

**A STUDY OF EMPLOYEE SATISFACTION IN  
TWO MANUFACTURING FACILITIES OF  
GENERAL MOTORS SOUTH AFRICA**

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MASTERS IN BUSINESS ADMINISTRATION

of

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by

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## **DECLARATION**

I, Leanetse Paul Matutoane, hereby declare that this dissertation is my own original work and that all sources have been accurately acknowledged, and that this document has not previously in its entirety or in part been submitted at any university in order to obtain an academic qualification.

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Leanetse Paul Matutoane  
December 2009

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# **ABSTRACT**

Employed individuals spend a majority of their waking time at work. Therefore, within an individual's working lifetime, most hours will be spent at work. Subsequently, theories abound purporting that humans are hedonistic beings. Considering that on average people spend most of their working lives in a working environment, it then stands to reason that people should endeavor to be satisfied at work if humans are always in pursuit of happiness. The questions arise as thus: what makes people satisfied at work, does being satisfied with the job result in less turnover, and is that the only reason that they would endeavor to prolong their employment, are older employees more satisfied with their jobs than younger employees, is a plant with an older workforce more satisfied than a similar plant with a younger workforce? This study attempts to find an answer to these and other related questions. It was conducted on employees of two plants of an automotive manufacturer based in Port Elizabeth, a town in the Eastern Cape province of South Africa. The Job Descriptive Index (JDI) was used to collect the feelings of 92 employees in different shops and analyzed to check for differences in satisfaction levels. No significant differences were found between the plants, shops and age categories surveyed.

Key words: Employee satisfaction, Job satisfaction, Motivation, Automotive Manufacturing, Manufacturing plants, Job Descriptive Index.

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# CHAPTER 1: INTRODUCTION

## 1.1. Background Of The Study

General Motors South Africa (GMSA) was a wholly-owned subsidiary of General Motors Corporation (GMC), the world's largest automotive manufacturer in 2005 (GMSA Intranet, 2005). GMSA's history in South Africa spanned from when it was set up 76 years ago, to General Motors's disinvestment in 1986 when the company's name changed to Delta Motor Corporation, to the return of General Motors again in February 2004. In 2005, the year in which research for this thesis was conducted; GMSA had corporate presence in South Africa as per table 1 below.

Province	City	Office
Eastern Cape	Port Elizabeth	Head Office and Manufacturing plants
Gauteng	Johannesburg	Sales, Marketing & Aftersales Office
Western Cape	Cape Town	Regional Sales & Aftersales Office
Kwazulu-Natal	Durban	Regional Sales & Aftersales Office

Table 1: GMSA's corporate presence in South Africa

There were 2 General Motors South Africa manufacturing plants in Port Elizabeth: Kempston Road, in which the Isuzu light commercial vehicles (LCV's), trucks and the Corsa lite hatchback passenger vehicles were manufactured and Struandale, in which the Corsa LCV's and the HUMMER H3 single utility vehicles (SUV's) were manufactured. The Kempston Road plant was set up by GMSA in Port Elizabeth in 1929. With the sanctions that took place in South Africa during the previous regime, General Motors decided to disinvest in SA, and a management group bought them out in 1986. The company was renamed Delta Motor Corporation and continued manufacturing, marketing and selling vehicles in South Africa. In 1996, Delta Motor Corporation acquired the Struandale Plant in order to expand production capacity. General Motors reinvested in South Africa by buying out the Delta Motor Corporation group in 2004, effectively returning to the South African market.

### 1.1.1. Processes in automotive manufacturing

An automotive manufacturing plant typically has 3 shops wherein different processes take place, viz. Bodyshop, Paintshop and General assembly. The Bodyshop is where the differently stamped metal bits are welded together and a vehicle body shell is the output. From the Bodyshop, the body shell gets transported to the Paintshop where it is painted the required colour. Thereafter it goes to General Assembly, where the rest of the parts are assembled onto the painted body shell and a finished vehicle emerges.

Each of the 2 plants (Kempston road and Struandale) had their own Bodyshop and General assembly but shared Struandale's Paintshop.

### 1.1.2. Organization Structure

The organisational structure within both plants was the same. Six to fourteen team members (operators) made up a team headed by a team leader. A group of team leaders working on a specific area reported to a co-ordinator, and all the co-ordinators in the shop reported to Shop Managers (Bodyshop, Paintshop, Trim & assembly, etc).

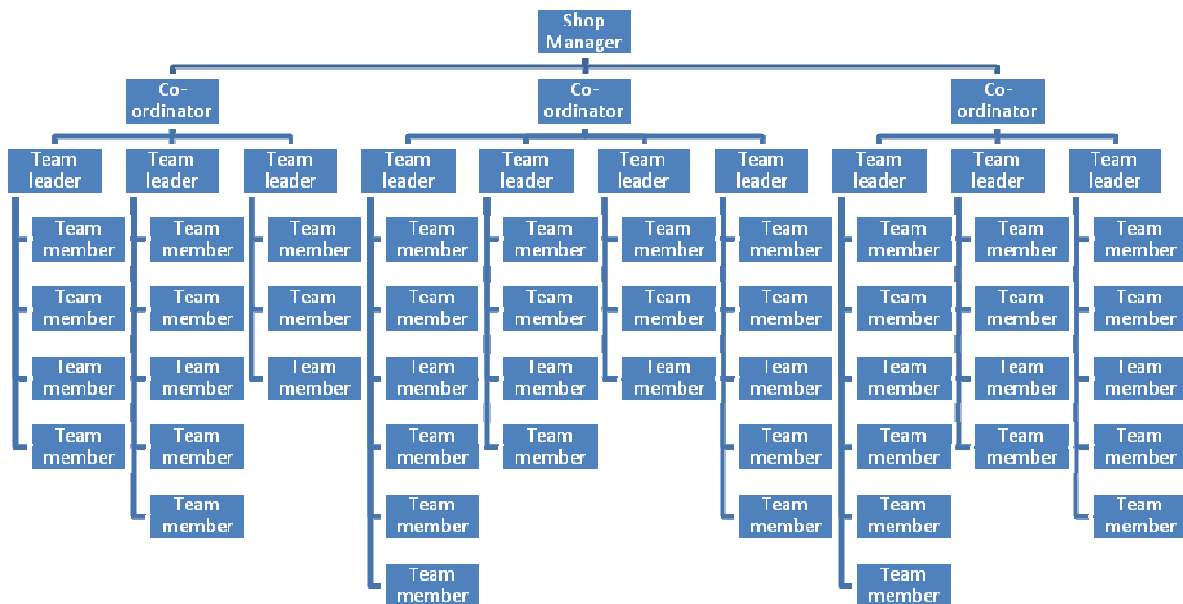


Figure 1: Typical organizational hierarchy in the manufacturing plant

Team members and team leaders were hourly-paid, whilst from co-ordinators upwards employees were monthly-paid and said to be “staff”. This meant that should a plant come to a standstill due to an unforeseen circumstance, e.g. material shortage, for a considerable period (more than 4 hours), the hourly-paid staff could be sent home for the shift for the duration of the circumstance without pay, whilst “staff” members were required to work whether the plant runs or not.

Team members, team leaders and co-ordinators were represented by a worker’s union, viz. NUMSA (National Union of Metalworkers of South Africa), in the bargaining forum, wherein wage rates and conditions of employment were negotiated centrally.

## 1.2. Objectives Of The Study

### 1.2.1. Problem statement

When Delta Motor Corporation acquired the Struandale plant, company management had been aware of the shortcomings of the Kempston Road plant, which were:

1. Ageing workforce.
2. Declining discipline.
3. Illiteracy.
4. Difficulty to implement new programs.

These shortcomings were taken into consideration when staffing the new manufacturing plant (Struandale) in 1996 and the following criteria were used:

1. Only people with a minimum education level of matriculation with Mathematics and Physical Science as subjects were hired as line operators (team members).

2. A minimum number of people from the Kempston road plant were taken over to Struandale in order to preserve manufacturing knowledge and experience whilst retaining the envisaged culture.

The research in this thesis was motivated by the different work ethics between the 2 plants, the different age profiles between the 2 plants and the pride of some employees for having long service periods. Having worked in the different shops of both plants, the researcher wondered what motivated the employees to stay with the company for prolonged periods and not leave. Given that manufacturing cars is a monotonous job comprised of placing people in certain job functions to do the same thing for the duration of their shift without fail.

The older Kempston road employees seemed content, proud of their years of service with the company and willing to work, whilst the younger Struandale employees were deemed to be stubborn, unhappy with their jobs and ploughed on with their tasks from day to day. Previous research had never been done in the company on this subject, which makes this research a pilot study.

### 1.3. Purpose Of The Research

This study was aimed at investigating the level of job satisfaction amongst plant personnel in the 2 automotive manufacturing plants of General Motors South Africa. The main objective of the study was to unearth the determinants of satisfaction in an automotive manufacturing company. Several aspects of job satisfaction were interrogated in order to find out whether older, less educated workers were as satisfied as their younger, better educated colleagues and whether job satisfaction differed between the organizational divisions. The research was conducted in a post-positivist paradigm and used quantitative methodology to acquire the required information on job satisfaction.

The main objectives of this study were to:

- Measure job satisfaction level in the 2 plants

- Identify reasons for the measured levels
- Compare the differences / similarities between the plants
- Recommend possible solutions to improve job satisfaction within the plants

These objectives were formulated with a main assumption in mind that the measured job satisfaction levels between the plants would be different given the perceptions as discussed above.

#### 1.4. Research Question

The overarching research question that forms the basis of this research is as follows:

- What was the difference in the levels of job satisfaction of manufacturing plant employees?

#### 1.5. Value Of The Research

The results of this research will give an indication as to the levels of job dissatisfaction within the said company so that those factors identified as problematic can be worked on to improve job satisfaction in the same and similar environments and ultimately improve productivity and quality.

#### 1.6. Literature Review

Kahn (1972) mentioned that job content, supervision, physical work conditions and possibly organisation structure are amongst the highly probable causes of satisfaction and dissatisfaction in the workplace. In the automotive industry, jobs are standardised and have a narrow range, as designed according to scientific management principles. Scientific management, as pioneered by Frederick Taylor, uses research and experimentation to determine the most efficient way to perform jobs and organizes workers into specialised and standardized jobs (Kreitner, Kinicki

and Buelens, 1999). Thus, people are fitted into jobs and are expected to adjust accordingly, which doesn't allow room for self-expression and results in alienation and frustration in the workplace. There is no independence and freedom allowed in doing the job, therefore the employees' need for self-esteem is not satisfied, as outlined in Maslow's hierarchy of needs theory (Kreitner, et al, 1999). This diminishes the sense of achievement as the job is limited to a particular repetitive operation, depriving the person of the opportunity to see a job through to its final completion. As a result, the individual experiences a basic frustration that manifests itself in different efforts to achieve adjustment (Gardell, 1976). These could be high dissatisfaction, turnover and absenteeism (Schultz and Schultz, 1986).

The official unemployment rate in South Africa in 2005 was 26.7% (Statistics South Africa, 2005:xiv), which made turnover the least desirable option from an employees' point of view, leaving high dissatisfaction and absenteeism as the more likely avenues. It is an accepted fact that a certain amount of turnover is desirable for a company to ensure rejuvenation and infusion of new ideas whilst balancing the desired culture. A measurement of employee satisfaction would help the company understand the current situation in order to introduce appropriate interventions to improve employee satisfaction. It is also in the company's interest to increase employee satisfaction if necessary, as the company's vision singles out customer enthusiasm as the strategy that the company will use in the quest to be the world leader in automotive products and related services. In order to generate customer enthusiasm in customers, employees have first to be enthusiastic. There are a number of ways for a company to address this alienation, viz. job rotation, job enlargement and job enrichment (Kreitner, et al, 1999). All these interventions are aimed at addressing job dissatisfaction by introducing variety into a worker's job. The measure of whether these and any other measures have been introduced and are effective or not will not fall within the scope of this research.

## 1.7. Thesis Structure

This report is structured as follows:

- Chapter 2 will dwell on theories of motivation.
- Chapter 3 will focus on theories surrounding job satisfaction.
- In Chapter 4, the methodology applied in the research will be detailed together with the validity and credibility of the instrument used.
- Chapter 5 will present the research findings from applying statistical methods to unearth the validity of the hypotheses put forward.
- In Chapter 6 the results will be discussed at length and conclusions put forward.

## 1.8. Summary

The question is: why is it that, with people in employment, some are happy (satisfied) with their jobs whilst others are unhappy (dissatisfied) with theirs? The goal is to find out what makes people satisfied and productive in a working environment and what makes them dissatisfied and unproductive by the same token. The importance of this is that in future an OD practitioner will know what “features” to address in order to get the desired results in a similar situation. That is the goal of this research.

## CHAPTER 2: MOTIVATION

### 2.1. Introduction

It is a well-known fact that organizations do not run all by themselves. People are a fundamental requirement for any organization, whatever the size, technological complexity, set-up or business model. It therefore stands to reason that for an organization to prosper, the employed people should be motivated and inspired to act in the interests of and for the good of the company whilst they are engaged in their work. For an organization to be successful, Katz and Kahn (1978) state that:

- people should be attracted to join and remain in the organization,
- people should do tasks for which they are employed and
- people should go beyond dependable to being creative, spontaneous & innovative.

For people to be moved to expedite the above-mentioned activities, they are furthering the objectives of the organization that employed them. What do they get in return?

### 2.2. The Individual As An Employee

Nel, et al (2003) reported that people join organizations with specific objectives in mind. And on the other hand, organizations attract people having specific objectives in mind. It is in the merger of these two objectives that an employment expectation is created. Employees, being individuals, bring along their own personalities into the job and the organization and are attacked by the organization's own culture. The dynamics of this merger eventually determine the fit of the two parties involved. If the fit is negative, the employee will not be satisfied and endeavour to extricate themselves from the union. If the fit is positive, the employee will be satisfied and will endeavour to lengthen the duration of the contract. Kotter (1976:93) explained this fit as an expectation and identified two types of expectations.

**“Expectation 1:** What an individual expects to receive from the organization and what the organization expects to give to the individual.

**Expectation 2:** What an individual expects to give to the organization and what the organization expects to receive from the individual.”

People join organizations to derive social, financial and psychological benefits. Social benefits are derived from the company of colleagues and the interactions that take place. Financial benefits emanate from the salary they receive in set periods (weekly or monthly). They also derive Psychological benefits from the work opportunity to showcase their intellectual abilities through job output. In exchange for their time, physical and mental abilities, organizations employ people to expedite certain functions for the advancement of their objectives.

Within this fit, this thesis endeavours to explore the details of what makes people satisfied to want to lengthen their employ within an organization. This paper also hopes to highlight the determinants of dissatisfaction amongst employees in an organization. These determinants can thus be manipulated for the good of organizations and people.

It has been established thus far that companies need people who will act in their interest. Following from this, it also stands to reason that it is in the interest of companies to retain their employees. According to Gouws’s (2006) interpretation of Bussin, (2002) the following are reasons companies would want to retain their employees:

- The consistency in the quality of work, products and services remain.
- Knowledge of the history and background of the customers and business prevail.
- Efficiency and productivity increases.
- A particular skill and knowledge capability is retained.
- The culture of the organization remains consistent.

Despite being attracted to join and remain in an organization, employees can be dissatisfied. Dissatisfaction, being the opposite of Satisfaction, has got consequences (Lawler, 1994:106). They are:

- Job performance: Lawler (1994) states that there is a low but positive relationship between satisfaction and performance. He argues that satisfaction is an outcome of performance, that people will perform their jobs according to the size and desirability of the reward.
- Turnover: Again, there is a low relationship between satisfaction and turnover, probably influenced by the likelihood of less satisfied employees to leave and determined by the economic climate prevailing at the time, which determines scarcity of jobs to which employees can migrate to in other companies.
- Absenteeism: Research done by Mashonganyika (2004) found no statistical relationship between job satisfaction and absenteeism. However, Lawler (1994) purports that there is a relationship between satisfaction and absenteeism, however only pertaining to voluntary absence.
- Organization effectiveness: The previous two points influence this point in that it consumes an organization's resources to alleviate their results. It costs additional time and money to recruit and train another person. Overstaffing and interrupted schedules are direct results of absenteeism. This consequence concurs with Bussin's argument above.

It therefore stands to reason that it makes good business sense for companies to ensure that their employees are satisfied in their jobs. By extension, going beyond dependable to producing what they are employed to do, to being creative, spontaneous and innovative in furthering the company's objectives to the benefit of both.

### 2.3. Early Motivation Theory

What satisfies people in a working environment? Before attempting to answer this question, a clarification of what satisfaction is needs to be provided first and foremost. The Concise Oxford Dictionary (1995:1226) describes satisfaction as "a

thing that settles an obligation or pays a debt". The question then advances to the question of what this obligation / debt is, as relevant to the workplace. To satisfy is to meet the expectations or comply with something, putting an end to an appetite by supplying what is required, so that nothing is left to be desired. Whilst satisfy is an action (verb), satisfaction is the state of being satisfied. In our everyday lives, satisfaction is involved in our daily interactions. Buying goods / services is an exchange process after which the initiator's need is fulfilled. Thereafter there is no desire, at least of the need that has been fulfilled. Therefore for satisfaction to occur there has to be an initial need. The question then advances to what happens in between, bridging the gap between the need and satisfaction? That is a purely individual endeavor or will to strive for satisfaction. This is called motivation. Therefore an understanding of human needs has to be developed in order to understand human motivation, and current theories come in handy in this regard as previously discussed. This focuses the subject on early motivation theories.

Steers and Porter (1975) proposed that most psychological theories of motivation have their origins in the principle of hedonism, where people are assumed to make decisions, whether conscious or sub-conscious, in order to maximize positive results and minimize negative results. These hedonism theories of motivation are categorized into 3 groups:

- Instinct theories: these theories posited that human motivation was a result of their innate instincts. Their inherited instincts predispose them to act in a certain way. These theories were criticized for not explaining whether the unconscious motives were really instinctive or learned behaviour (Hilgard & Atkinson, 1967 and Morgan & King, 1966).
- Drive & reinforcement theories: these theories viewed behaviour as a function of past experiences "Hedonism of the past". They were based on the effect that previous learning has on current behaviour (Woodworth in Steers & Porter, 1975). Hull posited that the effort expended in conducting a task was a function of the person's drive, habit and the incentive derived from doing so:  $\text{Effort} = \text{drive} \times \text{habit} \times \text{incentive}$  (Hull, 1952 in Steers & Porter, 1975).

- Cognitive theories: they viewed motivation as “hedonism of the future”, where current human behaviour was seen as purposeful, goal-directed and based on conscious intentions. Organisms make conscious decisions about current behaviour based on expected future outcomes:  $\text{Effort} = \text{Expectancy} \times \text{Valence}$ . (Lewin, 1938 and Tolman, 1959 in Steers & Porter, 1975)

The above theories endeavored to explain motivation from a hedonism view. Applied to the workplace, this hedonism can be paralleled to the joys that the result of sacrificing one’s time and abilities to the benefit of a company brings.

Because people are different as individuals from their characteristics, they would also be different as employees and would be motivated by different characteristics. The following are variables said to affect the motivational process in organizational settings (Steers & Porter, 1992:20):

Individual characteristics	Job Characteristics	Work Environment Characteristics
1. Interests	Types of intrinsic rewards	1. Immediate work environment a. Peers b. Supervisor
	Degree of autonomy	
2. Attitudes a. Towards self b. Towards the job c. Towards aspects of the work situation	Amount of direct performance feedback	2. Organizational actions a. Reward practices b. System wide rewards c. Individual rewards d. Organizational climate
	Degree of variety in tasks	

Table 2: Variables affecting the motivational process in organizational settings

Therefore, Steers & Porter concur that people are different and their motivation is determined by characteristics that they put into three categories, individual, job and work environment characteristics.

## 2.4. Contemporary Motivation Theory

Motivation theories are numerous; however, Campbell, Dunnette, Lawler and Weik (1970) divided them into two categories, viz. content and process theories. Content theories prescribe characteristics that should be present in all jobs because of their basic underlying presumption that all individuals have the same needs. Process theories highlight the differences between individuals' needs and therefore are concerned with the cognitive processes that create these differences.

### 2.4.1. Content Theories

Lawler (1994) noted that the theory on job satisfaction was not developed due to the nature of satisfaction itself being more an internal state that a person has to express, rather than observable phenomena. There are, however, various theorists that have contributed to the understanding of the employee's internal state. Reverting back to the working environment, there are a number of factors that play a role in satisfying people. According to Quinn, Staines and McCullough (1974:16), these factors, divided between Blue and White Collar workers in order of importance, are:

**“Blue-collar Workers**

1. The Pay is good
2. I receive enough help and equipment to get the job done
3. The job security is good
4. I have enough information to get the job done
5. The work is interesting

**White-collar Workers**

1. The Work is interesting
2. I have an opportunity to develop my special abilities
3. I have enough information to get the work done
4. I have enough authority to do my job
5. I receive enough help and equipment to get the job done”

Table 3: Factors that play a role in satisfying employees (Quinn, et al.)

It thus emerges that the priorities are different for different classes of employees. Satisfaction goes hand-in-hand with expectations or desires, as alluded to earlier. Therefore, in an attempt to explain job satisfaction, one needs to get to grips with and explain what people need in their working environment. Steers and Porter (1992) explained a need as a person’s internal state of disequilibrium that has the power to trigger a behavior-related response. This explains the link between needs and motivation. There first has to be a need and a will to satisfy that need for there to be a response to satisfy the need.

Abraham Maslow (1943:380) suggested that people have needs in the form of a hierarchy (See figure 2).

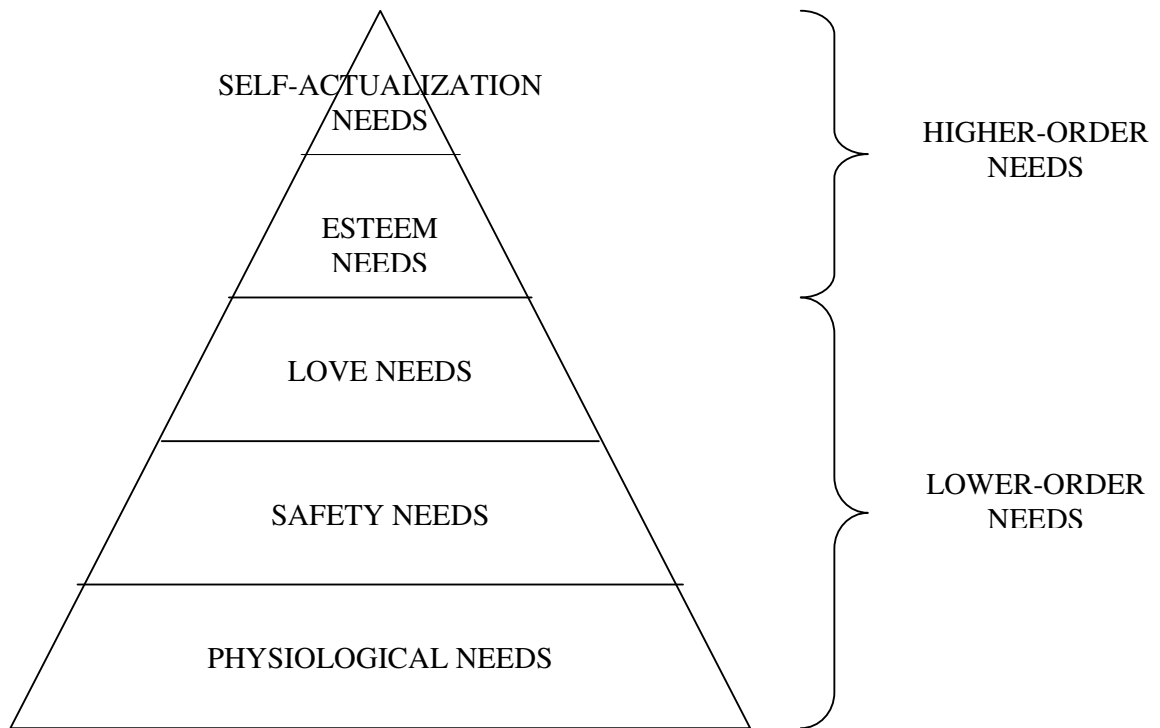


Figure 2: Maslow's hierarchy of needs

Starting from the bottom, Maslow maintained that these needs progress upwards with the satisfaction of the previous one, culminating in the realization of a person's full potential, termed self-actualization. Therefore according to Maslow, as a person's needs get satisfied, they change to the next level need until they get to the topmost need in a prepotent fashion. In a working situation, the first two needs would be automatically fulfilled seeing that employees' salaries would be used to satisfy those needs. The third need would be partly satisfied by their day-to-day encounters with their colleagues on a daily basis. The fourth need, Self-esteem, refers to the need to be respected amongst a group of employees. This can be in the form of recognition as a contributing member of an organization from colleagues and / or management. This need can be filled through being members of a formal / informal organization within the company; therefore not every employee would have reached this hierarchical level from the context of this research. The final need, Self-actualization, which he recognizes that not many people reach, refers to reaching one's full potential. The premise is that an organization has to be in a position to meet all these individual needs in order to have satisfied employees, wherever the employee(s) are along the hierarchy.

Contrasting the satisfaction factors discussed previously between blue-collar and white-collar workers and Maslow's hierarchy of needs suggests that blue-collar workers are likely to be motivated by lower-order needs seeing that blue-collar workers would choose Pay as a first priority in their satisfaction at work. It also suggests that white-collar workers are likely to be motivated by higher-order needs considering that they had chosen interesting work as a first priority and that they would be better educated than the blue-collar employees.

Alderfer (1972) offered that individual needs are divided into 3 categories, viz.

- Existential needs
- Relatedness needs
- Growth needs

He also offered that these are not in any form of hierarchy such that none supersedes the other once satisfied. Existential needs refer to basic order needs for general survival. These are food, safety, shelter and money. Relatedness needs refer to social needs that are met through interaction with other beings. Growth needs refer to higher order needs for personal psychological development. Alderfer (1972) suggested that these human needs should be thought of as a continuum rather than a hierarchy and that relatedness or growth needs become more important when satisfied. Therefore in the setting of a working environment, employees have: (1) Existential needs, which is corroborated by Quinn, et al's (1974:16) first blue –collar workers' satisfying factor (The Pay is good). The pay provides a means to satisfy existential needs as it can provide nutritional and material needs. (2) Relatedness needs to interact and converse with their colleagues and superiors and (3) Growth needs to move beyond their current position to a more superior position with higher responsibilities and pay.

The 2 theories above helped understand human needs as applicable to the workplace as needs are a precursor to motivation.

Herzberg, Mausner and Snyderman's (1959) study found five factors that stood out as strong determinants of job satisfaction; achievement, recognition, the work itself, responsibility and advancement. When probing for dissatisfiers, company policy and administration, supervision, salary, interpersonal relations and working conditions were cited. Since one cluster of factors related to what a person does and were found to be effective in motivating employees to superior performance and effort, it was named Motivators because they led to job satisfaction because of a need for growth or self-actualization seeing that the study was conducted on Engineers and Accountants. Whilst the other cluster related to the context of an employees work environment and served to prevent job dissatisfaction, they named it Hygiene Factors. That is the Motivator-Hygiene theory as related to job satisfaction.

These two are motivation content theories that attempt to prescribe characteristics that ought to be present in jobs assuming that all individuals have the same set of needs. However, it is a known fact that no two individuals have the same set of needs, hence Process Theories.

#### 2.4.2. Process Theories

Process theories, contrary to Content theories, assume that people's needs differ and therefore focus on the cognitive processes that create those differences. They "view behavior as a function of beliefs, expectations, perceptions, values and other mental cognitions" (Nel, et al, 2003:335).

Adam's Equity theory of motivation attempted to explain "how people strive for fairness and justice" in social exchanges (Kreitner, et al, 1999:210). It offered that there are two primary components involved in the employer / employee exchange, viz. inputs and outcomes. If there was a perceived inequity, brought about by the individual's evaluation of whether they received equitable outcomes for their contributive inputs, between the individual and a "similar other", the individual experiences cognitive dissonance, which results in a conscious effort to reduce the inequity. These efforts could be:

1. Increase inputs

2. Decrease inputs
3. Increase outcomes
4. Decrease outcomes
5. Leave the field
6. Psychologically distort individual inputs and outcomes
7. Psychologically distort comparison other's inputs and outcomes
8. Change comparison other

Therefore, applying Adam's Equity theory to the working environment, employees are motivated to resolve perceptions of inequity, depending on what is perceived to be fair and equitable, and they need to be treated thus.

Vroom's expectancy theory offered that a person's effort will be directly proportional to the probability of the action resulting in attaining the organizations' goals, and attainment of the organization's goals is the instrument through which personal goals are attained (Kreitner, et al, 1999). This theory is based on three key concepts, viz. Valence, Instrumentality and Expectancy. Valence is the attractiveness of the specific outcome to the person, the anticipated satisfaction of attaining a goal. Instrumentality is the perception that performance will lead to the desired outcome. Expectancy refers to the person's belief that a certain level of effort will lead to a certain level of (company) performance (Nel, et al, 2003). This theory is based on the premise that in an organization, in order to reap the desired rewards (promotion, bonus, etc), one has to put in a certain amount of effort in performing their duties, and the extent to which that effort is applied will depend on the probability of it having a positive outcome for the organization, and the perception that the positive outcome for the organization will have a positive outcome for him / her as an employee.

Porter and Lawler's expectancy theory extended Vroom's theory into an expectancy model of motivation. According to Nel, et al (2003:336), this model attempted to do the following:

1. Identify the origin of people's valences and expectations.
2. Link effort with performance and job satisfaction.
3. Identify factors other than effort that influence performance.

4. Emphasize the importance of equitable rewards.

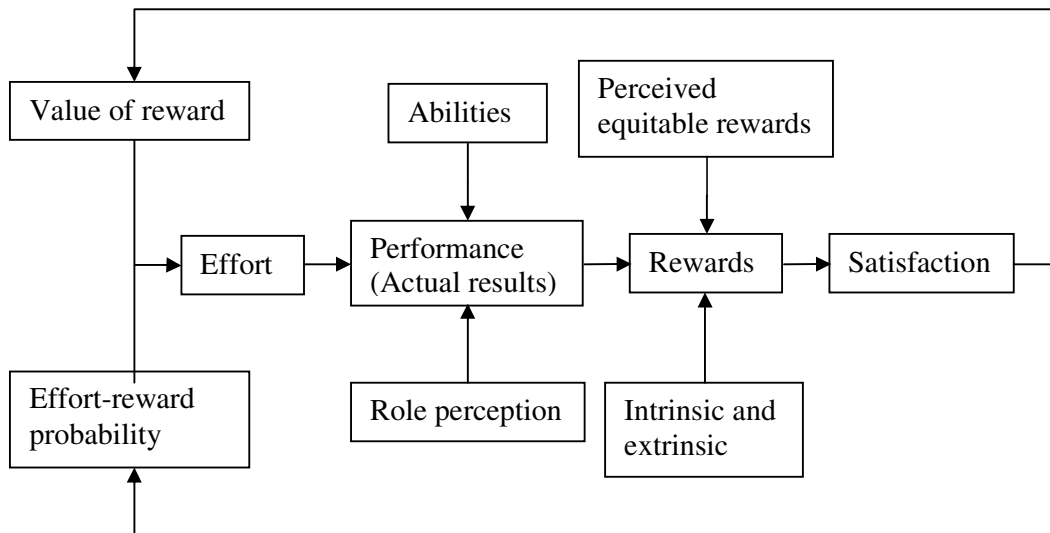


Figure 3: The Porter and Lawler model (Nel, et al, 2003:336)

From these Expectancy Theories, there are implications for organizations. Organizations should:

- Reward employees for the desired performance.
- Design challenging jobs.
- Attach some rewards to group accomplishments.
- Reward managers for creating, monitoring and maintaining expectancies, instrumentalities and outcomes that lead to high effort and goal attainment.
- Monitor employee motivation.
- Build flexibility into motivation programmes to accommodate individual differences. (Adapted from Kreitner et al, 1999:220 Table 8-3)

The premise is that if employees are satisfied with their jobs, they will be encouraged (motivated) to act in a goal-directed fashion towards attaining the organization's, and by extension, their own goals.

## 2.5. Conclusion

In conclusion, it is evident that for an organization to thrive, employees should be motivated by the outcomes they receive from the same company they expend their efforts in. Kotter's (1976) employment contract was discussed to understand the employees's motivation for staying with an employer. Furthermore, a case was made for companies to want to retain their employees and ensure that they are satisfied. Content and process theories of motivation were discussed in order to understand human needs and processes they employ to get what they want. If it's understood what people want and processes they employ to get it, then it can be known what needs to be done in organizational settings to derive the most out of the employer-employee contract.

# CHAPTER 3: JOB SATISFACTION

## 3.1. Introduction

Human beings spent a majority of their adult life making a living for themselves and their families. To this end, they spend eight hours or more weekly at places of employment using their time, energy and intellectual ability to the benefit of their employer. Whether they are raring and energized to carry out these responsibilities or not constitutes motivation, which was discussed in the previous chapter. Moving from motivation, this chapter aims to detail contemporary research studies into job satisfaction and parallel their applicability to the working environment as described in chapter 1.

## 3.2. Definition

Greenberg and Baron (1999:170) defined job satisfaction as “an individual’s reaction to their job”. This reaction they categorized as cognitive, affective and evaluative. Smith, Kendall and Hulin (1969) defined job satisfaction as the feelings a worker has about his job, with different feelings attached to different aspects of the job. They saw it as a function of the perceived characteristics of the job relative to an individual’s frame of reference (internal standard(s) used in making an evaluation). Smith et al (1969) offered that these internal standard(s) are related to:

- An individual’s prior experience
- An individual’s set / predilection for making a given response
- Expectations
- Threshold for change in a given stimulus dimension

Kreitner, et al (1999:197) described job satisfaction as “an affective / emotional response towards various facets of one’s job”. It is an individual’s degree of positive attitudes towards their current job, as an individual could be satisfied with one aspect but dissatisfied with another. Job satisfaction is, therefore, not a unitary concept that can be explained by a single factor, but rather a multi-faceted concept that is defined

by a number of factors. Additionally, alternatives available to an individual influence his / her total evaluation of the job and must increase / decrease the extent to which various aspects of the situation contribute to total satisfaction (Smith, et al, 1969).

### 3.3. Importance of Job Satisfaction

Job Dissatisfaction is revealed by a number of factors. Bargraim, Potgieter, Schultz, Viede and Werner (2003) offered that when employees are dissatisfied, they display the following responses, amongst others:

- **Exit:** Terminating the contract of employment with the current employer or actively seeking alternative employment by applying for a job.
- **Voice:** Employees unhappy about their jobs may put forward alternative suggestions or demand attention to their work problems. To this end, employees have been known to toyi-toyi in South Africa.
- **Loyalty:** A state of inactivity may be shown by dissatisfied employees. They would, however, remain positive to resolution of problems encountered.
- **Neglect:** Intentionally letting the work conditions deteriorate without taking the necessary steps to rectify, absenteeism, less effort and making more mistakes.

Nel, et al (2003) mention that current research has not found a direct relationship between job satisfaction and performance, but a general agreement exists that job satisfaction influences absenteeism, turnover, commitment and loyalty.

Ross and Zander's (1957) study of need satisfactions and turnover found that a degree to which an employee's needs are supplied by their company has a significant direct relationship to their continued employment in that company. Those needs were as follows, in order importance:

- Need for recognition.
- Need for autonomy.
- Need for doing important work.

- Need for evaluation by fair standards.

They concluded that workers whose needs were satisfied on the job were more likely to maintain their employ with their company.

Alavi and Askaripur (2003) offered the following reasons highlighting the importance of job satisfaction:

- Dissatisfied employees leave the organization,
- Satisfied employees enjoy better health and increased life expectancy,
- Job satisfaction effects on the employee cross over into the individual's private life.

Lawler (1994) suggests that organizational effectiveness can be influenced by job satisfaction since it is related to absenteeism and turnover. It therefore makes good business sense for organizations to be concerned with job satisfaction.

### 3.4. Theories of Job Satisfaction

Lawler (1994) identified four approaches in the theoretical work on satisfaction; viz.

1. **Fulfillment Theory:** this theory proposes that employees will be satisfied in a direct proportion to the extent to which their needs are satisfied (Schafer, 1953). That people's satisfaction is a function of how much they receive and of how much they feel they should and / or want to receive (Locke, 1969).
2. **Discrepancy theory:** states that dissatisfaction is determined by the difference between the actual outcome and either the felt or the expected outcome. The bigger the discrepancy the bigger the dissatisfaction (Porter, 1961).
3. **Equity theory:** Adams (1965) argued that satisfaction is determined by a person's perceived equity, which is determined by his / her input / outcome balance compared to some other's perceived input / output balance.

4. **Two-factor theory:** Herzberg, et al's (1959) study revealed that satisfaction and dissatisfaction do not exist in a continuum running from satisfaction to neutral to dissatisfaction, but rather in two independent continua; satisfied to neutral and dissatisfied to neutral.
5. **Dispositional theory:** Crow and Hartmann (1995:36) offered that job satisfaction "is a result of a multiplicity of factors, most of which cannot be influenced by the employer". They further explained that "enhancing job satisfaction for chronically dissatisfied employees may be impossible", suggesting that some employees will be dissatisfied wherever they will find themselves given their inborn disposition towards life and work, by extension. Staw and Ross (1985) suggested that job satisfaction is influenced by an employee's genetics, which might be a determinant of personality.

### 3.5. Studies into Job Satisfaction

Studies into job satisfaction in the South African context are very few. This means that if they are ever done, they are only for internal consumption and are never published. This view concurs with Moodliar's (2006:36) findings when researching the determinants of job satisfaction in South Africa, in which he acknowledged that job satisfaction is not a new area of research, "however the amount of work done in this area in the South African context is limited." He found that employees desire to be passionate about their work and want to be remunerated well. Also, employees desired acknowledgement for their contribution, opportunity to grow and develop around a righteous leader and good relations with colleagues. His research was on professionals, administrators, middle & senior management in the Gauteng region. Being white collar workers, the surveyed sample were in higher positions than this research's white collar workers (co-ordinators). Given their needs, they indicated that they had progressed to self-actualization needs as per Maslow's (1943) hierarchy of needs. These findings are not generalisable to this research in that the sample was not from the same company, came from a "well-to-do" province and their occupations were higher than the current studies'.

### 3.6. Elements of Job Satisfaction

Nel et al (2001) propose 2 main groups of factors that contribute to job satisfaction, viz. Personal and Organizational Factors. Organizational factors are the following:

**Work:** employees prefer interesting and challenging tasks that provide opportunities for self-actualization and recognition. For employees to execute their tasks efficiently, they need training and development, which serve to enable the employer to reach its HR targets, not forgetting that these two are of mutual interest to the employer and the employee.

**Pay:** the remuneration employees receive is perceived as an indication of their worth to the organization after evaluating their input and peer's input against their pay. Luthans (2002a) concurred and offered that money is more persuasive than fringe benefits seeing that it encourages employees to perform better than is expected of them.

**Promotion:** opportunities for promotion are seen to be key in determining job satisfaction. Employees' perception of the existence of the ability to self-actualize in the organization through getting a better job and the perception of that being applied fairly contribute towards job satisfaction. It therefore stands to reason that an objective performance measurement system needs to be in place and applied fairly because, according to Luthans (2002a), promotions usually occur when employees are appraised and remunerated for the efforts they have contributed to the organization.

**Supervision:** the amount of technical and social support extended by the supervisor to the employee influences job satisfaction. Supervisors direct the activities of employees by planning, leading, organizing and controlling the organization's resources (Davis & Newstrom 2002). By being open to employees' suggestions relative to their jobs and letting their inputs form part of the decisions that affect their jobs, they play an important role in employees' job satisfaction (Nel, et al, 2001).

**Co-Workers:** the relationship with co-workers is seen to affect job satisfaction moderately given the employee's predisposition / emphasis to career orientation. The writer believes that blue-collar workers in the context of this report would be more affected by co-workers in determining their job satisfaction than white-collar workers, given their team set-up as discussed in Chapter 1. Robbins (2003) offered that co-workers who are friendly and supportive lead to increased job satisfaction.

### 3.7. Measurement of Job Satisfaction

As mentioned previously, job satisfaction is the general attitudes that an employee has relative to their job, therefore an understanding of those attitudes can only be assessed by:

- 1) Their behaviour,
- 2) Confrontational meetings,
- 3) Questionnaires & surveys.

Nel et al (2001) offer that there are various reliable and valid instruments to measure job satisfaction systematically and mention the following, but not limited to, the following 3 instruments:

- Rating scales: These are questionnaires in which people report their reactions to their jobs, and the JDI (Job Descriptive Index) is one example of this. It is easy and quick to fill in and norms are usually available for comparison.
- Critical incidents: Employees are given an opportunity to describe events in their jobs that made them either very satisfied or very dissatisfied.
- Interviews: Structured interviews provide a basis for comparison and ensure that important aspects are covered.

They conclude that conducting a job satisfaction survey in an organization tends to create expectations that positive changes will be implemented and that non-attendance to obvious problems may aggravate any existing dissatisfaction.

Smith et al (1969), in their analysis of job satisfaction, designed their final scales around 5 factors of job satisfaction, viz. Work, Pay, Promotions, Supervision and Co-workers. They recognized that these factors do not specify the general construct of job satisfaction completely; however they felt that they were the 5 areas that were most discriminatively different for the pool of workers they were studying and were of primary importance across the range of conditions they wished to study.

This study will be focusing on the 5 constructs of job satisfaction as offered by Smith et al (1969) (work, pay, promotions, supervision & co-workers) and will not venture into other areas of job satisfaction-influencing factors like general satisfaction, morale, general company policies and general satisfaction with the company as a place to work. Herewith are the reasons given by Smith et al (1969) for retaining all 5 of the JDI scales:

1. They represent discriminatively different areas of satisfaction.
2. Although the areas are correlated, some areas may be more important to some people than to others.
3. Different areas may be related quite differently to different personal background variables and individual characteristics like age, education and performance.
4. The intercorrelations among different areas may be a function of a common measurement method and of specific job situations and employee samples, and thus they may vary widely from one company/situation to another, and
5. Different areas may be affected differently by different situational variables.

In line with the purpose of this study to unearth the determinants of job satisfaction for the manipulation thereof by organizations, only the organizational factors will be measured.

### 3.8. Conclusion

In conclusion, Lawler (1994:78) declared that "...compared to what is known about motivation, relatively little is known about the determinants and consequences of satisfaction". It is in this spirit that this research is undertaken in order to add to the body of knowledge on the subject of satisfaction.

# CHAPTER 4: METHODOLOGY

## 4.1. Introduction

This chapter aims to outline the methodology that was followed in researching the topic at hand. Discussions revolve around the paradigm in which the research was conducted, the goals that it aimed to achieve, the methods followed in getting there, the design of the research, the instrument used, the population, data analysis and ethical considerations for the research.

## 4.2. Research Paradigms

Leedy (1997:104) described the quantitative / positivist research approach, wherein the researcher wants to “deduce” and test the implications of pre-formed hypotheses, as an approach whereby the researcher attempts to “answer questions about the relationships among measured variables with the purpose of explaining, predicting and controlling phenomena”. (Creswell, 1994:2) defined a quantitative study as “an inquiry into a social or human problem, based on testing theory composed of variables, measured with numbers and analyzed with statistical procedures in order to determine whether the predictive generalizations of the theory hold true”. Leedy (1997:189) explained non-experimental research as the type of research that “...involves making careful descriptions of observed phenomena and/or exploring the possible relationships between different phenomena”, the idea of which is to study an occurring phenomenon as it is without attempting to manipulate the situational variables. Such is the route that was followed for this study.

## 4.3. Research Goals

The research aimed to identify and explore the levels of job satisfaction amongst employees in the Kempston Road and Struandale plants of General Motors South Africa. The hypotheses to be tested are as given below:

Test hypothesis ( $H_1$ ): There is a significant difference in employee satisfaction levels between Kempston Road and Struandale.

Null/Real hypothesis ( $H_0$ ): There is no significant difference in employee satisfaction levels between Kempston Road and Struandale.

Test hypothesis ( $H_1$ ): There is a significant difference in employee satisfaction levels between lengths of service.

Null/Real hypothesis ( $H_0$ ): There is no significant difference in employee satisfaction levels between lengths of service.

Test hypothesis ( $H_1$ ): There is a significant difference in employee satisfaction levels between employee ages.

Null/Real hypothesis ( $H_0$ ): There is no significant difference in employee satisfaction levels between employee ages.

Test hypothesis ( $H_1$ ): There is a significant difference in employee satisfaction levels between employee roles.

Null/Real hypothesis ( $H_0$ ): There is no significant difference in employee satisfaction levels between employee roles.

Test hypothesis ( $H_1$ ): There is a significant difference in employee satisfaction levels between employee incomes.

Null/Real hypothesis ( $H_0$ ): There is no significant difference in employee satisfaction levels between employee incomes.

Test hypothesis ( $H_1$ ): There is a significant difference in employee satisfaction levels between shops.

Null/Real hypothesis ( $H_0$ ): There is no significant difference in employee satisfaction levels between shops.

Test hypothesis ( $H_1$ ): There is a significant difference in employee satisfaction levels between divisions.

Null/Real hypothesis ( $H_0$ ): There is no significant difference in employee satisfaction levels between divisions.

#### 4.4. Data Collection

Data collection for this research involved use of the Job Description Index (JDI) tool, which was used to measure the five facets of job satisfaction - the work itself, pay, opportunities for promotion, relationships with co-workers and quality of supervision. The original JDI was modified so as to have only these 5 organizational facets of job satisfaction represented in the questionnaire. This structured questionnaire was headed by a statement of intent and reassurance to the respondent. It had 3 main sections. Section A contained questions related to the 5 elements of job satisfaction according to the Job Descriptive Index, with the number of questions attached to each as follows:

- Work- 12 questions
- Supervision- 15 questions
- Pay- 5 questions
- Promotions- 5 questions
- Co-workers- 12 questions

Each of the questions had a 4-point Likert scale wherein the respondent could indicate their choice by marking with an X on one of the following options:

- Strongly disagree
- Disagree
- Agree
- Strongly agree

A mid-point was omitted in order to force the respondents to choose. For the purpose of analysing the results visually, the coded value labels were expanded on the likert scale to show midpoints in between the discrete values. This is shown in Table 4 below.

	1	1.5	2	2.5	3	3.5	4	4.5	5
Highly Dissatisfied			Dissatisfied		Neutral		Satisfied		Highly Satisfied

Table 4: Satisfaction Likert Scale

Section B asked questions related to the employment intention of respondents and an open question on what the company could do to increase their satisfaction. Section C, the third and last section, contained general questions such as age, gender, length of service and position held in the business, aimed at gathering demographic and sociographic information for comparative and analytical purposes. A copy of the Questionnaire is shown in Appendix A.

#### 4.5 Instrument Validity

The instrument used was the JDI, which is highly regarded and well-documented as valid and reliable. Kerr (1985:755) mentioned that the JDI “possesses good content validity, impressive construct validity, and adequate reliability” and also added that “very few instruments in industrial-organizational psychology have received the attention of researchers that the JDI has”. This instrument provided a good fit with the research at hand for its brevity and simplicity to fill out, which in turn would maximize the responses. It has also been employed in more job satisfaction studies than any other instrument, therefore comparative data and norms can be readily found (Crites, 1985). No research was found done with the JDI in South Africa in order to cement its applicability evidence in the South African context.

#### 4.6 Research Design

The research was designed to determine the differences in job satisfaction levels in 2 automotive plants of the same automotive manufacturer situated in the same city. It is descriptive in nature and uses a survey to gather pertinent information relevant to the determination of job satisfaction. It entails gathering the characteristics of

representative random samples of Kempston Road and Struandale production employees in order to observe the phenomenon which is job satisfaction at a “point in time” (Leedy, 1997:189). This is described as a “Descriptive / Normative Survey”, which Leedy (1997:190) described as “a method of research that looks with intense accuracy at the phenomena of the moment and describes precisely what the researcher sees”.

The research aims to identify and explore the organizational factors that impact on levels of employee satisfaction in the Kempston Road and Struandale plants of General Motors South Africa. This was done by conducting a survey through questionnaires that were handed out to production employees in the different shops of the 2 plants. Manufacturing employees are defined as Co-ordinators, Team Leaders and Team members in the context of this report.

#### 4.7 Research Procedure

The company had a total number of 3358 employees overall between the 4 corporate presence centers of Port Elizabeth, Johannesburg, Cape Town and Durban (GM Employment Equity report, 2005). Of that number, 1822 were “Plant and Machine Operators and Assemblers”, meaning Co-ordinators, Team Leaders and Team members directly involved in the production of vehicles. A letter was written to the employees union (NUMSA) and delivered. Acknowledgement was never received; however, discussions with the union representatives confirmed their position of having no problems with the research. A list of Production Co-ordinators, Team Leaders and Team Members employed by the company was obtained from the Human Resource department. This list of people formed the Population for the purpose of this study. A representative sample ( $n=150$ ) was drawn from the population ( $N=1822$ ) through random sampling of all population names to ensure accuracy and remove all investigator bias. The random drawing of the sample names was done by using MS Excel random generator on employee numbers. A total of 150 questionnaires were then physically delivered to these respondents in their respective shops within each plant. Of the 150 questionnaires sent out, only 94 were returned and 2 of those were unusable, resulting in a 63% response rate. This

was deemed sufficient enough for an initial study of this type in order to unearth the envisaged pointers.

## 4.8 Data Analysis

The data from the received questionnaires was coded in a nominal and ordinal fashion as relevant to the response and captured on an MS Excel spreadsheet. The JDI Elements were coded as follows:

Strongly Disagree:	1
Disagree:	2
Agree:	4
Strongly Agree:	5

In the original questionnaire, the midpoint neutral of the Likert scale was removed in order to force the respondents to take a stance on a question and avoid neutral, unaffected answers. In order to do a proper analysis, a midpoint label was added as neutral and the ordinal responses were coded with the following value labels:

1 – Strongly Disagree
2 – Disagree
3 – Neutral
4 – Agree
5 – Strongly Agree

The Demographics section's responses to each category were coded in an increasing number fashion from 1 to the number of the available responses.

The data was analyzed using descriptive statistics for means and inferential statistics to analyze satisfaction responses using Mann-Whitney's u-test, which is used to test 2 independent samples with no assumptions of normality and homogeneity of variances (Leedy, 1997).

## 4.9 Ethical Considerations

Some issues had to be considered in order to validate this study. These are discussed below together with actions taken to alleviate, if any.

Given that the demographics of the population were mainly Coloured & African and male, the research might appear biased along race and sex lines. However, such was the reality within the company.

Perceptions might be created by employees that company management had a hidden agenda with this research. They therefore had to be convinced that management was not involved. The note at the beginning of the questionnaire together with the prepared talk when approaching respondents to give them the questionnaires ensured that this perception ceased to exist.

The sample to whom the questionnaire was administered was informed of their free will to participate in the research. This ensured that the responses they gave were not “clinically correct”, but rather reflected their own feelings due to their own free will to participate and no management involvement.

In order to avoid damaging rumours whilst conducting the survey, the employee’s representative union was informed of the research beforehand in order to be proactive. This also helped to set the employees at ease in their responses.

It was taken into cognisance that some of the respondents might be illiterate. The researcher would have interviewed the respondents in their chosen language and marked the responses accordingly. However, all the respondents were literate; therefore there was no need to interview any of the sample members in their chosen language.

## 4.10 Conclusion

This chapter covered the methodology followed to research employee satisfaction in the given setting. Discussions covered the goals of the research, methods, design, population, data analysis and ethical considerations in gathering the data. “As human beings, we see as we are, therefore the ultimate truth is not known. With research, an attempt is made to get to the “Realm of Ultimate truth”, which can only be done by gathering data and analyzing it accordingly” (Besag, 1986:18).

# CHAPTER 5: RESEARCH RESULTS

## 5.1. Introduction

This chapter reveals the results of the study into job satisfaction by providing the results of Descriptive and Inferential Statistics from the received responses of the applied questionnaire.

## 5.2. Analysis Of Results

The tables below reflect the results of the sample survey of employee satisfaction using the Job Descriptive Index. The tables report the results of Descriptive statistics and Inferential statistics as applicable by category.

## 5.3. Descriptive Statistics Frequencies

The following are Descriptive statistics of the combined (Kempston Road and Struandale) responses to the questionnaire. There were a total of 92 valid responses and various respondents from the original 150 did not answer some of the 10 questions. The responses are described below.

How long do you plan to work at General Motors SA?

This question yielded the following responses: Of the total 92 usable questionnaires, 7 respondents (7.6%) did not reply to this question, leaving a total of 85 responses to the question. More than half (51.8%) of the respondents indicated that they planned to work at General Motors SA for more than 5 years and a number of other respondents (35.3%) did not know how long they intended to work at General Motors SA (See Table 5).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	One to two years	3	3.3	3.5	3.5
	Two to five years	8	8.7	9.4	12.9
	More than five years	44	47.8	51.8	64.7
	Don't know	30	32.6	35.3	100.0
	Total	85	92.4	100.0	
Missing	System	7	7.6		
Total		92	100.0		

Table 5: How long do you plan to work at General Motors SA?

Would you recommend employment at General Motors SA to a friend?

Responses to the question “Would you recommend employment at General Motors SA to a friend?” showed that 47.7% of respondents definitely would recommend employment at General Motors SA to a friend, closely followed by 32.6% who responded that they probably would (See Table 6). A combined 5.8% of the respondents gave a negative response to this question, which pales in comparison to the combined positive responses (80.3%).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Definitely not	1	1.1	1.2	1.2
	Probably not	4	4.3	4.7	5.8
	Maybe	12	13.0	14.0	19.8
	Probably would	28	30.4	32.6	52.3
	Definitely would	41	44.6	47.7	100.0
	Total	86	93.5	100.0	
Missing	System	6	6.5		
Total		92	100.0		

Table 6: Would you recommend employment at General Motors SA to a friend?

How long have you worked for GMSA?

Cumulatively, 63% of respondents had worked for GMSA for ten years or more, with the least number (9.9%) having worked for less than a year (See Table 7).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	8	8.7	9.9	9.9
	1 year to less than 2 years	10	10.9	12.3	22.2
	2 years to less than 5 years	3	3.3	3.7	25.9
	5 years to less than 10 years	9	9.8	11.1	37.0
	10 years or more	51	55.4	63.0	100.0
	Total	81	88.0	100.0	
Missing	System	11	12.0		
Total		92	100.0		

Table 7: How long have you worked for GMSA?

What is your age?

60.2% of the respondents were between the ages 21 and 34, and the under 21's and over 55's constituted 6% of the respondents between them (See Table 8).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under 21	2	2.2	2.4	2.4
	21 to 34	50	54.3	60.2	62.7
	35 to 44	21	22.8	25.3	88.0
	45 to 54	7	7.6	8.4	96.4
	55 or older	3	3.3	3.6	100.0
	Total	83	90.2	100.0	
Missing	System	9	9.8		
Total		92	100.0		

Table 8: What is your age?

What is your gender?

An overwhelming majority of respondents (97.6%) were male, indicating the

strong male domination in the ranks surveyed (See Table 9).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	81	88.0	97.6	97.6
	Female	2	2.2	2.4	100.0
	Total	83	90.2	100.0	
Missing	System	9	9.8		
Total		92	100.0		

Table 9: What is your gender?

What is your role in the organisation?

91.1 % of the respondents were hourly-paid with 73.4% being team members (See Table 10). The remainder were salaried (monthly-paid) Co-ordinators.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Team member	58	63.0	73.4	73.4
	Team leader	14	15.2	17.7	91.1
	Co-ordinator	7	7.6	8.9	100.0
	Total	79	85.9	100.0	
Missing	System	13	14.1		
Total		92	100.0		

Table 10: What is your role in the organisation?

What is your total before-tax monthly income from this job, including overtime and bonuses?

Table 11 below shows that most of the respondents (73.1%) earned between R2 000 and R6 000. 15.4% of the respondents earned less than R2000, whilst 11.6% earned between R6000 and R10000.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than R2000	12	13.0	15.4	15.4
	R2000 to less than R4000	27	29.3	34.6	50.0
	R4000 to less than R6000	30	32.6	38.5	88.5
	R6000 to less than R8000	8	8.7	10.3	98.7
	R8000 to less than R10 000	1	1.1	1.3	100.0
	Total	78	84.8	100.0	
Missing	System	14	15.2		
Total		92	100.0		

Table 11: What is your total before-tax monthly income from this job, including overtime and bonuses?

In which shop do you work?

As shown in Table 12 below, the respondents were mainly from General Assembly (44.4%) and the Paintshop had the least number of responses (2.5%).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bodyshop	27	29.3	33.3	33.3
	Paintshop	2	2.2	2.5	35.8
	General Assembly	36	39.1	44.4	80.2
	Other	16	17.4	19.8	100.0
	Total	81	88.0	100.0	
Missing	System	11	12.0		
Total		92	100.0		

Table 12: In which shop do you work?

In which plant do you work?

Of the responses received between the 2 plants, 53.7% came from the Kempston Road Plant, whilst the remainder (46.3%) came from Struandale (Table 13 below).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Kempston road	44	47.8	53.7	53.7
	Struandale	38	41.3	46.3	100.0
	Total	82	89.1	100.0	
Missing	System	10	10.9		
Total		92	100.0		

Table 13: In which plant do you work?

In which division do you work?

By Division, 85% of the respondents were employed in Production and 6.3% in Quality. (See Table 14 below).

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Production	68	73.9	85.0	85.0
	Quality	5	5.4	6.3	91.3
	Other	7	7.6	8.8	100.0
	Total	80	87.0	100.0	
Missing	System	12	13.0		
Total		92	100.0		

Table 14: In which division do you work?

#### 5.4. Inferential Statistics Frequencies

Welman and Kruger (2000) mentioned that in a frequency histogram where all responses are plotted, the mean of a normally distributed frequency histogram will be the average point where the majority of the responses will lie. However, for a skewed frequency histogram, the Mode represents the point with the most frequent responses, whilst the Median divides the Standard Deviation in half for a skewed distribution. Seeing that the type of test to be done depends on the nature of the data, a Homogeneity test was performed in order to determine whether the responses were normally distributed. The data failed this test, indicating that the responses were not normally distributed. Following this, a Mann-Whitney test was

then applied on the data. This test is used to determine "whether the medians of two independent samples differ from each other to a significant degree" (Leedy, 1997:269). Furthermore, a Kruskal-Wallis test was done on samples with a single independent variable to check if there was a significant difference between the multiple independent variables (Leedy, 1997).

The following are inferential statistics of the responses to the questionnaires from both the Kempston Road and Struandale plants.

#### 5.4.1. Difference in Job Satisfaction between Plants

The means of the 5 facets of job satisfaction were calculated per plant and yielded the results as depicted in Table 15. Kempston Road employees recorded a higher mean on questions related to their work and scored equally with Struandale on Supervisor question means. Struandale employees scored higher means on questions related to Pay, Promotions and Co-workers, with promotions having a higher margin (0.4). Between both plants, the Pay category scored the lowest of all.

	In which plant do you work?		
	Kempston Road	Struandale	Mean
MEANWORK	3.8	3.7	3.8
MEANSUPERVISOR	3.7	3.7	3.7
MEANPAY	2.8	2.9	2.9
MEANPROMOTIONS	3.0	3.4	3.2
MEANCOWORKERS	3.8	3.9	3.8
PLANT JDI MEANS	3.4	3.5	3.5

Table 15: Plant means per JDI category

With the responses averaged and measured against a 5-point Likert scale ranging between Highly Dissatisfied and Highly Satisfied (see Table 4 in Chapter 4), both Kempston Road and Struandale responses were between Neutral and Satisfied (3.4 & 3.5).

In testing whether there was a significant difference in employee satisfaction levels between Kempston Road and Struandale, the medians of the 5 facets of job satisfaction from both plants were tested against the set hypothesis:

$H_0$ : there was no significant difference between the medians of both plants ( $\tilde{\mu}_{\text{Kempston Road}} = \tilde{\mu}_{\text{Struandale}}$ ).

$H_a$ : there was a significant difference between the medians of both plants ( $\tilde{\mu}_{\text{Kempston Road}} \neq \tilde{\mu}_{\text{Struandale}}$ ).

	p-value
MEANWORK	.290
MEANSUPERVISOR	.889
MEANPAY	.643
MEANPROMOTIONS	.020
MEANCOWORKERS	.822

Table 16: Plant median Mann-Whitney test results

The results were as follows, at a 5% significance level (Reject  $H_0$  if  $p < 0.05$ ) as illustrated in Table 16 above:

Work:

$p=0.29$ , therefore the null hypothesis ( $H_0$ ) was not rejected. Between the 2 plants, there was no significant difference between the means in the Work category.

Supervisor:

From the results,  $p=0.889$ , therefore the null hypothesis ( $H_0$ ) was not rejected. There was no significant difference between the means of the 2 plants in the Supervisor category.

Pay:

From the results,  $p=0.643$ , therefore the null hypothesis ( $H_0$ ) was not rejected. There was no significant difference between the means of the 2 plants in the Pay category.

Promotions:

From the results,  $p=0.02$ , therefore the null hypothesis ( $H_0$ ) was rejected. Thus there was a significant difference between the means of the 2 plants in the Promotions category. This indicates that employees in both plants have different feelings on promotions.

Co-Workers:

$p=0.889$  from the results obtained; therefore the null hypothesis ( $H_0$ ) was not rejected. There was no significant difference between the means of the 2 plants in the Co-workers category.

5.4.2. Difference in Job Satisfaction per Shop

The means of the 5 facets of job satisfaction were calculated per shop with both plants combined and they yielded the results as depicted in Table 17. Employees from the Bodyshop recorded the lowest mean in questions related to work at 3.7 (neutral towards agreeing) and supervisor (3.6-neutral towards agreeing). The Paintshop had the highest mean in the work, supervisor, promotions and co-workers categories, whilst General Assembly took over from Bodyshop with the lowest means in the pay, promotions and co-workers categories.

	In which shop do you work?				
	Bodyshop	Paintshop	General Assembly	Other	Mean
MEANWORK	3.7	4.5	3.8	3.8	4.0
MEANSUPERVISOR	3.6	4.5	3.7	3.8	3.9
MEANPAY	2.9	3.0	2.7	3.1	2.9
MEANPROMOTIONS	3.4	3.8	3.1	3.1	3.3
MEANCOWORKERS	3.9	4.0	3.8	3.8	3.9
SHOP JDI MEANS	3.5	4.0	3.4	3.5	3.6

Table 17: Combined plant means by shop per JDI category

Overall, the Paintshop had the highest mean of all the shops. General Assembly had

the lowest mean at 3.4, which is still higher than the neutral midpoint (3).

Further exploring the Satisfaction levels between the shops, a Kruskal-Wallis test was performed on the acquired data to check if there was a significant difference between the 4 independent shops with a single independent variable (job satisfaction). The hypothesis was as follows:

$H_0$ : there was no significant difference between the medians of the 4 shops ( $\tilde{\mu}_{\text{Bodyshop}} = \tilde{\mu}_{\text{Paintshop}} = \tilde{\mu}_{\text{GA}} = \tilde{\mu}_{\text{Other}}$ )

$H_a$ : there was a significant difference between the medians of the 4 shops ( $\tilde{\mu}_{\text{Bodyshop}} \neq \tilde{\mu}_{\text{Paintshop}} \neq \tilde{\mu}_{\text{GA}} \neq \tilde{\mu}_{\text{Other}}$ )

	p-value
MEANWORK	.220
MEANSUPERVISOR	.230
MEANPAY	.702
MEANPROMOTIONS	.284
MEANCOWORKERS	.807

Table 18: Shop median Kruskal-Wallis test results

The results obtained from this test are shown in Table 18. At 5% significance level (Reject  $H_0$  if  $p < 0.05$ ) all p-values under each of the 5 JDI categories were  $> 0.05$ , therefore the null hypothesis ( $H_0$ ) failed to be rejected. There was no significant difference between means of the 4 shops under each of the 5 JDI categories.

#### 5.4.3. Difference in Job Satisfaction per Division

In testing if there was a significant difference in satisfaction levels between the Divisions, the means of the 5 facets of job satisfaction were calculated per division for the combined plants and are shown in Table 19.

	In which division do you work?			
	Production	Quality	Other	Mean
MEANWORK	3.8	3.8	3.9	3.8
MEANSUPERVISOR	3.7	3.4	4.0	3.7
MEANPAY	2.9	2.1	2.8	2.6
MEANPROMOTIONS	3.3	2.9	2.8	3.0
MEANCOWORKERS	3.8	3.8	4.0	3.9
DIVISION JDI MEANS	3.5	3.2	3.5	3.4

Table 19: Combined plant means by Division per JDI category

Other divisions (material handling) scored highest means in the work, supervisor and co-workers categories. The Quality Division scored the lowest in the mean Pay category (2.1). As with the previous results, all divisions had the lowest mean under the Pay category.

In exploring the Divisional Satisfaction levels further by analysing the medians between the Divisions as to whether there was a significant difference between them, the hypothesis tested was as follows:

$H_0$ : there was no significant difference between the medians of the divisions ( $\tilde{\mu}_{Production} = \tilde{\mu}_{Quality} = \tilde{\mu}_{Other}$ )

$H_a$ : there was a significant difference between the medians of the divisions ( $\tilde{\mu}_{Production} \neq \tilde{\mu}_{Quality} \neq \tilde{\mu}_{Other}$ )

	p-value
MEANWORK	.945
MEANSUPERVISOR	.643
MEANPAY	.285
MEANPROMOTIONS	.325
MEANCOWORKERS	.543

Table 20: Division median Kruskal-Wallis test results

The results obtained from this test are shown in Table 20. At 5% significance level (Reject  $H_0$  if  $p < 0.05$ ) all p-values under each of the 5 JDI categories were  $> 0.05$ , therefore the null hypothesis ( $H_0$ ) failed to be rejected. There was no significant difference between the Divisional means under each of the 5 JDI categories.

#### 5.4.4. Difference in Job Satisfaction by Age

The combined means of the 5 facets of job satisfaction of the surveyed sample were calculated by age category and the results are shown in Table 21. It shows that the 35 to 44 year olds age category scored the highest mean of the age categories (3.6), whilst the next age category (45 to 54) scored the lowest mean (3.1). The under 21's scored a low 2.6 in the Supervision category. The same age category scored the lowest mean in the pay category (2.2). The 45 to 54 age category scored the lowest mean in the promotions category (2.5). They also recorded the lowest mean in the co-workers category and the lowest mean overall (3.1). The 35-44 age category scored 3.6 overall, which was the highest overall JDI mean.

	What is your age					Mean
	Under 21	21 to 34	35 to 44	45 to 54	55 +	
MEANWORK	3.5	3.7	3.9	3.6	3.6	3.7
MEANSUPERVISOR	2.6	3.7	3.9	3.4	3.8	3.5
MEANPAY	2.2	2.9	2.8	2.8	3.0	2.7
MEANPROMOTIONS	3.2	3.2	3.4	2.5	3.0	3.1
MEANCOWORKERS	4.4	3.8	4.0	3.2	4.0	3.9
AGE JDI MEANS	3.2	3.4	3.6	3.1	3.5	3.4

Table 21: Combined plant means by Age per JDI category

A further exploration of these age category means to check whether there was a significant job satisfaction difference between the age categories was conducted and is given in Table 22. The hypothesis to be tested was as follows:

$H_0$ : there was no significant difference between the medians of the 5 age categories  
 $(\tilde{\mu}_{\text{Under 21}} = \tilde{\mu}_{21 \text{ to } 34} = \tilde{\mu}_{35 \text{ to } 44} = \tilde{\mu}_{45 \text{ to } 54} = \tilde{\mu}_{55+})$

H<sub>a</sub>: there was a significant difference between the medians of the 5 age categories

( $\tilde{\mu}_{\text{Under 21}} \neq \tilde{\mu}_{21 \text{ to } 34} \neq \tilde{\mu}_{35 \text{ to } 44} \neq \tilde{\mu}_{45 \text{ to } 54} = \tilde{\mu}_{55+}$ )

	p-value
MEANWORK	.313
MEANSUPERVISOR	.180
MEANPAY	.830
MEANPROMOTIONS	.215
MEANCOWORKERS	.360

Table 22: Age category median Kruskal-Wallis test results

With the hypothesis to be tested as above, the analysis revealed that at a 5% significance level (Reject H<sub>0</sub> if p<0.05) all p-values under each of the 5 JDI categories were >0.05, therefore the null hypothesis (H<sub>0</sub>) failed to be rejected. There was no significant difference between the age category means of the 5 JDI categories.

#### 5.4.5. Difference in Job Satisfaction by Role

Table 23 shows the means of the 5 facets of job satisfaction calculated by role in organization. These are roles of the combined plants.

	Which of the following best describes your role in the organisation			
	Team member	Team leader	Co-ordinator	Mean
MEANWORK	3.7	4.0	3.5	3.7
MEANSUPERVISOR	3.6	3.9	3.5	3.7
MEANPAY	2.9	2.5	2.7	2.7
MEANPROMOTIONS	3.2	3.3	2.7	3.1
MEANCOWORKERS	3.9	3.9	3.3	3.7
ROLE JDI MEANS	3.5	3.5	3.1	3.4

Table 23: Combined plant means by Role per JDI category

From the table above, the Co-ordinators seemed to have the lowest means on each of the JDI categories, save for the Pay category, where the Team leaders had the lowest mean. The Team members seemed to concur with Team leaders in the work, supervisor, promotions and co-workers categories. Overall the Team members and Team leaders scored equally (3.5) and the co-ordinators scored the least overall mean (3.1).

The role JDI categories were further explored by analysing their medians in order to uncover any significant difference between them using the following hypothesis:

$H_0$ : there was no significant difference between the medians of the roles ( $\tilde{\mu}_{\text{Team members}} = \tilde{\mu}_{\text{Team leaders}} = \tilde{\mu}_{\text{Co-ordinators}}$ )

$H_a$ : there was a significant difference between the medians of the roles ( $\tilde{\mu}_{\text{Team members}} \neq \tilde{\mu}_{\text{Team leaders}} \neq \tilde{\mu}_{\text{Co-ordinators}}$ )

	p-value
MEANWORK	.202
MEANSUPERVISOR	.437
MEANPAY	.439
MEANPROMOTIONS	.326
MEANCOWORKERS	.413

Table 24: Role median Kruskal-Wallis test results

The results obtained from this test are shown in Table 24. At 5% significance level (Reject  $H_0$  if  $p < 0.05$ ) all p-values under each of the 5 JDI categories were  $> 0.05$ , therefore the null hypothesis ( $H_0$ ) failed to be rejected. There was no significant difference between the Role means under each of the 5 JDI categories.

#### 5.4.6. Difference in Job Satisfaction by Income

The combined means of the 5 facets of job satisfaction of the surveyed sample were calculated by Income category and the results are shown in Table 25. It shows that those earning between R6000 and R8000 had the highest means in the Work and Supervisor categories, whilst those earning between R4000 and R6000 had the

highest mean in the Pay and Co-workers categories and those earning between R2000 and R4000 had the highest mean in the Promotions category. Overall those earning between R4000 and R6000 had the highest mean of the averaged 5 JDI categories.

	What is your total before tax monthly income from this job, including overtime and bonuses				
	< R2000	R2000 to < R4000	R4000 to < R6000	R6000 to < R8000	Mean
MEANWORK	3.6	3.6	3.9	3.9	3.8
MEANSUPERVISOR	3.6	3.5	3.8	4.1	3.7
MEANPAY	2.9	2.6	3.1	2.7	2.8
MEANPROMOTIONS	3.2	3.3	3.1	3.2	3.2
MEANCOWORKERS	3.8	3.8	4.0	3.6	3.8
INCOME JDI MEANS	3.4	3.4	3.6	3.5	3.5

Table 25: Combined plant means by Income per JDI category

Further exploring the Satisfaction levels by Income by analysing the medians between the Income categories as to whether there was a significant difference between them, the following hypothesis was tested:

$H_0$ : there was no significant difference between the medians of the Income categories ( $\tilde{\mu}_{<R2000} = \tilde{\mu}_{R2000 \text{ to } < R4000} = \tilde{\mu}_{R4000 \text{ to } < R6000} = \tilde{\mu}_{R6000 \text{ to } < R8000}$ )

$H_a$ : there was a significant difference between the medians of the Income categories ( $\tilde{\mu}_{<R2000} \neq \tilde{\mu}_{R2000 \text{ to } < R4000} \neq \tilde{\mu}_{R4000 \text{ to } < R6000} \neq \tilde{\mu}_{R6000 \text{ to } < R8000}$ )

	p-value
MEANWORK	.470
MEANSUPERVISOR	.567
MEANPAY	.366
MEANPROMOTIONS	.766
MEANCOWORKERS	.203

Table 26: Income median Kruskal-Wallis test results

The results obtained from this test are shown in Table 26. At 5% significance level (Reject  $H_0$  if  $p < 0.05$ ) all p-values under each of the 5 JDI categories were  $> 0.05$ , therefore the null hypothesis ( $H_0$ ) failed to be rejected. There was no significant difference between the Income categories under each of the 5 JDI categories.

#### 5.4.7. Difference in Job Satisfaction by Length of Service

The combined means of the 5 facets of job satisfaction of the surveyed sample were calculated by Length of Service and the results are shown in Table 27. It shows that a majority of the respondents (63%) had been with the company for more than 10 years, and 72.5% of those were working in the Kempston Road plant. The overall JDI mean was the highest (3.9) for the most recent employees (those with less than 1 year service), 87.5% of whom happened to work at Struandale. The lowest JDI mean was scored by the 2 years to less than 5 years service category.

	How long have you worked for General Motors S.A.?					Mean
	< 1 year	1 year to < 2 years	2 years to < 5 years	5 years to < 10 years	10 years or more	
MEANWORK	3.9	3.8	3.5	3.9	3.7	3.8
MEANSUPERVISOR	4.1	3.6	2.8	3.6	3.7	3.5
MEANPAY	3.6	3.2	2.2	2.5	2.8	2.9
MEANPROMOTIONS	4.0	3.6	2.7	2.8	3.1	3.2
MEANCOWORKERS	4.0	3.9	3.6	3.9	3.8	3.8
INCOME JDI MEANS	3.9	3.6	3.0	3.3	3.4	3.4
Kempston Road	12.5%	30%	0%	33.3%	72.5%	
Struandale	87.5%	70%	100%	66.7%	27.5%	
Respondent %	9.9%	12.3%	3.7%	11.1%	63%	

Table 27: Combined plant means by Length of Service per JDI category

Further exploring the Satisfaction levels by Length of Service by analysing the medians between the length of service categories as to whether there was a significant difference between them, the following hypothesis was tested:

$H_0$ : there was no significant difference between the medians of the Income categories ( $\tilde{\mu}_{< 1 \text{ year}} = \tilde{\mu}_{1 \text{ year to } < 2 \text{ years}} = \tilde{\mu}_{2 \text{ years to } < 5 \text{ years}} = \tilde{\mu}_{5 \text{ years to } < 10 \text{ years}} = \tilde{\mu}_{10 \text{ or more}}$ )

$H_a$ : there was a significant difference between the medians of the Income categories ( $\tilde{\mu}_{< 1 \text{ year}} \neq \tilde{\mu}_{1 \text{ year to } < 2 \text{ years}} \neq \tilde{\mu}_{2 \text{ years to } < 5 \text{ years}} \neq \tilde{\mu}_{5 \text{ years to } < 10 \text{ years}} = \tilde{\mu}_{10 \text{ or more}}$ )

	p-value
MEANWORK	.470
MEANSUPERVISOR	.567
MEANPAY	.366
MEANPROMOTIONS	.766
MEANCOWORKERS	.203

Table 28: Income median Kruskal-Wallis test results

The results obtained from this test are shown in Table 28. At 5% significance level (Reject  $H_0$  if  $p < 0.05$ ) all p-values under each of the 5 JDI categories were  $> 0.05$ , therefore the null hypothesis ( $H_0$ ) failed to be rejected. There was no significant difference between the Income categories means under each of the 5 JDI categories.

## 5.5. Conclusion

This chapter provided the quantitative results of the study into the job satisfaction of the manufacturing employees of General Motors South Africa. No significant difference was found between the 5 categories of the JDI along any of the demographic factors. The following chapter will discuss these findings as related to job satisfaction.

## **CHAPTER 6: DISCUSSION AND CONCLUSION**

### **6.1. Introduction**

This chapter discusses the research results recorded in the previous chapter and concludes the study with recommendations for further studies.

### **6.2. Job Satisfaction By Intention**

Table 5, which depicts the employees' intentions to stay with their current employer, showed that an overwhelming majority of the sample population did not intend to leave their employer. Additionally, those that indicated that they did not know might have based their answers on the knowledge that they had applied for jobs elsewhere and were not sure if they were going to get them. This corroborates with the fact mentioned in Chapter 1 that, because unemployment was very high in South Africa, jobs were scarce and exit was not a desirable option. This adds a different dimension to Lawler (1994) and Kotter's (1976) offering in that in this instance, turnover was affected by economic conditions, regardless of whether

- a) employees were satisfied or not with their jobs and
- b) the fit with the organization was positive or not, as initial conditions may change over time.

### **6.3. Job Satisfaction By Recommendation**

In measuring the employee's thoughts of whether they thought GMSA was a good company to work for, Table 6 showed that a small minority (5.8%) of the surveyed population would not recommend GMSA to a friend. Therefore, an overwhelming majority (80.3%) viewed General Motors SA as a good place to work in, considering that they would go as far as recommending it to their friends. This would be the percentage of the surveyed sample for whom the person-organization fit was positive (Kotter, 1976). An employee whose expectations are not met by the organization would not recommend employment at the same organization to a friend.

#### 6.4. Job Satisfaction By Service Length

Employees with less than a year service with the company were still temporary workers. GMSA seemed to have a loyal workforce within the ranks surveyed. This could be explained by the fact that South Africa had an unemployment rate of 26.7% (Statistics South Africa, 2005:xiv), and the Eastern Cape 29.9%, which was part of the country where “unemployment rates were higher than elsewhere”, therefore jobs were scarce within the categories surveyed considering that more than 50% planned to work more than 5 years (Table 7). This indicates that exit, resulting in employee turnover, cited by Bargrain et al (2003) as one of the responses displayed by dissatisfied employees, was not a possibility in this instance given the prevailing economic situation then. Given this, employees might have resorted to loyalty instead. This also adds a dimension to theories of job satisfaction in that, satisfied or not, Maslow’s (1943) lower-order needs like food and shelter, as provided for by salaries, took precedence over higher-order needs like job satisfaction. The writer proposes that GM’s turnover amongst the surveyed ranks that can be attributed to job satisfaction would be low, considering the high service length average. This is a subject that can be interrogated in further studies.

In conjunction with Table 4, the newest employees indicated an overall satisfaction with their jobs (3.9) in Table 27, whilst the rest of the employees were in varying degrees between neutral and neutral to satisfied. The 2 to <5 years service category reported dissatisfaction with their pay (2.2) and neutral feelings regarding overall job satisfaction (3.0). From the analysis of results, it would seem that the newer employees, who constituted 10% of the sample and were concentrated in Struandale (87.5%), were satisfied with their jobs.

No significant difference was found between the means of the length of service categories in all the 5 categories of the JDI, indicating that job satisfaction levels were more or less similar between the length of service categories. Therefore there was no difference in job satisfaction found between employees who have been with the company longer and those with a shorter service length. From this research, it

emerged that given individuals with short service length, who have no prior experience of a workplace and wild expectations, and longer-serving employees with experience and attuned expectations, job satisfaction was similar, much against Smith, et al's (1969) offering that defined job satisfaction as a function of the perceived characteristics of the job relative to internal standards relating to an individual's prior experience and expectations. Therefore, the differences between the older and younger employees as discussed in Chapter 1 did not necessarily mean that there was a difference in job satisfaction between the. It could be a generational issue in that different generation express themselves differently.

## 6.5. Job Satisfaction By Age

Table 21 shows that the 35 to 44 year olds age category was the happiest with their work by scoring between neutral and satisfied overall (3.6). The margin was, however, not great since the lowest mean (45 to 54 age category) was 3.1, indicating neutral feelings towards job satisfaction. The under 21's recorded the least satisfaction with Supervision (2.6). Given that they would have recently started with their working life, they probably felt dissatisfied with their supervisors due to the nature of the monotonous work that requires conformance, rather than espousing creativity. Gardell (1976) offered that, given the diminished sense of achievement due to not seeing a job through to its final completion, individuals experience a basic frustration that manifests itself in different efforts to achieve adjustment. Schultz et al (1986) mentioned dissatisfaction and turnover as part of these efforts. The overall results do not suggest either. The assumption here is that the rest of the age categories would have already acclimatised to the reality of standardised jobs. This is corroborated by a later deduction that the surveyed sample had generally started their working careers and stayed with the company comparing their length of service and age. The same under 21 age category's lowest mean in the pay category (2.2) indicated overall dissatisfaction with their Pay, probably due to misconceptions thereof for the same reason that they have recently started their working career. The 45 to 54 age category's lowest score in the promotions category (2.5) indicated their neutral to dissatisfied feelings regarding promotions. Given their age, they would still be energetic and vocationally active but probably feel that they haven't advanced to

the rate they deserve. They also recorded neutral feelings in the co-workers category and reported overall neutral feelings towards job satisfaction (3.1). The 35-44 age category reported a feeling between neutral to satisfied with their jobs (3.6). (See Table 4)

Seeing that more than 60% of the respondents were between 21 and 34 years of age (Table 8) and contrasted with Table 7 which shows that 63% of the respondents had worked for General Motors for 10 years or more, a logical conclusion is that most of the respondents had started their working career with GMSA and had stayed put since. Additionally, no significant difference was found between the means of the age categories in all the 5 categories of the JDI, indicating that job satisfaction levels were more or less similar between the age categories. Therefore, employees in different age categories reported neutral satisfaction levels equally and displayed loyalty. Bargrain, et al (2003) mentioned loyalty as one of the responses that employees display when dissatisfied. In this instance, the employees were neither satisfied nor dissatisfied, yet they displayed a response associated with dissatisfied employees. This means that there are other factors at play in this situation. Prevailing economic conditions at the time are suggested as the probable reason therefore, as discussed in the previous section.

## 6.6. Job Satisfaction By Gender

Table 9 reflected the reality of the company surveyed in that the majority of the manufacturing employees were male. This made this working environment very hostile to females due to their non-representation in the population. Steers & Porter (1992) offered that peers are one of the variables in the working environment that affect the motivational process in organizational settings. Therefore men's predisposition to women and resulting treatment could have an effect on the motivation and job satisfaction of women, seeing that they are in the majority.

## 6.7. Job Satisfaction By Role

The results in Table 10 reflected the reality of the working environment in that between 5 and 8 Team members reported to a Team Leader and between 5 and 8 Team Leaders reported to a Co-ordinator. This was illustrated in Figure 1.

The co-ordinators overall score (3.1) indicated their neutral feelings towards job satisfaction. The team members and team leaders similar score (3.5) indicated a feeling between neutral and satisfied with their jobs. One would have expected the co-ordinators to be more satisfied with their jobs by virtue of being in a higher role; however, this was not the case.

Of the surveyed sample, no significant difference was found in the satisfaction levels of Team members, Team leaders and Co-ordinators in all the 5 categories of the JDI, indicating that job satisfaction levels were more or less similar between roles. Quinn et al (1974) offered that factors that play a role in satisfying employees were different between blue-collar (team members and team leaders) and white-collar (co-ordinators) employees. In this instance, even though the needs between team members & team leaders and co-ordinators were proposed to be different, their job satisfaction levels were similar.

## 6.8. Job Satisfaction By Income

In response to the total before-tax monthly income question, the amounts mentioned excluded annual bonus amounts as the company paid out bonuses at the end of every year in December. According to the South African Reserve Bank, the monthly median wages for plant and machine operators and assemblers legislation was R2 200 in 2005 (Bosch, 2006). Table 11 showed that most of the respondents (84.6%) earned more than R2 000, making the respondents paid well above the mean wage. Nel et al (2001) proposed that pay is one of the organizational factors that contribute to job satisfaction. However, as per Adam's Equity theory of motivation (Kreitner, et al, 1999), this is relative to a comparison to a similar other. Seeing that no significant difference was found in the job satisfaction levels between the income categories, it

indicates that employees felt equitably remunerated by the organization relative to their colleagues, be it in their team or in another plant.

With reference to Table 4, Table 25 showed that those with an income between R4000 and R8000 were satisfied with their work and supervision (3.9 & 3.8 respectively), whilst those earning <R2000 to R6000 were overall satisfied with their co-workers. All categories scored overall between 3.4 and 3.6, indicating an overall felling between neutral and satisfied with reference to Table 4.

No significant difference was found between the means of the income categories in all the 5 categories of the JDI, indicating that job satisfaction levels were more or less similar between the income categories. The writer believes that pay, being a contentious issue, is a hygiene factor. If too low, it will result in dissatisfied employees, however, if high, will not necessarily motivate employees. This concurs with Herzberg, et al's (1959) study results that found salary to be a hygiene factor.

## 6.9. Job Satisfaction By Shop

The most unreturned responses were from the Paintshop, which explains the least number of responses from Paintshop (2.5%). Other shops included truck plant and chassis line. Save for the Paintshop with the least amount of responses, the rest of the surveyed shops were proportionally represented in the survey. Ross & Zander (1957) offered that one of the needs to be met in order for employees to continue their employment in an organization is the need for doing important work. The writer believes that each of the employees surveyed were well aware of the importance of their duties because once a fault (demerit) was identified, it had to be rectified by the originating team leader/member. From this premise, the writer concludes that each of the employees need for doing important work was satisfied.

The Bodyshop work response (3.7), being the lowest of the shops and viewed in the light of the questions that were all positively worded, indicated that they leaned towards being satisfied with their work. Having had the highest mean in the work category and thereby positively agreeing with the posed questions in that category,

the Paintshop participants seemed to have higher satisfaction from their work by scoring between satisfied and very satisfied (4.5). The same trend was observed in the supervisor category where Paintshop still had the highest average and Bodyshop the lowest. From the overall categories JDI means, the Paintshop participants were found to be overall satisfied with their jobs (4), which means on average they agreed with the statements in the questionnaire, indicating overall job satisfaction (4). The rest of the shops scored between neutral and satisfied. The relatively small sample (2.5%) from Paintshop would have severely skewed the responses; however, these were the recorded feelings of the respondents.

With the responses averaged and measured against a 5-point Likert Scale ranging between highly unsatisfied and highly Satisfied (see Table 4), it can therefore be inferred that the manufacturing workers in the Paintshop were Satisfied with their Jobs whilst the rest of the manufacturing employees in the remainder of the shops were in varying degrees between neutral and satisfied; and that the surveyed manufacturing workers in General Motors SA were between neutral and satisfied with their Jobs given the Total shop JDI mean of 3.6.

No significant difference was found between the means of the combined shops in all the 5 categories of the JDI, indicating that even though the Paintshop respondents were overall satisfied with their jobs, the satisfaction levels were more or less similar between the shops.

#### 6.10. Job Satisfaction By Plant

From the responses received, there was no heavy skew towards any plant, which made each of the plants fairly represented in this study (54:46).

Viewed in the light of the questions that were all positively worded and a midpoint of 3, the plant JDI means indicated that both Kempston Road and Struandale employees' feelings regarding job satisfaction were Neutral. Pay was found to be the least satisfying factor of the 5 JDI factors.

No significant difference was found between the 2 plants in the work, supervisor, pay and co-workers categories of the JDI. Therefore, the plant means in those categories were more or less similar. This effectively addresses the “myth” offered in Chapter 1 given the different staffing routes taken for the plants. Therefore, even though certain staffing criterion was used for a newer plant given the identified shortcomings, job satisfaction remained similar between the plants. Employees from both plants:

- a) Felt equally fulfilled due to similar satisfaction measure results (Locke, 1969)
- b) Had similar discrepancy differences (Porter, 1961)
- c) Saw each as equitably rationed (input vs. output) relative to the other (Adams, 1965)
- d) The dispositional theory of job satisfaction could not be proven at the time seeing that there had been no variation in satisfiers that was effected and no measurement of periods (Staw & Ross, 1985)
- e) Bargrain, et al (2003) offered that Loyalty is one of the responses that dissatisfied employees display. It was mentioned in Chapter 1 that the older Kempston road employees seemed content, proud of their years of service with the company whilst the younger Struandale employees were deemed to be stubborn and unhappy with their jobs. The research results vehemently disputed this observation in that study results showed that the satisfaction levels between the two plants were more or less similar.

There was a significant difference found in the promotions category between the 2 plants. Therefore the results reported were significantly different (3.0 & 3.4). The Kempston Road employees reported neutral feelings in the promotions category, whilst the Struandale employees reported feelings between neutral and satisfied. The plant overall JDI means were very close to each other (3.4 & 3.5), indicating that both plants were between neutral and satisfied with their jobs overall (Table 15).

Pay and Promotions were primary issues that, if addressed, would result in overall job satisfaction between the plants. This is an area that requires further attention and the understanding of the latent issues would be revealed by a further, in-depth study thereof. Taking Quinn, et al's (1974) satisfying factors into consideration, Pay was

the most important factor for blue-collar workers as applicable in this research. The findings of this present study concur with previous research findings in this regard.

### 6.11. Job Satisfaction By Division

Within manufacturing there were various divisions, and all Team members across them performed Standardized work on each unit as part of their routine jobs. No outliers were evidenced in the means by division. The quality division recorded and overall dissatisfaction with pay. It is the present author's opinion that they expected a better pay than their production colleagues because they "policed" the production division's workmanship. With the responses averaged and measured against a 5-point likert scale ranging between highly unsatisfied and highly satisfied (see Table 4), it could therefore be inferred that the manufacturing workers in General Motors SA by division were between neutral and satisfied with their Jobs (3.4).

No significant difference was found between the means of the combined divisions in all the 5 categories of the JDI, indicating that job satisfaction levels were more or less similar between the divisions.

### 6.12. Recommendations

Following the results of this research, the following are recommendations for further research into job satisfaction in a similar environment:

As per table 12, the Paintshop had the least amount of returned responses. A bigger sample is recommended for a follow-up or successive study in order to ensure proportional and better representation between categories (shops, etc.). This will also ensure that all the shops are equally represented in the study in order to get more accurate results.

As pay consistently scored the lowest of the 5 JDI categories, it indicated an overall dissatisfaction with pay. The organization is therefore recommended to look further into this issue and address accordingly.

The only difference that was found between the recorded means between the plants was in the promotions category. This means that employees from the different plants do not believe that promotions are fair, and they probably have their reasons for these views. It needs further investigation by the organization. The rest of the categories were more or less similar. The writer believes that the geographical location of these two plants had a huge impact in the results. If the plants were not in the same geographical location, a different story would have emerged.

Nel et al (2001) proposed 2 main groups of factors that contribute to job satisfaction, namely personal and organizational factors. This study was based on organizational factors and did not yield much surprises. For further studies, personal factors might need to be taken into consideration.

The study showed that more than half (63%) of GM's manufacturing employees had been employed for more than 10 years. Additionally, the research has shown that there was no significant difference in employment satisfaction levels between the plants. Therefore the older, seemingly more agreeable Kempston Road employees were no more satisfied than their younger, seemingly timid Struandale colleagues. Given that every organization experiences turnover, the next area of research in this regard is the reasons for turnover amongst the surveyed ranks at General Motors SA.

Women were an overwhelming minority in the surveyed area. Being in the minority, they were exposed to possible unwanted attention from male colleagues and superiors. This can result in demotivation and dissatisfaction due to sabotage actions from being snubbed. This is a topic that can be pursued in the same or similar environments.

### 6.13. Conclusion

No significant difference was found between the 5 overall JDI categories between the 2 GMSA plants, indicating that employees between the 2 plants were more or

less equally satisfied with their jobs. There was, however, a significant difference between the 2 plants in the promotions category. The Kempston Road employees were neutral whilst the Struandale employees scored between neutral and satisfied with promotions. Between the plants, employees recorded a neutral score on pay & promotions and were satisfied with the rest. Of the 5 categories of the JDI, the pay category always scored the lowest mean, making pay the item that one category the employees were consistently least satisfied with (by plant & shop: 2.9, by division: 2.6). No significant difference in job satisfaction was found between the shops of the combined plants. Therefore, between the shops, there was no significant difference in job satisfaction found. The Bodyshop, Paintshop and General Assembly employees were more or less equally satisfied. The Paintshop had a small percentage of respondents (2.5%). Of the combined plants' scores by shop, that small respondent percentage recorded an overall satisfied score (4) as opposed to the rest of the shops, which were between neutral and satisfied (approx 3.5). No significant difference was found, however, between the 5 categories of the JDI. The quality division's employees indicated an overall dissatisfaction with their pay. However there was no significant difference in the division medians, indicating that employees were equally satisfied between the divisions. Therefore, whether the respondents worked in production, quality or any of the other divisions, they were found to be equally satisfied. No significant difference in job satisfaction was found between the different age categories. Therefore the generally older Kempston Road and younger Struandale employees were more or less equally satisfied with their jobs. Age did not seem to play any role in the satisfaction of employees surveyed. The under-21 age category was dissatisfied with their pay. Being recently employed in the company, this was probably prompted by a cognitive dissonance between the expected pay and actual. Indications are that they will eventually "get used to it" and report neutral/indifferent feelings on the subject the longer they continue their employment with the company, judging by the results of the older age categories. The Team members, Team leaders and Co-ordinators survey results indicated no significant difference between the 5 JDI categories. The three employee ranks surveyed reported more or less the same job satisfaction. Different income categories were all more or less equally satisfied with their jobs. One would have thought that the low income earners would be dissatisfied with their pay and the high earners would be satisfied, however, that was not the case. The results showed that

the employees surveyed felt equitably remunerated according to their role in the company.

In conclusion, in conducting this research, what seemed the case in the researcher's eyes was investigated and found not to be the case. It once again demonstrates that job satisfaction is a not-so-tangible concept. What is seen at face value has no semblance to what is the case. What you see is not always what you get. Deeper analysis revealed similarity in job satisfaction levels of two seemingly different plants.

Therefore job satisfaction was more or less the same along the tested demographics.

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## **APPENDIX A**

The employee satisfaction form is shown on the next page as it couldn't fit with the heading in the same page.

# EMPLOYEE SATISFACTION SURVEY.

This survey is conducted by Leanetse Matutoane for his Master's project with the permission of General Motors South Africa. Please take a few minutes to complete this survey. Your specific answers will be completely anonymous, but your views, in combination with those of others, are extremely important. To ensure your anonymity, please do not write your name or employee number anywhere on the form. The completed questionnaires will be collected by the said research conductor who will interpret the findings.

Please put a cross (X) on the applicable answer:

**1. Work.**

• My work involves routine.....	Strongly Disagree	Disagree	Agree	Strongly Agree
• My work is satisfying.....	Strongly Disagree	Disagree	Agree	Strongly Agree
• My work is interesting.....	Strongly Disagree	Disagree	Agree	Strongly Agree
• My work involves my creative ability.....	Strongly Disagree	Disagree	Agree	Strongly Agree
• My work is respected.....	Strongly Disagree	Disagree	Agree	Strongly Agree
• My work is enjoyable .....	Strongly Disagree	Disagree	Agree	Strongly Agree
• My work is useful.....	Strongly Disagree	Disagree	Agree	Strongly Agree
• My work is physically challenging .....	Strongly Disagree	Disagree	Agree	Strongly Agree
• My work is mentally challenging.....	Strongly Disagree	Disagree	Agree	Strongly Agree
• My work requires me to be on my feet.....	Strongly Disagree	Disagree	Agree	Strongly Agree
• My work is easy to master.....	Strongly Disagree	Disagree	Agree	Strongly Agree
• My work gives a sense of accomplishment.....	Strongly Disagree	Disagree	Agree	Strongly Agree

Comments:

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**2. Supervision**

• My supervisor is open to my suggestions.....	Strongly Disagree	Disagree	Agree	Strongly Agree
• My supervisor is easy to please.....	Strongly Disagree	Disagree	Agree	Strongly Agree
• My supervisor is polite.....	Strongly Disagree	Disagree	Agree	Strongly Agree
• My supervisor praises good work.....	Strongly Disagree	Disagree	Agree	Strongly Agree
• My supervisor is tactful.....	Strongly Disagree	Disagree	Agree	Strongly Agree
• My supervisor is influential.....	Strongly Disagree	Disagree	Agree	Strongly Agree
• My supervisor is up-to-date (knowledge).....	Strongly Disagree	Disagree	Agree	Strongly Agree
• My supervisor runs the area properly.....	Strongly Disagree	Disagree	Agree	Strongly Agree
• My supervisor is even-tempered.....	Strongly Disagree	Disagree	Agree	Strongly Agree
• My supervisor gives me honest feedback.....	Strongly Disagree	Disagree	Agree	Strongly Agree
• My supervisor is flexible.....	Strongly Disagree	Disagree	Agree	Strongly Agree
• My supervisor knows the (his/her) job well.....	Strongly Disagree	Disagree	Agree	Strongly Agree
• My supervisor gives me relative autonomy.....	Strongly Disagree	Disagree	Agree	Strongly Agree
• My supervisor is hard-working.....	Strongly Disagree	Disagree	Agree	Strongly Agree

- My supervisor is readily available.....

Strongly Disagree	Disagree	Agree	Strongly Agree
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Comments:

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**1. Pay**

- My income is adequate for my normal expenses.....
- The company shares its profits satisfactorily.....
- I can manage on the income I get from GMSA.....
- My pay from GMSA is secure.....
- I am satisfied with the compensation package I get from GMSA.....

Strongly Disagree	Disagree	Agree	Strongly Agree
Strongly Disagree	Disagree	Agree	Strongly Agree
Strongly Disagree	Disagree	Agree	Strongly Agree
Strongly Disagree	Disagree	Agree	Strongly Agree
Strongly Disagree	Disagree	Agree	Strongly Agree

Comments:

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**2. Promotions**

- There is a good opportunity for advancement in GMSA.....
- Promotions at GMSA are based on ability.....
- I have a specific career path.....
- GMSA has a fair promotion policy.....
- There are frequent promotions in GMSA.....

Strongly Disagree	Disagree	Agree	Strongly Agree
Strongly Disagree	Disagree	Agree	Strongly Agree
Strongly Disagree	Disagree	Agree	Strongly Agree
Strongly Disagree	Disagree	Agree	Strongly Agree
Strongly Disagree	Disagree	Agree	Strongly Agree

Comments:

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**3. Co-workers**

- My co-workers are stimulating & interesting to work with.....
- My co-workers work quickly.....
- My co-workers learn new skills quickly.....
- My co-workers are ambitious.....
- My co-workers are responsible.....
- My co-workers are intelligent.....
- My co-workers are hard-working.....
- My co-workers have broad interests.....
- My co-workers are loyal.....
- My co-workers are easy to communicate with.....
- My co-workers work well as a team.....
- I trust my co-workers.....

Strongly Disagree	Disagree	Agree	Strongly Agree
Strongly Disagree	Disagree	Agree	Strongly Agree
Strongly Disagree	Disagree	Agree	Strongly Agree
Strongly Disagree	Disagree	Agree	Strongly Agree
Strongly Disagree	Disagree	Agree	Strongly Agree
Strongly Disagree	Disagree	Agree	Strongly Agree
Strongly Disagree	Disagree	Agree	Strongly Agree
Strongly Disagree	Disagree	Agree	Strongly Agree
Strongly Disagree	Disagree	Agree	Strongly Agree
Strongly Disagree	Disagree	Agree	Strongly Agree
Strongly Disagree	Disagree	Agree	Strongly Agree
Strongly Disagree	Disagree	Agree	Strongly Agree

Comments:

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**1. How long do you plan to work at General Motors S.A.?**

- Less than a year       One to two years       Two to five years       More than five years       Don't Know

**2. Would you recommend employment at General Motors S.A. to a friend?**

- Definitely not       Probably not       Maybe       Probably would       Definitely would

**3. What can General Motors S.A. do to increase your satisfaction as an employee?**

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The following questions are for analytical purposes only. They will not be used to try to identify any individual. However, if you feel uncomfortable about answering any of them, do not do so. Whether or not you leave any questions blank, please return your questionnaire.

**4. How long have you worked for General Motors S.A.?**

- Less than one year.....   
 One year to less than two years.....   
 Two years to less than five years .....   
 Five years to less than ten years.....   
 Ten years or more .....

**5. What is your age?**

- Under 21.....   
 21 to 34 .....   
 35 to 44 .....   
 45 to 54 .....   
 55 or older .....

**6. What is your gender?**

- Male .....   
 Female.....

**7. Which of the following best describes your role in the organization?**

- Team member .....   
 Team leader.....   
 Co-ordinator.....

**8. What is your total before-tax monthly income from this job, including overtime and bonuses?**

- Less than R2000.....   
 R2000 to less than R4000 .....

- R4000 to less than R6000 .....   
 R6000 to less than R8000 .....   
 R8000 to less than R10 000 .....   
 R10 000 or more .....

**9. In which shop do you work?**

- Bodyshop .....   
 Paintshop .....   
 General Assembly.....   
 Material Handling .....   
 Other (Specify) .....   
 .....

**10. In which plant do you work?**

- Kempston Road .....   
 Struandale .....

**11. In which division do you work?**

- Production.....   
 Material Handling .....   
 Quality .....   
 Other (Specify) .....

