Autonomy                 | A boss that supports my work methods  |   |

**Table 10: Results of Factor Analysis – Factor Two**

| Statement No. | Factor Loading | Original Factors (14 Factors) | Statement  | Factor Name   |
|---------------|----------------|-------------------------------|--|---|
| 3             | 0.601          | Compensation & Rewards        | A market related salary  | <p style="text-align: center;"><b>2</b></p> <p style="text-align: center;"><b>EQUITABLE<br/>REWARDS &amp; A<br/>FACILITATIVE<br/>WORK<br/>ENVIRONMENT</b></p> |
| 4             | 0.681          | Job Security                  | A job that provides me with a secure future                                    |   |
| 6             | 0.566          | Organisation Culture          | Opportunities for advancement/promotion  |   |
| 7             | 0.567          | Job Security                  | Subsidised medical aid   |   |
| 13            | 0.602          | Organisation Culture          | A clear job description  |   |
| 18            | 0.456          | Compensation & Rewards        | An equitable salary when compared to colleagues at work                        |   |
| 19            | 0.584          | Job Security                  | A job that offers me stable employment   |   |
| 21            | 0.370          | Organisation Culture          | Support for training & development   |   |
| 22            | 0.493          | Job Security                  | Retirement fund benefits (pension fund)  |   |
| 27            | 0.439          | Organisation Culture          | Regular feedback from management about ongoing events that affect me/employees |   |
| 31            | 0.479          | Organisation Culture          | An environment that meets safety standards                                     |   |
| 32            | 0.384          | Compensation & Rewards        | Receiving a performance bonus based on my own performance                      |   |



**Table 11: Results of Factor Analysis – Factor Three**

| Statement No. | Factor Loading | Original Factors (14 Factors)     | Statement  | Factor Name  |
|---------------|----------------|-----------------------------------|--|--|
| 8             | 0.667          | Relationship with Co-Workers      | Opportunities for social interaction                           | <p style="text-align: center;"><b>3</b><br/><b>EFFECTIVE WORKING RELATIONSHIPS &amp; WORK LIFE BALANCE</b></p> |
| 9             | 0.603          | Relationship with Co-Workers      | Opportunities to develop close relationships with colleagues   |  |
| 12            | 0.345          | Work Life Balance                 | Flexible working hours   |  |
| 23            | 0.305          | Relationship with Co-Workers      | Supportive work colleagues                                     |  |
| 38            | 0.485          | Relationship with Boss/Supervisor | A good personal relationship with my boss                      |  |
| 40            | 0.454          | Work Life Balance                 | Sufficient time to spend with family                           |  |
| 46            | 0.784          | Work Life Balance                 | Sufficient time for non-work activities (hobbies, sports, etc) |  |
| 50            | 0.638          | Relationship with Co-Workers      | Friendly work colleagues                                       |  |
| 51            | 0.753          | Work Life Balance                 | Sufficient time to spend with friends outside of work          |  |

## 5.4.2 THE MOST IMPORTANT FACTOR

The main objectives of research question one was to identify the factors that influence job satisfaction of managers at SOEs and to then determine which of these factors was the most important. The Friedman test indicated that a statistically significant difference existed between the three factors with a p value < 0.0001. To determine between which factors the difference was significant a Friedman Multiple Comparison Test was conducted, the results of which are reported in the table below. The results show that Factor Three differs from Factor One and Factor Two at the 5 % level. Factor One is not significantly different from Factor Two at the 5 % level and hence we conclude that Inspirational Leadership, Purposeful Work (Factor One), Equitable Rewards and a Facilitative Work Environment (Factor Two) are equally the most important factors to influencing the job satisfaction of managers at SOEs.

**Table 12: Results of Friedman Test (ANOVA & Comparisons)**

| <b>FRIEDMAN – ANOVA (A)</b>     |          |                     |                |                |               |
|---------------------------------|----------|---------------------|----------------|----------------|---------------|
| <b>Factor</b>                   | <b>N</b> | <b>Mean</b>         | <b>Std Dev</b> | <b>P Value</b> | <b>Z Stat</b> |
| F1                              | 170      | 6.0227 <sup>a</sup> | 0.5571         | < 0.0001*      |               |
| F2                              | 170      | 5.9455 <sup>a</sup> | 0.6708         | < 0.0001*      |               |
| F3                              | 170      | 5.1928 <sup>b</sup> | 0.9109         | < 0.0001*      |               |
| <b>FRIEDMAN COMPARISONS (B)</b> |          |                     |                |                |               |
| F1 - F2                         |          |                     |                |                | 0.79          |
| F1 - F3                         |          |                     |                |                | 10.93 **      |
| F2 - F3                         |          |                     |                |                | 10.14 **      |

**Note. Means with different superscripts differ significantly from other means on the 5 % level.**

## 5.5 RESULTS FOR RESEARCH PROPOSITION ONE

The aim of research proposition one was to test whether the factors influencing job satisfaction of managers at SOEs would be different for men and women. The results for the gender group comparisons are shown in the table below. The results show that Factor One is equally important to men as it is to women ( $p$  value  $> 0.05$ ) and that Factor Two (Equitable Rewards and a Facilitative Work Environment) and Factor Three (Effective Working Relationships and Work Life Balance) is more important to women than it is for men (both Factor One and Factor Two  $p$  values are less than 0.05).

**Table 13: Results of Gender Group Comparisons**

| <b>GENDER (A)</b>                          |                           |                   |                           |                |                     |
|--|---------------------------|-------------------|---------------------------|----------------|---------------------|
| <b>Factor</b>                              | <b>Group</b>              | <b>N</b>          | <b>Mean</b>               | <b>Std Dev</b> | <b>P Value</b>      |
| <b>F1</b>                                  | <b>Males</b>              | <b>123</b>        | <b>5.9805<sup>a</sup></b> | <b>0.6079</b>  | <b>0.0966</b>       |
|  | <b>Females</b>            | <b>47</b>         | <b>6.1333<sup>a</sup></b> | <b>0.3779</b>  |                     |
| <b>F2</b>                                  | <b>Males</b>              | <b>123</b>        | <b>5.8421<sup>a</sup></b> | <b>0.7159</b>  | <b>0.0052 *</b>     |
|  | <b>Females</b>            | <b>47</b>         | <b>6.2163<sup>b</sup></b> | <b>0.4364</b>  |                     |
| <b>F3</b>                                  | <b>Males</b>              | <b>123</b>        | <b>5.1075<sup>a</sup></b> | <b>0.988</b>   | <b>0.0255 *</b>     |
|  | <b>Females</b>            | <b>47</b>         | <b>5.4161<sup>b</sup></b> | <b>0.6249</b>  |                     |
| <b>GENDER: REPEATED MEASURES ANOVA (B)</b> |                           |                   |                           |                |                     |
| <b>Factor</b>                              | <b>Mean</b>               | <b>Comparison</b> | <b>Group</b>              | <b>N</b>       | <b>P Value</b>      |
| <b>F1</b>                                  | <b>5.9805<sup>a</sup></b> | <b>F1 - F2</b>    | <b>Males</b>              | <b>123</b>     | <b>0.0237*</b>      |
| <b>F2</b>                                  | <b>5.8421<sup>b</sup></b> | <b>F2 - F3</b>    | <b>Males</b>              | <b>123</b>     | <b>&lt; 0.0001*</b> |
| <b>F3</b>                                  | <b>5.1075<sup>c</sup></b> | <b>F1 - F3</b>    | <b>Males</b>              | <b>123</b>     | <b>&lt; 0.0001*</b> |
| <b>F1</b>                                  | <b>6.1333<sup>a</sup></b> | <b>F1 - F2</b>    | <b>Females</b>            | <b>47</b>      | <b>0.1385</b>       |
| <b>F2</b>                                  | <b>6.2163<sup>a</sup></b> | <b>F2 - F3</b>    | <b>Females</b>            | <b>47</b>      | <b>&lt; 0.0001*</b> |
| <b>F3</b>                                  | <b>5.4161<sup>b</sup></b> | <b>F1 - F3</b>    | <b>Females</b>            | <b>47</b>      | <b>&lt; 0.0001*</b> |

The repeated measures ANOVA for the gender group comparison shows that Inspirational Leadership and Purposeful Work (Factor One) is the most important factor for men. For women, Factor One (Inspirational Leadership and Purposeful Work) and Factor Two (Equitable Rewards and a Facilitative Work Environment) are equally the most important and both are more important than Factor Three (Effective Working Relationships and Work Life Balance).

## **5.6 RESULTS FOR RESEARCH PROPOSITION TWO**

The main objective of research proposition two was to determine whether age would affect the factors influencing job satisfaction of managers at SOEs. The table below presents the results for the age group comparisons. The ages were clustered into four groups: 23 – 30, 31 – 39, 40 – 49 and greater than 50. From the age group comparison table below we see that there are no differences in the means between each age group, for each factor respectively. Hence, Factor One is of the same importance for each age group. The same is concluded for Factor Two and Factor Three.

The means of each factor were then compared within each age group to determine which the most important factor for each age group was and whether the difference within each age group was significant at the 5 % level. The results indicate something noteworthy. For the first two age groups (23 – 30 and 31 – 39) Factor One (Inspirational Leadership and Purposeful Work) and Factor Two (Equitable Rewards and a Facilitative Work Environment) are equally the most important and both are more important than Factor Three. For the second

two age groups (40 – 49 and 50 +) Factor One (Inspirational Leadership and Purposeful Work) is the most important, Factor Two the second most important and Factor Three the third most important. This indicates that a difference in the importance of factors exists between the younger two age groups (23 – 30 and 31 – 39) and the older two age groups (40 – 49 and 50 +). The results show that Factor Two (Equitable Rewards and a Facilitative Work Environment) is more important to the younger two age groups than it is for the older two age groups.

**Table 14: Results of Age Group Comparisons**

| <b>AGE (A)</b>                          |                     |                   |                     |                |                |
|---|---------------------|-------------------|---------------------|----------------|----------------|
| <b>Factor</b>                           | <b>Group</b>        | <b>N</b>          | <b>Mean</b>         | <b>Std Dev</b> | <b>P Value</b> |
| <b>F1</b>                               | 23 - 30             | 27                | 6.0494 <sup>a</sup> | 0.6356         | 0.9743         |
|   | 31- 39              | 86                | 6.0379 <sup>a</sup> | 0.5769         |                |
|   | 40 - 49             | 32                | 6.0417 <sup>a</sup> | 0.5042         |                |
|   | 50 +                | 25                | 5.9173 <sup>a</sup> | 0.4766         |                |
| <b>F2</b>                               | 23 - 30             | 27                | 6.2130 <sup>a</sup> | 0.4980         | 0.7438         |
|   | 31- 39              | 86                | 6.0116 <sup>a</sup> | 0.5945         |                |
|   | 40 - 49             | 32                | 5.8310 <sup>a</sup> | 0.6708         |                |
|   | 50 +                | 25                | 5.5770 <sup>a</sup> | 0.9007         |                |
| <b>F3</b>                               | 23 - 30             | 27                | 5.2839 <sup>a</sup> | 1.0429         | 0.8085         |
|   | 31- 39              | 86                | 5.1434 <sup>a</sup> | 0.8745         |                |
|   | 40 - 49             | 32                | 5.2569 <sup>a</sup> | 1.0811         |                |
|   | 50 +                | 25                | 5.1822 <sup>a</sup> | 0.6501         |                |
| <b>AGE: REPEATED MEASURES ANOVA (B)</b> |                     |                   |                     |                |                |
| <b>Factor</b>                           | <b>Mean</b>         | <b>Comparison</b> | <b>Group</b>        | <b>N</b>       | <b>P Value</b> |
| <b>F1</b>                               | 6.0494 <sup>a</sup> | F1 - F2           | 23 - 30             | 27             | 0.0779         |
| <b>F2</b>                               | 6.2130 <sup>a</sup> | F2 - F3           | 23 - 30             | 27             | < 0.0001*      |
| <b>F3</b>                               | 5.2839 <sup>b</sup> | F1 - F3           | 23 - 30             | 27             | < 0.0001*      |
| <b>F1</b>                               | 6.0379 <sup>a</sup> | F1 - F2           | 31- 39              | 86             | 0.6625         |
| <b>F2</b>                               | 6.0116 <sup>a</sup> | F2 - F3           | 31- 39              | 86             | < 0.0001*      |
| <b>F3</b>                               | 5.1434 <sup>b</sup> | F1 - F3           | 31- 39              | 86             | < 0.0001*      |
| <b>F1</b>                               | 6.0417 <sup>a</sup> | F1 - F2           | 40 - 49             | 32             | 0.0489*        |
| <b>F2</b>                               | 5.8310 <sup>b</sup> | F2 - F3           | 40 - 49             | 32             | 0.0002*        |
| <b>F3</b>                               | 5.2569 <sup>c</sup> | F1 - F3           | 40 - 49             | 32             | < 0.0001*      |
| <b>F1</b>                               | 5.9173 <sup>a</sup> | F1 - F2           | 50 +                | 25             | 0.0499*        |
| <b>F2</b>                               | 5.5770 <sup>b</sup> | F2 - F3           | 50 +                | 25             | 0.0193*        |
| <b>F3</b>                               | 5.1822 <sup>c</sup> | F1 - F3           | 50 +                | 25             | < 0.0001*      |

## 5.7 RESULTS FOR RESEARCH PROPOSITION THREE

The intention of research proposition three was to verify whether the factors influencing job satisfaction of managers at SOEs would be different for different ethnic groups. The table below illustrates the results for the ethnic group comparisons. The results show that it is only for Factor Two that a significant difference between the means exist. The mean on Factor Two for the white ethnic group differs significantly at the 5 % level from the other three ethnic groups. This shows that Equitable Rewards and a Facilitative Work Environment (Factor Two) is less important to white managers than it is for black, Indian and coloured managers.

The table below also shows that for the black ethnic group, Factor Two (Equitable Rewards and a Facilitative Work Environment) is the most important factor to influencing their job satisfaction. For the white managers Inspirational Leadership and Purposeful Work (Factor One) is the most important factor. Factor One and Factor Two is equally the most important to managers of Indian ethnicity.

The results for the coloured sub-group was not considered for the repeated measures ANOVA due to the small sample size (N = 5).

**Table 15: Results of Ethnicity Group Comparisons**

| <b>ETHNICITY (A)</b>                          |                           |                   |                           |                |                     |
|---|---------------------------|-------------------|---------------------------|----------------|---------------------|
| <b>Factor</b>                                 | <b>Group</b>              | <b>N</b>          | <b>Mean</b>               | <b>Std Dev</b> | <b>P Value</b>      |
| <b>F1</b>                                     | <b>Black</b>              | <b>90</b>         | <b>5.9992<sup>a</sup></b> | <b>0.6383</b>  | <b>0.5019</b>       |
|   | <b>White</b>              | <b>41</b>         | <b>5.9691<sup>a</sup></b> | <b>0.4216</b>  |                     |
|   | <b>Indian</b>             | <b>34</b>         | <b>6.1529<sup>a</sup></b> | <b>0.4715</b>  |                     |
|   | <b>Coloured</b>           | <b>5</b>          | <b>6.0000<sup>a</sup></b> | <b>0.4989</b>  |                     |
| <b>F2</b>                                     | <b>Black</b>              | <b>90</b>         | <b>6.1315<sup>a</sup></b> | <b>0.5505</b>  | <b>0.0006*</b>      |
|   | <b>White</b>              | <b>41</b>         | <b>5.4919<sup>b</sup></b> | <b>0.7683</b>  |                     |
|   | <b>Indian</b>             | <b>34</b>         | <b>6.0267<sup>a</sup></b> | <b>0.6191</b>  |                     |
|   | <b>Coloured</b>           | <b>5</b>          | <b>5.7660<sup>a</sup></b> | <b>0.4691</b>  |                     |
| <b>F3</b>                                     | <b>Black</b>              | <b>90</b>         | <b>5.1037<sup>a</sup></b> | <b>0.9780</b>  | <b>0.1530</b>       |
|   | <b>White</b>              | <b>41</b>         | <b>5.1653<sup>a</sup></b> | <b>0.8965</b>  |                     |
|   | <b>Indian</b>             | <b>34</b>         | <b>5.4575<sup>a</sup></b> | <b>0.7648</b>  |                     |
|   | <b>Coloured</b>           | <b>5</b>          | <b>5.2222<sup>a</sup></b> | <b>0.3600</b>  |                     |
| <b>ETHNICITY: REPEATED MEASURES ANOVA (B)</b> |                           |                   |                           |                |                     |
| <b>Factor</b>                                 | <b>Mean</b>               | <b>Comparison</b> | <b>Group</b>              | <b>N</b>       | <b>P Value</b>      |
| <b>F1</b>                                     | <b>5.9992<sup>a</sup></b> | <b>F1 - F2</b>    | <b>Black</b>              | <b>90</b>      | <b>0.0086*</b>      |
| <b>F2</b>                                     | <b>6.1315<sup>b</sup></b> | <b>F2 - F3</b>    | <b>Black</b>              | <b>90</b>      | <b>&lt; 0.0001*</b> |
| <b>F3</b>                                     | <b>5.1037<sup>c</sup></b> | <b>F1 - F3</b>    | <b>Black</b>              | <b>90</b>      | <b>&lt; 0.0001*</b> |
| <b>F1</b>                                     | <b>5.9691<sup>a</sup></b> | <b>F1 - F2</b>    | <b>White</b>              | <b>41</b>      | <b>0.0002*</b>      |
| <b>F2</b>                                     | <b>5.4919<sup>b</sup></b> | <b>F2 - F3</b>    | <b>White</b>              | <b>41</b>      | <b>0.0066*</b>      |
| <b>F3</b>                                     | <b>5.1653<sup>c</sup></b> | <b>F1 - F3</b>    | <b>White</b>              | <b>41</b>      | <b>&lt; 0.0001*</b> |
| <b>F1</b>                                     | <b>6.1529<sup>a</sup></b> | <b>F1 - F2</b>    | <b>Indian</b>             | <b>34</b>      | <b>0.2007</b>       |
| <b>F2</b>                                     | <b>6.0267<sup>a</sup></b> | <b>F2 - F3</b>    | <b>Indian</b>             | <b>34</b>      | <b>&lt; 0.0001*</b> |
| <b>F3</b>                                     | <b>5.4575<sup>b</sup></b> | <b>F1 - F3</b>    | <b>Indian</b>             | <b>34</b>      | <b>&lt; 0.0001*</b> |
| <b>F1</b>                                     | <b>6.0000</b>             | <b>F1 - F2</b>    | <b>Coloured</b>           | <b>5</b>       | <b>N/A</b>          |
| <b>F2</b>                                     | <b>5.7660</b>             | <b>F2 - F3</b>    | <b>Coloured</b>           | <b>5</b>       | <b>N/A</b>          |
| <b>F3</b>                                     | <b>5.2222</b>             | <b>F1 - F3</b>    | <b>Coloured</b>           | <b>5</b>       | <b>N/A</b>          |



## 5.8 RESULTS FOR RESEARCH PROPOSITION FOUR

The purpose of research proposition four was to verify whether the factors influencing job satisfaction would be affected by job grade. The table below shows the results for the job grade group comparisons which indicates that a difference exists for the mean of Factor Two (Equitable Rewards and a Facilitative Work Environment) between middle managers and senior managers. The results also show that Factor One and Factor Two are equally the most important to middle managers but for senior management Inspirational Leadership and Purposeful Work (Factor One) are of the highest importance.

**Table 16: Results of Job Grade Group Comparisons**

| <b>JOB GRADE (A)</b>                          |                           |                   |                           |                |                     |
|---|---------------------------|-------------------|---------------------------|----------------|---------------------|
| <b>Factor</b>                                 | <b>Group</b>              | <b>N</b>          | <b>Mean</b>               | <b>Std Dev</b> | <b>P Value</b>      |
| <b>F1</b>                                     | <b>1 - 3</b>              | <b>117</b>        | <b>6.0256<sup>a</sup></b> | <b>0.6079</b>  | <b>0.9658</b>       |
|   | <b>4 - 6</b>              | <b>53</b>         | <b>6.0163<sup>a</sup></b> | <b>0.3779</b>  |                     |
| <b>F2</b>                                     | <b>1 - 3</b>              | <b>117</b>        | <b>6.1103<sup>a</sup></b> | <b>0.7159</b>  | <b>0.0004*</b>      |
|   | <b>4 - 6</b>              | <b>53</b>         | <b>5.5817<sup>b</sup></b> | <b>0.4364</b>  |                     |
| <b>F3</b>                                     | <b>1 - 3</b>              | <b>117</b>        | <b>5.1975<sup>a</sup></b> | <b>0.988</b>   | <b>0.7038</b>       |
|   | <b>4 - 6</b>              | <b>53</b>         | <b>5.1823<sup>a</sup></b> | <b>0.6249</b>  |                     |
| <b>JOB GRADE: REPEATED MEASURES ANOVA (B)</b> |                           |                   |                           |                |                     |
| <b>Factor</b>                                 | <b>Mean</b>               | <b>Comparison</b> | <b>Group</b>              | <b>N</b>       | <b>P Value</b>      |
| <b>F1</b>                                     | <b>6.0256<sup>a</sup></b> | <b>F1 - F2</b>    | <b>1 - 3</b>              | <b>117</b>     | <b>0.0826</b>       |
| <b>F2</b>                                     | <b>6.1103<sup>a</sup></b> | <b>F2 - F3</b>    | <b>1 - 3</b>              | <b>117</b>     | <b>&lt; 0.0001*</b> |
| <b>F3</b>                                     | <b>5.1975<sup>b</sup></b> | <b>F1 - F3</b>    | <b>1 - 3</b>              | <b>117</b>     | <b>&lt; 0.0001*</b> |
| <b>F1</b>                                     | <b>6.0163<sup>a</sup></b> | <b>F1 - F2</b>    | <b>4 - 6</b>              | <b>53</b>      | <b>&lt; 0.0001*</b> |
| <b>F2</b>                                     | <b>5.5817<sup>b</sup></b> | <b>F2 - F3</b>    | <b>4 - 6</b>              | <b>53</b>      | <b>0.0002*</b>      |
| <b>F3</b>                                     | <b>5.1823<sup>c</sup></b> | <b>F1 - F3</b>    | <b>4 - 6</b>              | <b>53</b>      | <b>&lt; 0.0001*</b> |

## 5.9 CONCLUSION TO RESULTS

Chapter Five presented the results for each of the research questions and each research proposition. The research sample details were presented and the sample demographics were also briefly described. The results showed that the job satisfaction of managers at SOEs is most influenced by three factors:

- Factor One: Inspirational Leadership and Purposeful Work
- Factor Two: Equitable Rewards and a Facilitative Work Environment
- Factor Three: Effective Working Relationships and Work Life Balance

The results also indicated that significant differences do exist in the factors influencing job satisfaction for the different demographic groups (gender, age, ethnicity and job grade).

For each of the tests, the difference between the mean of each factor, which were significant at the 5 % level of significance, are indicated by different superscripts next to the mean of that factor. In Chapter Six, the results are discussed in more detail and are compared to the findings of past studies. The implications for stakeholders of SOEs are also discussed in detail.

## **CHAPTER 6: DISCUSSION OF RESULTS**

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### **6.1 INTRODUCTION**

In this chapter the research findings are discussed in more detail and are linked back to the research problem, the literature review and the study objectives that were highlighted in previous chapters. The importance of understanding employee job satisfaction has been highlighted by several past researchers for example, Timmer (2004), Ellickson (2002) and Rad and Yarmohammadian (2006). Past studies have found that positive relationships exist between job satisfaction of employees and other factors (employee motivation, job performance, retention, etc) which are deemed as critical to organisational success (Pietersen, 2005; Roos & Eeden, 2008; Rad & Yarmohammadian, 2006; Stander & Rothmann, 2008; Alavi & Askaripur, 2003).

While there has been extensive interest in understanding job satisfaction, modest attention has been paid to understanding the concept within the context of government employees (Ellickson, 2002). Given the vital role played by SOEs within economies and the role of managers within these SOEs, understanding the concept of job satisfaction becomes an imperative.

### **6.2 RESEARCH QUESTION ONE**

The primary objective of research question one was to identify the factors that are most important to influencing the job satisfaction of managers at SOEs. The

review of past studies has shown that job satisfaction is influenced by several factors. The review yielded 14 factors, each with their own set of variables, which were used to guide the development of the data gathering instrument.

The 14 factors extracted from the literature are listed below:

- Nature of the Job Itself
- Physical Work Conditions
- Compensation & Rewards
- Job Security
- Leadership
- Career Advancement Opportunities
- Fringe Benefits
- Relationship with Co-workers
- Relationship with Supervisor/Boss
- Work Autonomy
- Work Life Balance
- Organisation Culture
- Recognition
- A Sense of Purpose

The literature review also indicated that some of the individual items under each factor were ambiguous in that each item / statement could be loaded onto more than one factor, for example fringe benefits could be a factor on its own or could be included into the factor of job security or compensation and rewards. The results obtained for research question one is discussed below.

### **6.2.1 THE MEAN OVER ALL ITEMS**

The results presented in the previous chapter showed the mean over all 51 items from the original set of statements in the survey. From these results it was shown that within the top ten items the factor of “leadership” was represented on three occasions, the most number of times when compared to the 14 other factors. The item that was seen as the least important was item 35 which was “the chance to rub shoulders with important people”. Comparing this study to the findings made by Chick (2001), we see that only one item, from the factor of leadership, was represented in the top ten variables perceived to influence job performance. One possible explanation for this difference is the context of Chick’s study. Chick (2001) focussed only on knowledge workers and it is likely that knowledge workers are not overly concerned by the factor of leadership. This can be seen by the results of the factor analysis of that study where leadership was not included as one of the factors which were developed.

However, in stating this one has to note that the mean of the original statements cannot be used on their own. Each statement belongs to a summarised set of factors and we therefore cannot use just one statement to conclude which the most important factor is. Further to this, ambiguity and contradictions have been found among past studies as to which item influences which factor. Some items load strongly onto more than one factor and certain factors are not stand alone factors and can be grouped into another higher order factor. These ambiguities and contradictions were addressed by conducting a factor analysis which is discussed in the next section.

## 6.2.2 FACTOR ANALYSIS

The factor analysis conducted looked for patterns among the 51 items to determine if the original items could be summarised by a smaller number of higher order factors. The KMO value of 0.822 and Bartlett's Test of Sphericity being significant at the 5 % level indicated that the data set was suitable for factor analysis. The Eigen values and Scree Plot indicated that a three factor framework be adopted, which accounted for 37.07 % of the total variation, as shown in the table below. Although the total variation of 37.07 % was lower than the desired 50 %, the decision to adopt the three factor solution was guided by the Eigen values and the Scree Plot.

**Table 17: Factor Analysis**

| <b>Factor Analysis</b> |                    |                     |                    |                       |
|------------------------|--------------------|---------------------|--------------------|-----------------------|
| <b>Factor</b>          | <b>% Variation</b> | <b>Cumulative %</b> | <b>Eigen Value</b> | <b>Cronbach Alpha</b> |
| <b>1</b>               | <b>24.73</b>       | <b>24.73</b>        | <b>9.563</b>       | <b>0.873</b>          |
| <b>2</b>               | <b>6.71</b>        | <b>31.44</b>        | <b>2.978</b>       | <b>0.846</b>          |
| <b>3</b>               | <b>5.63</b>        | <b>37.07</b>        | <b>2.583</b>       | <b>0.846</b>          |

The result of the factor analysis was that 36 of the original 51 statements were condensed into three higher order factors. The three new factors were labelled:

- Inspirational Leadership and Purposeful Work
- Equitable Rewards and a Facilitative Work Environment
- Effective Working Relationships and Work Life Balance

The 14 original factors identified in the literature are compared to the three factors from this research in the table below.

**Table 18: The Three Factor Framework**

| <b>Three Factor Framework</b>        |                 |                 |                 |
|--------------------------------------|-----------------|-----------------|-----------------|
| <b>Factors (14 Original Factors)</b> | <b>Factor 1</b> | <b>Factor 2</b> | <b>Factor 3</b> |
| Nature of the Job Itself             | ☺               |                 |                 |
| Physical Work Conditions             |                 |                 |                 |
| Compensation & Rewards               |                 | ☺               |                 |
| Job Security                         |                 | ☺               |                 |
| Leadership                           | ☺               |                 |                 |
| Career Advancement Opportunities     |                 |                 |                 |
| Fringe Benefits                      |                 |                 |                 |
| Relationship with Co-workers         |                 |                 | ☺               |
| Relationship with Supervisor/Boss    |                 |                 | ☺               |
| Work Autonomy                        | ☺               |                 |                 |
| Work Life Balance                    |                 |                 | ☺               |
| Organisation Culture                 |                 | ☺               |                 |
| Recognition                          |                 |                 |                 |
| A Sense of Purpose                   |                 |                 |                 |

In order to verify the relative importance of each factor, a Friedman test was conducted. The mean of each factor was compared and the p value of  $< 0.0001$  indicated that statistical differences between the means of the three factors existed. This indicated that the three factors were not of equal importance to influencing the manager's job satisfaction. The results of the multiple comparison test indicated that the mean of Factor Three differs from the mean

of Factor One and Factor Two at the 5 % level of significance. The Z Statistic of 0.79, reported by the comparison of the mean of Factor One to the mean of Factor Two indicates that the mean of Factor One and Factor Two do not differ significantly from each other at the 5 % level.

Thus the results for research question one show that both Factor One (Inspirational Leadership and Purposeful Work) and Factor Two (Equitable Rewards and a Facilitative Work Environment) are equally the most important factors and both factors are more important than Factor Three (Effective Working Relationships and Work Life Balance). This result explains which factors are most important to influencing the job satisfaction of managers at SOEs and also addresses the lack of attention paid to understanding the concept amongst government employees as highlighted in Chapter One.

We also see that leadership is one of the factors that forms part of Factor One and is an important component to influencing job satisfaction of managers at SOEs. The performance of SOEs has been poor (Khumalo, 2009; The Mail & Guardian, 2010) and the literature review has indicated that positive relationships have been found between job performance and job satisfaction. If the job performance is poor, as indicated in Chapter One, this may imply that job satisfaction, which is influenced by leadership as shown by the three factor framework (as shown by the table above), is low and therefore it must follow that managers feel that the leadership has been poor. If job performance is low, we can also conclude that employee motivation, which is one of the factors influencing job performance, must also be low (Oosthuizen, 2001).



The three factor framework also ties back to Motivation Theory that was discussed in Chapter Two. The three factor framework includes some of the needs identified by Maslow for individual motivation: safety (job security) and belongingness (relationships at work). Some of the factors highlighted by the three factor framework also links back to the relationship hypothesised by Rad and Moraes (2009) in Chapter Two. The factors of “The Job, Organisation Culture, Reward and Relationships” that are shown by the three factor framework were also included in the relationship shown by Rad and Moraes (2009).

Further to this, the factors highlighted by this study support the findings made by Chick (2001) regarding the factors influencing job performance of knowledge workers. The relationship between job satisfaction and job performance has already been described as cyclic and hence one would expect similar factors to influence the two constructs. Chick (2001) arrived at a model which showed that the job performance of knowledge workers is influenced by three factors, as indicated below.

- Factor One: Independent and Purposeful Work
- Factor Two: Effective Working Relationships and Environment
- Factor Three: Personal Recognition and Development

The relationship between the findings of the present study and past studies are shown in the table below. It shows, for each past study, which factors are supported by the findings of the present study. Of the nine original factors that

make up the three new factors, only “Work Life Balance” was not supported by any of the past studies however, the factor is supported by the findings of Hughes and Bozionelos (2007) as an influencer of job satisfaction.

**Table 19: Factors Influencing Job Satisfaction**

| Factors Influencing Job Satisfaction           |               |       |        |          |              |
|--|---------------|-------|--------|----------|--------------|
| Factors  | Present Study | Chick | Maslow | Herzberg | Rad & Moraes |
| Nature of the Job Itself <sup>1</sup>          | ☺             | ☺     |        |          | ☺            |
| Physical Work Conditions                       |               |       |        | ☺        | ☺            |
| Compensation & Rewards <sup>2</sup>            | ☺             |       |        | ☺        | ☺            |
| Job Security <sup>2</sup>                      | ☺             |       | ☺      |          |              |
| Leadership <sup>1</sup>                        | ☺             |       |        | ☺        | ☺            |
| Career Advancement Opportunities               |               | ☺     | ☺      | ☺        | ☺            |
| Fringe Benefits                                |               |       | ☺      |          |              |
| Relationship with Co-workers <sup>3</sup>      | ☺             | ☺     | ☺      |          | ☺            |
| Relationship with Supervisor/Boss <sup>3</sup> | ☺             | ☺     | ☺      |          | ☺            |
| Work Autonomy <sup>1</sup>                     | ☺             | ☺     |        | ☺        |              |
| Work Life Balance <sup>3</sup>                 | ☺             |       |        |          |              |
| Organisation Culture <sup>2</sup>              | ☺             | ☺     |        | ☺        | ☺            |
| Recognition                                    |               | ☺     | ☺      | ☺        | ☺            |
| A Sense of Purpose                             |               | ☺     |        |          |              |

In the table above the factors that are shaded in green, yellow and pink refer to Factor One, Factor Two and Factor Three of the present study respectively. The smiling face within each cell indicates the factors that were found to influence job satisfaction by each study. The table shows that in the present study nine of the 14 original factors make up the Three Factor Framework. The studies which

have the same colour shading as the present study shows support for the factors found by the Three Factor Framework. The unshaded factors are not supported by the present study as factors being important to influencing the job satisfaction of managers at SOEs.

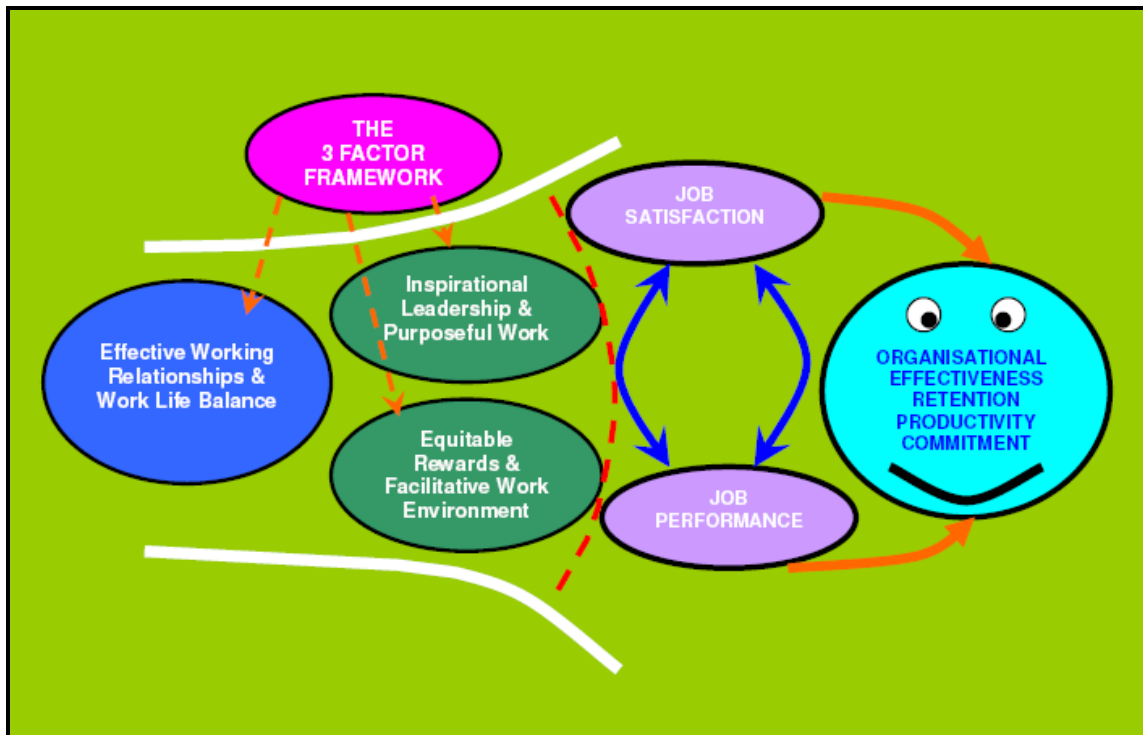
### **6.2.3 SUMMARY - RESEARCH QUESTION ONE**

The objective of research question one was to find the factors that are most important to influencing job satisfaction of managers at SOEs. The results show that Factor One (Inspirational Leadership and Purposeful Work) and Factor Two (Equitable Rewards and a Facilitative Work Environment) are equally the most important factor and both factors are also more important than Factor Three (Effective Working Relationships and Work Life Balance).

The findings mentioned above pose several implications for stakeholders of SOEs. Armed with knowledge of the factors that most influence job satisfaction of their managers, stakeholders can develop and foster organisation policies and procedures that will enhance job satisfaction and ultimately organisational effectiveness. This relationship between the factors that are most important to influencing job satisfaction and organisational effectiveness is presented in the figure below as a framework for organisational effectiveness. The figure illustrates the three factor framework and also shows the cyclic relationship between job satisfaction and job performance. By influencing both job satisfaction and job performance, stakeholders are able to influence organisational effectiveness. It should however be noted that employee retention, productivity and commitment are merely examples of factors known to

effect organisational effectiveness and that there are potentially many more factors which can influence the effectiveness of an organisation.

**Figure 10: Organisational Effectiveness Framework**



Source: Integration of Factor Analysis and Literature Review (Author's Own)

### 6.3 RESEARCH PROPOSITION ONE

The aim of research proposition one was to determine whether the factors that influenced job satisfaction of male managers at SOEs would be different than those that influenced job satisfaction of female managers at SOEs. Previous studies have shown contradictory results in explaining the effect of gender on job satisfaction. Females play as an important role in these organisations as do their male counterparts and the importance of meeting equity targets within the

South African context is another reason for understanding the role of gender relative to job satisfaction.

### **6.3.1 DISCUSSION - RESEARCH PROPOSITION ONE**

The mean of Factor One between men and women were compared. A pairwise comparison was conducted using Scheffe's test and the means with a different superscript indicate that significant differences exist. For Factor One, the p value of 0.0966 is greater than 0.05 and shows that no statistically significant difference exists on the 5 % level between men and women.

Next, the mean of Factor Two was compared for men and women. The p value of 0.0052 is less than 0.05 and hence the difference of means is significant. This implies that Factor Two (Equitable Rewards and a Facilitative Work Environment) is more important for females than for males. Lastly, the mean of Factor Three was compared for men and women. The p value of 0.0255 is less than 0.05 and this implies that the difference between the means is significant. Effective Working Relationships and Work Life Balance (Factor 3) are more important to women than it is for men.

Thereafter a repeated measures ANOVA was used to predict which of the three factors was the most important to men and women. For men, Factor One (Inspirational Leadership and Purposeful Work) was the most important, Factor Two the second most important and Factor Three the third most important. For women, Factor One and Factor Two (Inspirational Leadership, Purposeful Work Equitable Rewards and a Facilitative Work Environment) are equally the most

important but both are more important than Factor Three. These results are depicted in the table below:

**Table 20: Level of Importance – Gender Groups**

| <b>Level of Importance - Gender Groups</b> |              |                    |
|--|--------------|--------------------|
| <b>Level of Importance - Factors</b>       | <b>Males</b> | <b>Females</b>     |
| <b>Most Important</b>                      | <b>F1</b>    | <b>F1 &amp; F2</b> |
| <b>Second Most Important</b>               | <b>F2</b>    | <b>F3</b>          |
| <b>Third Most Important</b>                | <b>F3</b>    |                    |

Past studies have yielded contradictory results regarding the relationship between gender and job satisfaction. Some studies that were reviewed have shown that gender does not play a role in predicting the level of job satisfaction (Ghazzawi, 2009; Roelen et al., 2008; Al-Ajmi, 2006; Chick, 2001) however Rad and Moraes (2009) found that men were significantly more satisfied with their jobs than women were. The present study explicitly shows that gender does affect the factors that influence job satisfaction and therefore supports the findings of Rad and Moraes (2009). The literature also seems to indicate that many studies have found that gender does not affect job satisfaction and this can be misleading. If the factors that influence job satisfaction of men and women are different then, if a standard questionnaire is used to measure job satisfaction for both groups, the levels of job satisfaction should also be different.

Why is Factor Two (Equitable Rewards and a Facilitative Work Environment) and Factor Three (Effective Working Relationships and Work Life Balance) more important to women than for men? The differences found between the two gender groups can possibly be explained by certain natural behavioural characteristics of women or even certain historic cultural principles.

One possible explanation is that it is natural for women to place more value on developing and maintaining relationships than men do. Women are caring and nurturing by nature and it is possible that this is the reason why relationships at work are more important to them. It also shows that women see “Work Life Balance” as more important and this can be explained by past culture where women were seen as more domesticated, with more emphasis being placed on raising a family than the corporate world.

Another possible explanation could be the old stereotype that a women’s place is at home and therefore many women still see their family lives just as important as their careers. There are several dimensions to Work Life Balance (physical, mental, emotional, and spiritual) and women take the lead for achieving this balance in their family life. Women generally ensure that the kids well being are taken care off. This includes getting them ready for school, fetching them from school, getting their homework completed, taking them to sports practice and even taking them for their medical check ups. All of this implies that women require more time than men do for family related responsibilities. This could also explain why Factor Three (Effective Working

Relationships and Work Life Balance) is the least important of the three factors to men.

Since post modernisation a perception had developed that women are generally paid less than men. Even though times have changed, this perception seems lagging and could possibly explain why women may still feel this way. Another explanation could be that women are becoming more independent and therefore more focussed on their careers. Women are now taking their future into their own hands and therefore “Job Security” and “Compensation” are now rated highly important to them. Divorce is also becoming a more common occurrence and generally the mother’s of the children want custody or is left stranded with the children without any other option. This single parent phenomenon is becoming more realistic and these women will need more money and more job security to take care of their children and to ensure a stable future for them.

The explanations stated above for the difference in the factors influencing job satisfaction between men and women creates several implications for SOEs. Given that Work Life Balance is more important to women, SOEs need to ensure that their conditions of service directives allow for more flexibility. This could include flexible working hours, being able to work from home, on site day care centres for children, half day jobs as an option, on site gym facilities, an on site pharmacy and medical practice, a tutoring service for teenage kids and even perhaps a canteen that offers take-home meals to prevent single parents from having to rush home to prepare supper for their children.



Further, the SOE needs to work on the perception that men are paid more than women within the organisation. This perception could be addressed by ensuring that anonymous salary information is published on an annual basis. This could be achieved by comparing the salary of a sample men and women in the organisation for the different job grades so that the perception is changed. The organisation should also ensure that financial advice is available to all employees to help them create and manage their budgets and to also help them with investment decisions to secure their future. There needs to be equity of benefits within the organisation between men and women.

### **6.3.2 SUMMARY - RESEARCH PROPOSITION ONE**

The main objective of this study was not to measure the levels of job satisfaction among men and women as past studies had done but to understand which factors most influenced job satisfaction of men and women. The results of this study do however show that the factors influencing job satisfaction for men and women are different and are also of different importance to each gender group.

For men, their job satisfaction was mostly influenced by the organisation's leadership and by purposeful work assignments. They want leaders that are inspiring, ethical and transparent. They also want to do work that is challenging and purposeful. Women on the other hand are not only influenced by the organisation's leadership and purposeful work assignments the most, but also by compensation and the work environment. Women want a secure future and also want to advance within the organisation.

## **6.4 RESEARCH PROPOSITION TWO**

The objective of research proposition two was to show that the factors influencing job satisfaction would be different for different age groups. The reasoning behind this proposition was that, according to Maslow's Theory, individuals are motivated by five basic needs which are hierarchical. Therefore, as each need is satisfied, another higher order need would prevail. This theory of needs can be linked back to the age of individuals. As people become older, the lower order needs are satisfied and higher order needs prevail, therefore the factors influencing their job satisfaction should be influenced by their age.

### **6.4.1 DISCUSSION - RESEARCH PROPOSITION TWO**

The results show that the means for each respective factor do not differ within each age group. This means that Factor One is of the same relative importance to all four age groups, as is Factor Two and Factor Three respectively. The results of the repeated measures ANOVA are used to indicate the importance of each factor to each age group. The results of the repeated measures ANOVA are summarised in the table below. The results show that for the younger two age groups (23 – 30 and 31 – 39) both Factor One and Factor Two (Inspirational Leadership, Purposeful Work, Equitable Rewards and a Facilitative Work Environment) are equally the most important to influencing their job satisfaction. For the older two age groups (40 – 49 and 50 +), Factor One (Inspirational Leadership and Purposeful Work) is the most important to influencing their job satisfaction.

**Table 21: Level of Importance – Age Groups**

| <b>Level of Importance - Age Groups</b> |                    |                    |                |             |
|---|--------------------|--------------------|----------------|-------------|
| <b>Level of Importance - Factors</b>    | <b>23 - 30</b>     | <b>31 - 39</b>     | <b>40 - 49</b> | <b>50 +</b> |
| <b>Most Important</b>                   | <b>F1 &amp; F2</b> | <b>F1 &amp; F2</b> | <b>F1</b>      | <b>F1</b>   |
| <b>Second Most Important</b>            | <b>F3</b>          | <b>F3</b>          | <b>F2</b>      | <b>F2</b>   |
| <b>Third Most Important</b>             |                    |                    | <b>F3</b>      | <b>F3</b>   |

The results discussed above are an important finding given that the results of past studies were inconsistent regarding the effect of age on job satisfaction. Some studies found that age had no effect on explaining job satisfaction (Ellickson, 2002; Sanker & Yeong, 1997) while others found positive correlations between age and job satisfaction (Rad & Yarmohammadian, 2006; Buitendach & Rothmann, 2009).

The results of this study shows that the factors influencing job satisfaction for the younger two age groups (23 – 30 and 31 – 39) are different than the factors influencing job satisfaction for the older two age groups (40 – 49 and 50 +). Hence we conclude that the factors influencing job satisfaction are influenced by age, which agrees with the findings made by Rad and Yarmohammadian (2006). The findings of this study also support the findings made by Buitendach and Rothmann (2009) who also showed that job satisfaction was affected by age.

A possible explanation for the difference found in the importance of factors between the younger two age groups (23 – 30 and 31 – 39) and the older two

age groups (40 – 49 and 50 +) could be the development and career life stages for the different age groups. The results show that Factor Two (Equitable Rewards and a Facilitative Work Environment) is the second most important factor to the older two age groups. This could mean that the older employees have become more secure with their positions and compensation and have also adapted to the organisational culture. For the older managers, it seems that a Purposeful Job and Inspirational Leadership are most important to them. A reason for the above finding is that Equitable Rewards and a Facilitative Work Environment are lower order needs to older managers when compared to Inspirational Leadership and Purposeful Work. The lower needs of the older managers have thus been satisfied and therefore the higher order needs prevail. Another possible explanation is that as managers become older, their values and focus change and hence they become more aware of their legacy. They are at a life stage where they want to give back to their community and country. The findings could also infer that older managers are more influenced by their emotional and spiritual well being and therefore require more stimulation at a sensory level to be satisfied, hence the importance of inspiration and purpose.

In contrast, younger managers want instant gratification. Information published by the Central Intelligence Agency (2010) shows that life expectancy of the South African population is now a meagre 48.98 years, ranking South Africa 212<sup>th</sup> out of 224 countries. This could explain why younger managers are more influenced by rewards, job security and advancement opportunities. The lower life expectancy in South Africa means that the younger managers have a

shorter career than the older managers who have managed to beat the odds. This also means that the younger managers have a compressed need fulfilment cycle and hence they have to fulfil their lower order needs quicker than before. This links back to Maslow's Theory where it is stated that higher order needs will prevail once lower order needs are substantially satisfied.

The findings and explanations reported above generate several connotations for stakeholders at SOEs. It seems that younger managers want an instant gratification in order to fulfil their lower order needs whereas these lower order needs have already been fulfilled for older managers. Stakeholders should be aware of the possibility that fulfilling these lower order needs in current times is more difficult than when the older managers fulfilled them and therefore rewards offered by the company need to be aligned to the changing times. Stakeholders should also be conscious of creating ageist discrimination, leading to mistrust within the organisation. Younger managers are becoming more represented within the SOE (managers from the first two age groups make up 66.47 % of the sample) and hence they could soon become more vocal about any mistrust.

Stakeholders are also faced with a succession planning, skills retention and skills transfer dilemma. Given the lower life expectancy in South Africa, younger generation managers have shorter careers and hence stakeholders need to consider this in their succession planning strategy. This means that succession planning needs to operate at an accelerated pace in order to keep up with the shorter working careers of managers. The fact that managers will have compressed careers in the future means that retaining and transferring skills will

also become difficult. Managers have a shorter need acquisition cycle and this could lead to job hopping resulting in a loss of skills. An employee value proposition (EVP) survey could be conducted to verify how serious the skills retention and transfer problem is. The results of the EVP survey can be used to guide the succession planning strategy.

#### **6.4.2 SUMMARY - RESEARCH PROPOSITION TWO**

The objective of research proposition two was to show that the factors influencing job satisfaction of managers at SOEs are influenced by their age. The results presented show that for each of the three factors respectively, the means do not differ between the four age groups. This implies that Factor One is of equal importance to each of the four age groups. The same can be said of Factor Two and Factor Three respectively. When the means of each factor was compared within each age group respectively, differences were found between the younger two age groups as compared to the older two age groups.

This is of significant importance to stakeholders at SOEs. It shows that the job satisfaction of managers younger than 40 years is influenced by different factors than managers that are older than 40 years. The findings indicate to stakeholders that Purposeful Work and Inspirational Leaders are what influence the job satisfaction of older managers the most. This shows that compensation and rewards cannot be used solely as a mechanism to influence job satisfaction of the older managers.

## **6.5 RESEARCH PROPOSITION THREE**

The objective of research proposition three was to verify whether the factors influencing job satisfaction of managers at SOEs would be influenced by their ethnicity. The diverse workforce in South Africa is an important reason for understanding whether factors influencing job satisfaction would be affected by ethnicity.

### **6.5.1 DISCUSSION - RESEARCH PROPOSITION THREE**

The results for the ethnic group comparisons show that for Factor One and Factor Three, no significant differences were found between the means for each ethnic group. Hence, Factor One was of the same importance to all four ethnic groups for influencing their job satisfaction. Factor Three was also of the same importance to all four ethnic groups. For Factor Two, the p value of 0.0006 was less than 0.05 and hence we find that the mean for the white ethnic group differs from the means of the other three ethnic groups. The results indicate that Factor Two (Equitable Rewards and a Facilitative Work Environment) is of less importance to white managers than it is for the other three ethnic groups.

A possible explanation for Factor Two being of less importance to white managers as compared to the other ethnic groups is that white managers are more secure with their jobs and their compensation. The reasoning behind this finding can be partly explained by the legacy of Apartheid in South Africa. During the Apartheid regime the white population were advantaged at the expense of other ethnic groups for example, better jobs were offered to the white population and white children were afforded superior education. Therefore

white managers were able to accumulate wealth during the Apartheid regime and their lower order needs (houses, cars and education) are fulfilled, hence they are more secure with their jobs and compensation.

What this also illustrates is that it is a false perception that white managers are insecure about their job security. A possible explanation for this is that the white managers at SOEs are older and at higher job levels, hence they have already built up their lower order asset base and are therefore less threatened to lose their jobs. However, in stating this, further investigation into the demographic profile of white managers at SOEs is required to prove this intuition.

The results of the repeated measures ANOVA for the ethnic group comparisons show that for the black ethnic group, the importance of the three factors differ from each other significantly. For black managers, Factor Two (Equitable Rewards and a Facilitative Work Environment) is the most important factor, Factor One the second most important and Factor Three the third most important. For the white ethnic group, the means of all three factors differed from each other significantly at the 5 % level. For them Factor One (Inspirational Leadership and Purposeful Work) was the most important, Factor Two the second most important and Factor Three the third most important. For the Indian ethnic group, the results showed that the difference in the means for Factor One and Factor Two was not significant at the 5 % level and hence both Factor One and Factor Two were equally the most important and Factor Three the second most important. The results for the coloured group were not



reported due to the small sample size. The results for the ethnic group comparisons are summarised in the table below.

**Table 22: Level of Importance – Ethnic Groups**

| <b>Level of Importance – Ethnic Groups</b> |              |              |                    |                 |
|--|--------------|--------------|--------------------|-----------------|
| <b>Level of Importance – Factors</b>       | <b>Black</b> | <b>White</b> | <b>Indian</b>      | <b>Coloured</b> |
| <b>Most Important</b>                      | <b>F2</b>    | <b>F1</b>    | <b>F1 &amp; F2</b> | <b>N/A</b>      |
| <b>Second Most Important</b>               | <b>F1</b>    | <b>F2</b>    | <b>F3</b>          | <b>N/A</b>      |
| <b>Third Most Important</b>                | <b>F3</b>    | <b>F3</b>    |                    | <b>N/A</b>      |

In the literature review, the studies done by Abu-Bader (2005) and Buitendach and Rothmann (2009) reported that job satisfaction was influenced by ethnicity. The findings of this study are in agreement with both those studies and shows that the factors influencing job satisfaction are indeed affected by ethnicity. Given the above findings and the diverse workforce within SOEs, several important implications arise for stakeholders.

Firstly, Factor Two (Equitable Rewards and a Facilitative Work Environment) is the most important factor to influencing job satisfaction of black managers. This means that black managers, who were previously disadvantaged, require more security, more training and development, more opportunities and more rewards. Black managers want their lower order needs fulfilled rapidly so that past economic imbalances are addressed. Given that the new democracy in South Africa is only 16 years old, these black managers are the first generation that are being afforded equal opportunities and hence they want to be seen as role

models for future generations. Stakeholders should develop remuneration benefits that help address the past imbalances by offering the previously disadvantaged opportunities for advancement and job security so that their overall job satisfaction is increased. Stakeholders need to also include unorthodox fringe benefits that appeal to the three previously disadvantaged ethnic groups for example, offering black employees subsidised funeral policies as part of their fringe benefits. The organisation could also provide financial aid to the children of black employees for their education.

There are two schools of perception regarding remuneration among black and white managers. In the first school there is a perception among black managers that they are paid less than their white colleagues while in the second school the perception among white managers is that black managers are paid a premium so that companies can meet their affirmative action targets. This perception of inequality amongst rewards needs to be addressed by stakeholders. It is not to say that black managers should get paid more than white managers or vice versa, but it should be made known that they are not being paid any less than each other.

The results also showed that Factor One (Inspirational Leadership and Purposeful Work) is the most important to influencing the job satisfaction of white managers. This shows that white managers want to be more involved within the organisation, especially in decision making. The implication for stakeholders is that incentive and retention policies for white managers should be different than for managers of the other ethnic groups. The results tend to

indicate that the lower order needs of white managers have been met and therefore stakeholders need to focus on the higher order needs of white managers. These include challenging work assignments, purposeful work, and involvement in decision making.

### **6.5.2 SUMMARY - RESEARCH PROPOSITION THREE**

The findings of this study provide support for research proposition three which proposes that the factors influencing job satisfaction of managers at SOEs will be affected by their ethnicity. The results show that Factor Two (Equitable Rewards and a Facilitative Work Environment) is of less importance to white managers as it is for the other ethnic groups. The explanation offered for this finding is the legacy of Apartheid.

It is also interesting to note that Factor Two (Equitable Rewards and a Facilitative Work Environment) is the most important factor to black managers. It shows that black managers place more importance on organisational culture, job security and compensation and this can be explained by Maslow's theory. These factors are the lower order needs of black managers who were previously disadvantaged by Apartheid.

### **6.6 RESEARCH PROPOSITION FOUR**

The intention of research proposition four was to determine whether the factors influencing job satisfaction of managers at SOEs would be affected by their job grade. Most studies that were reviewed in Chapter Two used job grade as one of the independent variables that would influence job satisfaction levels. The

rationale for using job grade as a variable that would influence job satisfaction was theoretically supported by Maslow's Needs Theory which states that as lower order needs are satisfied, higher order needs would prevail. This links back to job grade and infers that as managers move up the corporate ladder, lower order needs would be fulfilled and new higher order needs will develop.

#### **6.6.1 DISCUSSION - RESEARCH PROPOSITION FOUR**

For research proposition four, the job grades were split into two groups, middle management (job grades 1 – 3) and senior management (job grades 4 – 6). The results for the job grade comparisons between the two job groups show that the means for Factor One do not differ. The means for Factor Three also did not differ between the two job groups. However, for Factor Two, the p value of 0.0004 indicates that the means for each job group does differ significantly at the 5 % level of significance. This implies that Factor Two (Equitable Rewards and a Facilitative Work Environment) is of more importance to middle managers as it is to senior managers. The results also show that for middle managers, Factor One and Factor Two are equally the most important to influencing their job satisfaction. For senior managers, Factor One (Inspirational Leadership and Purposeful Work) is the most important to them, Factor Two the second most important and Factor Three the third most important. This is illustrated in the table below. One would expect this finding given the previous finding for the age group comparisons where Factor Two was also equally the most important to younger managers and Factor One was the most important to older managers.

**Table 23: Level of Importance – Job Grade Groups**

| <b>Level of Importance - Job Grade Groups</b> |                          |                          |
|---|--------------------------|--------------------------|
| <b>Level of Importance - Factors</b>          | <b>Middle Management</b> | <b>Senior Management</b> |
| <b>Most Important</b>                         | <b>F1 &amp; F2</b>       | <b>F1</b>                |
| <b>Second Most Important</b>                  | <b>F3</b>                | <b>F2</b>                |
| <b>Third Most Important</b>                   |                          | <b>F3</b>                |

The findings described above are of importance to SOE stakeholders. It supports research proposition four and shows that the factors influencing job satisfaction of managers at SOEs are affected by a manager's job grade. Ghinetti (2007) also found that job satisfaction levels are affected by job grades and the findings of the present study are in support of this.

Middle managers are not only influenced by leadership and the work itself, but also significantly influenced by their security within the organisation and their compensation. Senior managers seem more secure with their jobs and compensation. An explanation for this finding is that there could be a salary disparity between the two job groups. It is likely that there is a significant leap between the salaries of the two groups and also likely that senior managers are offered hidden perks. The implications for stakeholders are that retention of middle managers may be a fruitless exercise unless this disparity is addressed. The salary scales need to be reviewed to verify the gap between the mid point levels for both middle managers and senior managers. Should this gap be seen as large, compared to this gap within private organisations, the wage disparity should be flattened by increasing the salary range for middle managers.

The results also imply that “money matters” for middle managers and therefore stakeholders should be cognisant of this when making monetary decisions that affect middle managers. It implies that job security and compensation can be used to influence the job satisfaction of middle managers, which in turn will improve their job performance and ultimately improve organisational effectiveness. Therefore, jobs that provide a secure future, with opportunities for advancement and an equitable salary can be used to attract and retain middle managers within SOEs.

The present study is fully supported by the findings made by Ghinetti (2007). He found that managers (defined as senior management in the present study) are more satisfied than blue collar workers and junior managers. He further stated that a fundamental factor driving job satisfaction was satisfaction with job security and hence the reason why white collar workers were more satisfied. The present study showed that senior managers were less concerned with job security and compensation because those needs have already been fulfilled.

#### **6.6.2 SUMMARY - RESEARCH PROPOSITION FOUR**

The results displayed by the table above provide support for research proposition four. The factors influencing job satisfaction of managers at SOEs are affected by their job grades. The results show that Factor Two (Equitable Rewards and a Facilitative Work Environment) is more important to middle managers than it is for senior managers. The results also indicated that Factor One (Inspirational Leadership and Purposeful Work) was most important for

influencing job satisfaction of senior managers whereas both Factor One and Factor Two was equally the most important to middle managers.

## **6.7 CONCLUSION TO DISCUSSION OF RESULTS**

The results of the study show that job satisfaction of managers at SOEs is influenced by three higher order factors. Using these three factors and the literature, a framework was then developed to show the relationships between the factors influencing job satisfaction, the relationship to job performance and finally the connection to organisational effectiveness.

The results have also pointed out that both Factor One and Factor Two are equally the most important to influencing job satisfaction of managers at SOEs and have also provided support to the research propositions. The findings show that the factors influencing job satisfaction are affected by a manager's gender, age, ethnicity and job grade.

The research objectives and aims stated in previous chapters have been met and the findings contribute to the existing body of knowledge on job satisfaction.

## **CHAPTER 7: CONCLUSION AND RECOMMENDATIONS**

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### **7.1 INTRODUCTION**

In this chapter the main findings of the research are highlighted. Thereafter recommendations are presented for implications to relevant stakeholders and lastly recommendations are made for future research.

### **7.2 RESEARCH FINDINGS**

The first finding made by this study was to identify which factors influence job satisfaction of managers at SOEs and to then show which of these factors was the most important. The findings of the research show that job satisfaction of managers at SOEs is influenced largely by three factors. They are:

- Inspirational Leadership and Purposeful Work
- Equitable Rewards and a Facilitative Work Environment
- Effective Working Relationships and Work Life Balance

The first two factors are equally the most important to influencing the job satisfaction of managers at SOEs.

The second finding made by this study was to show that the factors influencing job satisfaction of managers at SOEs are affected by demographics of gender, age, ethnicity and job grades. This is summarised by the table below.



**Table 24: Summary of Main Findings**

| <b>Summary - Main Findings</b> |                          |                       |                              |                             |
|--------------------------------|--------------------------|-----------------------|------------------------------|-----------------------------|
| <b>Demographic</b>             | <b>Demographic Group</b> | <b>Most Important</b> | <b>Second Most Important</b> | <b>Third Most Important</b> |
| <b>Gender</b>                  | <b>Male</b>              | <b>F1</b>             | <b>F2</b>                    | <b>F3</b>                   |
|                                | <b>Female</b>            | <b>F1 &amp; F2</b>    | <b>F3</b>                    |                             |
| <b>Age</b>                     | <b>23 – 39</b>           | <b>F1 &amp; F2</b>    | <b>F3</b>                    |                             |
|                                | <b>40 +</b>              | <b>F1</b>             | <b>F2</b>                    | <b>F3</b>                   |
| <b>Ethnicity</b>               | <b>Black</b>             | <b>F2</b>             | <b>F1</b>                    | <b>F3</b>                   |
|                                | <b>White</b>             | <b>F1</b>             | <b>F2</b>                    | <b>F3</b>                   |
|                                | <b>Indian</b>            | <b>F1 &amp; F2</b>    | <b>F3</b>                    |                             |
| <b>Job Grade</b>               | <b>Middle Managers</b>   | <b>F1 &amp; F2</b>    | <b>F3</b>                    |                             |
|                                | <b>Senior Managers</b>   | <b>F1</b>             | <b>F2</b>                    | <b>F3</b>                   |

The table above summarises the main findings regarding the effect of demographics on the factors influencing job satisfaction of managers. The main findings can be highlighted as follows:

- Factor Two (Equitable Rewards and a Facilitative Work Environment) and Factor Three (Effective Working Relationships and Work Life Balance) are of more importance to women than they are for men.
- Older managers (from the older two age groups) are more content with their Rewards and Work Environment than younger managers (from the younger two age groups).
- Factor Two (Equitable Rewards and a Facilitative Work Environment) is of less importance to white managers than it is for black and Indian managers. This implies that white managers are more content with their Compensation and Work Environment than black and Indian managers. For white

managers, the most important factor to them is Inspirational Leadership and a Purposeful Job. For black managers, the most important factor is Equitable Rewards and a Facilitative Work Environment.

- Senior managers are more satisfied with their Compensation and Work Environment than are middle managers therefore it is not the most important factor to them.
- Effective Working Relationships and Work Life Balance is not the most important factor to any of the demographic groups but it is important nonetheless as a factor that influences job satisfaction. Factor Three ranked as the third most important factor in most cases but this finding is still significant. It indicates that managers are becoming more aware of the importance of achieving a harmony between their working lives and their personal lives.

### **7.3 RECOMMENDATIONS TO STAKEHOLDERS**

In order for SOEs to improve overall organisational effectiveness, a deep understanding of the factors influencing the job satisfaction of their employees is required. Past studies have shown that job satisfaction has a positive correlation to factors that ultimately affect organisational effectiveness for example, job performance, employee motivation and retention. Management should have a clear understanding of these factors and the relationships among each of the constructs to job satisfaction.

Based on the findings of the study stakeholders need to consider doing the following:

- The “conditions of service” directive within the SOE is currently generic. This needs to be modified to incorporate the finding that the job satisfaction of male and female managers is influenced by different factors. For example, the results showed that Work Life Balance was more important to females than it was for males. The recruitment procedures and conditions of service should allow for flexibility to attract and retain top female employees. Conditions of service could allow for flexible working hours for females, working from home, half day jobs for individuals that prefer this as an option and perhaps even a day care centre at major offices for employees who have children.
- Younger managers are influenced by different factors when compared to older managers. Compensation is one of the most important factors to younger managers and stakeholders should develop compensation and retention strategies based on this finding. The strategies should consider providing more monetary incentives for younger managers during their early career stages. For older managers, the strategy could contemplate the idea of providing more challenging work assignments, giving them more autonomy in their work and involving them in decision making processes. The strategy needs to ensure that older managers feel that they are part of a bigger purpose. The remuneration strategy should also be cognisant of the life expectancy of younger managers nowadays and should therefore accelerate the attainment of lower order needs for younger managers.

- An EVP survey needs to be conducted to understand the relationship between the factors influencing job satisfaction and the factors influencing retention / attraction of employees. The results of the present study should be used to guide the development of the EVP, succession planning and skills transfer strategies.
- The findings showed that white managers are less influenced by Factor Two (Equitable Rewards and a Facilitative Work Environment) than are black and Indian managers. Several of the items loading onto Factor Two are related to job security and stakeholders should therefore strive to make these two ethnic groups feel more secure in their jobs. The benefits policies should include incentives that will create a long-term, stable mindset within these managers. Benefits like retirement funds, family medical aid, housing subsidies, education bursaries for dependents and subsidised life insurance can be used as influencers to these ethnic groups.

#### **7.4 RECOMMENDATIONS FOR FUTURE RESEARCH**

Whilst this study has contributed to the body of knowledge of job satisfaction within the SOE context, several limitations of the research was highlighted in Chapter Four. Also, given the important role played by SOEs within economies worldwide, more attention needs to be focussed into understanding job satisfaction of government employees.

Areas for future research are suggested below:

- This study was restricted to only one province in South Africa. The study needs to be conducted at a national level with a larger and more diverse sample. The study should be replicated nationally to include all employees within the SOE.
- This study was also restricted to only one SOE within South Africa. Given the large number of SOEs within the country, the large number of employees within each of these SOEs and the vital role played by these SOEs within the economy; it would be prudent to replicate the study across all SOEs.
- A random sampling technique should be used for future studies to ensure that inferences can be made to the entire population.
- A comparative study should be conducted to verify the difference between the factors influencing job satisfaction of managers at private companies compared to managers at government organisations and SOEs. This will give stakeholders of both private and government organisations an improved understanding of how to satisfy employees so that overall organisational effectiveness at a national level is achieved.

## **7.5 CONCLUSION**

The main objective of this study was to identify the factors that influence job satisfaction of managers at SOEs the most and to verify the effect of demographics (gender, age, ethnicity and job grade) on these factors. The results of this study indicates that the job satisfaction of managers at SOEs is influenced largely by three factors; namely, Inspirational Leadership and

Purposeful Work, Equitable Rewards and a Facilitative Work Environment, and Effective Working Relationships and Work Life Balance. The results also lent support to the four research propositions and conclude that the factors influencing the construct of job satisfaction is indeed affected by demographics.

Presenting the results of this research graphically by way of a Three Factor Framework and Organisational Effectiveness Framework offers stakeholders the opportunity to understand which factors are the most important to influencing the job satisfaction of managers at SOEs and how these factors are related to overall organisational effectiveness.

This study addresses the lack of attention that has been paid to understanding the concept of job satisfaction among government employees and also contributes to the existing body of research around job satisfaction. It has also provided a more detailed outlook of the individual items that influence each of the three factors and ultimately job satisfaction.

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## APPENDIX 1: RESEARCH QUESTIONNAIRE

### Questionnaire: Part A

Dear Participant,

I am conducting research on factors that influence job satisfaction of managers at State Owned Enterprises. I am trying to find out, from this research, which factors are the most important in terms of their influence on job satisfaction and whether these factors are influenced by demographics of age, gender and ethnicity.

You are kindly requested to participate in this study by filling out the attached questionnaire which should take no more than 5 to 10 minutes of your time. Your participation is voluntary & you may withdraw at any time without penalty. All data will be kept confidential and your identity is not required. By completing the survey, you indicate that you voluntarily participate in this research.

Job Satisfaction is defined as the extent to which employees like their work. By understanding which factors impact the most on Job Satisfaction, companies can design their policies to help improve satisfaction of employees, thus improving the overall organisational effectiveness.

If you have any concerns, please contact me or my research supervisor (details are listed below).

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### Questionnaire: Part B (Demographics)

Age (in years)

Job Level

|          |   |
|----------|---|
| M/P/G 14 | 1 |
| M/P/G 15 | 2 |
| M/P/G 16 | 3 |
| M/P/G 17 | 4 |
| M/P/G 18 | 5 |
| E/S      | 6 |
| F        | 7 |

Gender (please tick)

|        |   |
|--------|---|
| MALE   | 1 |
| FEMALE | 2 |

Ethnicity (please tick)

|          |   |
|----------|---|
| BLACK    | 1 |
| WHITE    | 2 |
| INDIAN   | 3 |
| COLOURED | 4 |

Part C of the questionnaire requires that you rate each question on a scale from: Extremely Important to Not Important at all. As you rate each question, consider them in terms of factors that effect your personal job satisfaction. Please answer all questions by marking the appropriate importance with a tick. You should only have 1 tick for each question.

## RESEARCH QUESTIONNAIRE – PART C

| Questionnaire: Part C   | Extremely Important | Very Important | Moderately Important | Neutral | Slightly Important | Low Importance | Not Important at all |
|---|---------------------|----------------|----------------------|---------|--------------------|----------------|----------------------|
| Work that is challenging  | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| Access to resources (equipment, money) to get the job done                        | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| A market related salary   | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| A job that provides me with a secure future                                       | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| Leaders that are knowledgeable  | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| Opportunities for advancement/promotion   | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| Subsidised medical aid  | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| Opportunities for social interaction  | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| Opportunities to develop close relationships with colleagues                      | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| A boss that supports my decisions   | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| Freedom to use my own judgement at work   | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| Flexible working hours  | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| A clear job description   | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| Publicly praised for outstanding work achievements                                | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| An opportunity to help rebuild the infrastructure of the country                  | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| Non-repetitive & varied work assignments  | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| Comfortable physical working conditions (lighting, office space)                  | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| An equitable salary when compared to colleagues at work                           | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| A job that offers me stable employment  | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| Trustworthy & honest leaders  | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| Support for training & development  | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| Retirement fund benefits (pension fund)   | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| Supportive work colleagues  | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| A boss that is caring & understanding   | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| To make decisions on my own   | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| Sufficient time off for maternity/paternity leave                                 | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| Regular feedback from management about ongoing events that affect me/employees    | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| Full credit for the work I do   | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| To be of service to my country  | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| Work that makes use of most of my skills  | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| An environment that meets safety standards  | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| Receiving a performance bonus based on my own performance                         | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| An organisation that avoids retrenchments as far as possible                      | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| Inspirational leadership  | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| The chance to rub shoulders with important people                                 | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| Generous leave conditions   | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| To work with colleagues in a team   | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| A good personal relationship with my boss   | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| A low degree of supervision   | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| Sufficient time to spend with family  | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| Involvement of employees in the decision making processes                         | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| Receive awards for outstanding work   | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| The opportunity to be somebody in the community                                   | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| Work that requires creativity   | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| To try my own methods of doing the job  | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| Sufficient time for non-work activities (hobbies, sports, etc)                    | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| Two way communication culture where employees are encouraged to challenge leaders | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| The feeling of accomplishment I get from my job                                   | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| A boss that supports my work methods  | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| Friendly work colleagues  | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |
| Sufficient time to spend with friends outside of work                             | 7                   | 6              | 5                    | 4       | 3                  | 2              | 1                    |