

## Revisiting Employee Motivation and Job Satisfaction within the Context of an Emerging Economy: Theoretical Representation and Developing the Model

Chrisbel M. Ncube

Michael O. Samuel

School of Economic and Business Sciences,  
University of the Witwatersrand, Johannesburg, South Africa  
Email: [olorunjuwon.samuel@wits.ac.za](mailto:olorunjuwon.samuel@wits.ac.za)

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### Abstract

The world's economic attention is rapidly shifting towards the direction of emerging economies. In order to facilitate and accelerate this process, it is important that designated economic hubs are well positioned in terms of infrastructural and social development. This can only be achieved through an integrated human resource practices that recognises the importance of human beings (employees) as the most important factor for the success or failure of any social or economic project. This imperative therefore places employee motivation and job satisfaction in the forefront. It was against this background that this research was conducted to determine the level at which municipal employees of one of the world-class socio-economic cities in South Africa enjoyed job satisfaction using selected motivational variables. The study adopted a survey research method using quantitative research design. A measuring instrument with a Cronbach alpha coefficient of above 0.70 was developed and used to collect primary data from 300 employees of the municipal council. Main hypotheses were formulated and tested using both regression and correlation statistical analyses. Results show that intrinsic and extrinsic motivational variables impacted significantly on the level at which employees derived job satisfaction. Management can therefore develop a job satisfaction practice around identified motivational variables in order to maximise employee productivity and enhance quality service delivery.

**Keywords:** job satisfaction; intrinsic motivation; extrinsic motivation; emerging economy; metropolitan municipality

### 1. Introduction

Over the years, researchers in the fields of organisational behaviour (OB) and mainstream human resource management (HRM) have consistently highlighted the importance of motivating employees to achieve job satisfaction in order for the organisation to improve organisational performance and productivity. It stands to reason that if employees do not enjoy their work, it will affect achievement of the organization's goals. Robbins, Judge, Odendaal and Roodt (2009, p.496) contend that employees in most South African organisations are not satisfied with their jobs and this has resulted in a low level of employee commitment to performance and achievement of organisational goals. Robins and colleagues provided symptoms of job dissatisfaction to include low productivity, high absenteeism, labour unrest, industrial action, and high labour turnover.

Work psychologists, according to Golshan, Kaswuri, Aghashahi, Amin, and Wan Ismail (2011) have long been interested in unravelling the reasons behind individual employee's differences in motivation and job satisfaction. Empirical studies (e.g., Tietjen and Myers, 1998; Parsons and Broadbridge, 2006; Furnham and Eracleous, 2009) have variously established significant relationships between motivational factors and job satisfaction and have come to the expectation that the extent to which an individual is satisfied with his/her work directly depends on the presence of some motivational factors such as pay, bonus, perks, and other circumstances that motivate him/her (Furnham and Eracleous, 2009). Prolific research in the areas of employee motivation and job satisfaction has been conducted over the past few decades (Derlin and Schneider, 1994; Calder, 2000; Boshoff, Cilliers and Van Wyk, 2003; Dolliver, 2003; Hoole and Vermeulen, 2003; Malherbe and Pearse, 2003; Kh Metle, 2005; Buitendach and De Witte, 2005). However, a paucity of studies exists in the local government municipalities investigating employee motivation and job satisfaction. It has been well documented (e.g., Luddy, 2005) that public sector employees are faced with a multitude of factors that impact on effective and efficient service delivery. Municipalities are responsible for delivery of services such as water, sanitation, electricity, refuse removal, and sometimes housing, municipal roads, storm water, primary health care, child care facilities, local

tourism, municipal planning, and municipal by-laws (Portfolio Business Publication, 2008). The rationale behind current theories of motivation and job satisfaction is to provide a framework for organizations to be able to influence their employees, to motivate and increase the level of their enthusiasm about their job (Golshan et al., 2011), and in so doing, achieve organisational outcomes such as improved service delivery.

The issue of service delivery (particularly by local government authorities) has assumed a worrisome dimension in South Africa to the extent that social, commercial and economic activities and operations are often disrupted, obstructed and paralysed. This has profound negative consequences for social and economic development as public infrastructure (e.g., electricity, water supply) is vandalised (Matebesi, 2011). Most, if not all of the service delivery protests by citizen have been associated with the inability of local government authorities to deliver basic infrastructural amenities (Booyesen, 2007, 2009; Marais et al., 2008; Alexander, 2010; Habib, 2010) that could facilitate good living and encourage economic activities. This phenomenon has been variously attributed to, among other things, corruption, nepotism, inequality and unemployment, especially among the youth (Atkinson, 2007; Booyesen, 2007; Alexander, 2010). Beyond the factors listed above however is the human resource management imperatives; and this comes in the form of shortage of skilled and motivated employees at the municipal government level (De Villiers, 2006), lack of job satisfaction (Robbins et al., 2009; Lacity et al., 2007), skills/job mismatch and inadequate pay (Koketso and Braam Rust, 2012). The main thrust of our research was to find a link between motivation, job satisfaction and biographical characteristics of employees at the municipality where this research was conducted.

A large body of research exist in the areas of employee motivation and job satisfaction over the past few decades (Derlin and Schneider, 1994; Calder, 2000; Boshoff, Cilliers and Van Wyk, 2003; Dolliver, 2003; Hoole and Vermeulen, 2003; Malherbe and Pearse, 2003; Kh Metle, 2005; Buitendach and De Witte, 2005). However, a paucity of studies exists in the local government municipalities investigating employee motivation and job satisfaction. According to Luddy (2005) public sector employees are faced with a multitude of factors that impact on effective and efficient service delivery. Municipalities are responsible for delivery of services such as water, sanitation, electricity, refuse removal, and sometimes housing, municipal roads, storm water, primary health care, child care facilities, local tourism, municipal planning, and municipal by-laws (Portfolio Business Publication, 2008). The purpose of our study is to model the underlying relationship between employee motivation, job satisfaction and demographic profile of employees at the municipality; and in so doing, we propose the following hypotheses:

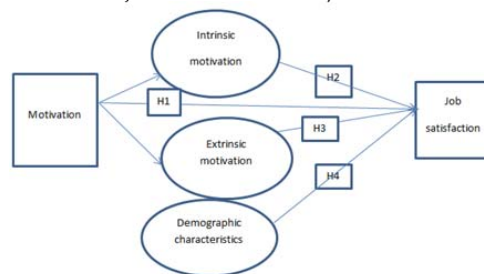
H<sub>1</sub>: There is a significant association between motivation and job satisfaction among employees of the municipality.

H<sub>2</sub>: There is a significant association between intrinsic motivation and job satisfaction among employees of the municipality.

H<sub>3</sub>: There is a significant association between extrinsic motivation and job satisfaction among employees of the municipality.

H<sub>4</sub>: There is a significant association between biographical characteristics (age, gender, tenure & education) and job satisfaction among employees of the municipality.

**Figure 1:** Hypothetical model of the relationship between motivation (intrinsic and extrinsic) variables and job satisfaction



## 2. Theoretical Rationale

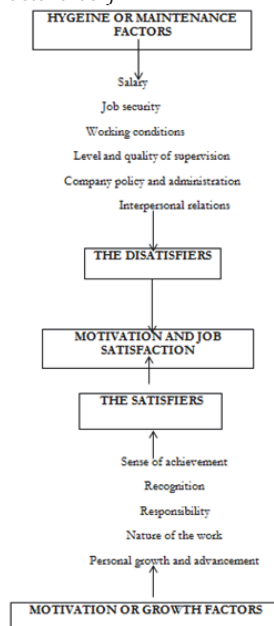
The usual approach to the study of motivation is through an understanding of internal cognitive processes – that is, what people feel and how they think (Mullins, 2010:259). This understanding should help the manager to predict likely behaviour of employees in given situations. These different cognitive theories of motivation are usually divided into two contrasting approaches: content theories and process theories. These collective theories of motivation provide a framework within which to direct attention to the problem of how best to motivate staff to work willingly and effectively (Mullins, 2010). Grobler et al. (2011) contend that no single theory can address all motivational problems; however,

something can be learned from each theory. For example, content theories attempt to explain those specific things that actually motivate the individual at work. These theories are concerned with identifying people's needs and their relative strengths, and the goals they pursue in order to satisfy these needs. Content theories place emphasis on the nature of needs and what motivates. Major content theories of motivation include Maslow (1943) - hierarchy of needs model, McGregor (1960) - theory X and theory Y, McClelland (1962) - achievement motivation theory, Herzberg (1966) - two-factor theory; and Alderfer (1972) - modified need hierarchy model.

Process theories, or extrinsic theories, in contrast, attempt to identify the relationships among the dynamic variables that make up motivation and the actions required to influence behaviour and actions (Mullins, 2010:268). Hoffmann (2007) argues that process theories are more focused on individual behaviour in specific settings. Furthermore, it explains how employee behaviour is initiated, directed and halted whereas content theories explain motivation in terms of what arouses, energises or initiates employee behaviour. The process theories provide a further contribution to our understanding of the complex nature of work motivation. According to Mullins (2010, p.268) many of the process theories cannot be linked to a single writer, but major approaches and leading writers include Heider (1958) - attribution theory, expectancy-based models by Vroom (1964), Porter and Lawler (1968), Adams (1965) - equity theory; and Locke and Latham (1990) - goal-setting theory.

While each of the theories mentioned above contribute some meaningful understanding to the study of motivation, the motivator and hygiene theory by Herzberg (1966) appears to be the most relevant to our study. In this regard, we shall adopt Herzberg's two-factor theory as the theoretical framework for our study. In review, Herzberg's Motivation-Hygiene Theory attempts to explain the factors that motivate employees by identifying and satisfying their individual needs, desires and the aims pursued to satisfy those desires. According to Herzberg (1966) satisfaction and dissatisfaction are driven by different factors (motivation and hygiene factors) respectively. Moreover, Herzberg (1966) maintains that if the motivational factors are met, the employee becomes motivated and hence performs higher. Factors that truly motivate employees to perform and inspire them to remain in organisations are aspects of the job that are considered intrinsic to the job and they include achievement, recognition of good performance, advancement and career growth opportunities. Employees are not particularly motivated by factors which Herzberg considered to be extrinsic (hygiene) to the job but these factors must be present in the organisation to make employees happy. These factors include interpersonal relationship, work condition, company policies, management style and pay. Lack of these hygiene factors can cause dissatisfaction in employees and may lead to turnover. Herzberg's theory is represented in Figure 2.

Figure 2: Representation of Herzberg's two-factor theory

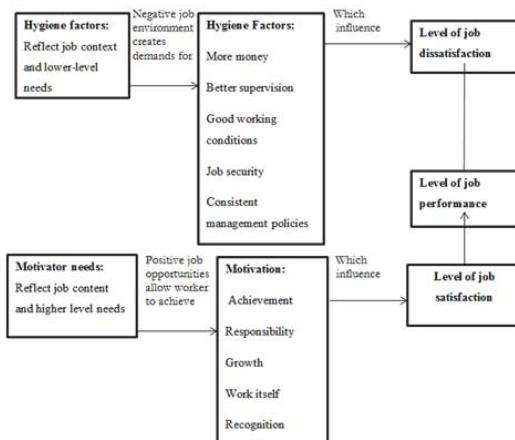


Source: Adapted from Mullins (2010, p.266)

### 3. Herzberg's Two Factor Theory and Job Satisfaction

Similar to Herzberg's two-factor theory, Nelson and Campbell (2003) posit that people have two sets of needs - one related to the avoidance of pain and the other related to the desire for psychological growth. Work conditions related to satisfaction of the need for psychological growth were labeled motivation factors. These are factors intrinsic within the work itself such as the recognition of a task completed. In contrast, work conditions related to dissatisfaction caused by discomfort or pain was labelled hygiene factors. Job dissatisfaction occurs when the hygiene factors are either not present or not sufficient. Conversely, hygiene factors tend to include extrinsic entities such as relations with co-workers, which do not pertain to the worker's actual job (Tietjen and Myers, 1998). Figure 3 depicts the relationships between both motivation and hygiene variables as they influence employee's job satisfaction.

**Figure 3:** Herzberg's theory: factors affecting job satisfaction



**Source:** Grobler et al. (2011, p. 240).

### 4. Is Herzberg's Two-Factor Theory Still Relevant Today?

While Herzberg's two-factor theory has been widely criticised by various scholars (Wolf, 1967; Pennings, 1970; Maidani, 1991; Shipley and Kelly, 1986; Tabler, 1991; Liacqua, Schumacher and Li, 1995) mostly for its methodological flaws, the theory found support in other scholars (Kacel, Miller and Norris, 2005; Sharp, 2008). This has led to the argument as to the continued relevance of Herzberg's two-factor theory. Bassett-Jones and Lloyd (2005) examined the two-factor theory nearly 50 years after it was first posited. Their objective was to assess whether or not Herzberg's contentious seminal studies on motivation at work still hold true in contemporary time. The findings of Bassett-Jones and Lloyd demonstrate that motivators associated with intrinsic drivers outweigh movers linked to financial inducement, and observing others benefiting from recognition and extrinsic rewards. For Herzberg (1966), managerial recognition was an important motivator. However, Bassett-Jones and Lloyd's (2005) results suggest that the importance of recognition has declined. This decline in the importance of recognition as a motivator was attributed, at least in part, to the fact that organisations with shallower pyramids, offer fewer prospects for promotion. Bassett-Jones and Lloyd further established that a poor supervisory relationship plays a vital role in discouraging employee willingness to contribute ideas.

The two-factor theory was used as a theoretical framework to measure job satisfaction among nurse practitioners (Kacel, Miller, and Norris, 2005). This study provided support for the two-factor theory in that the highest satisfaction scores were all intrinsic factors and the lowest satisfaction scores were all extrinsic factors. However, it seems that these authors misunderstood the theory in the recommendations provided. They stated that employers need to improve extrinsic factors such as salary and fringe benefits to improve enhance job satisfaction of nurse practitioners, but according to Herzberg these actions will only decrease dissatisfaction and not improve satisfaction. Unlike Kacel and colleagues, Schroder (2008) could not find support for Herzberg's two-factor theory. Schroder used the two-factor theory as the theoretical framework for a study of 835 university employees in order to understand the impact of demographical factors on job satisfaction. The researcher found that overall job satisfaction was related to age and educational level,

and that levels of intrinsic and extrinsic job satisfaction were not the same for different occupational groups, thus contradicting Herzberg's findings. Similarly, the two-factor theory was also tested among construction workers in Bangkok (Ogunlana and Chang, 1998). The study did not provide support for the theory, but it was hypothesized that the conflicting results were due to the lower placement of Thailand's construction workers on Maslow's hierarchy of needs. Because survival was still a basic need of these workers, they were not able to desire self-actualization and place value on Herzberg's motivators (Ogunlana and Chang, 1998).

While the two-factor theory found support in some scholars, majority of the empirical evidence seems to invalidate the theory. That notwithstanding, the theory made a significant contribution to our knowledge of employee attitudes about their jobs (Stello, 2011) and provided future scholars with a foundation upon which to continue to build new and better theories of job satisfaction and work motivation. Stello agrees with Smerek and Peterson (2007), who stated that "testing a theory is not always an appropriate means to determine its value." A theory that stands the test of time, integrates itself into basic points of view about managing people, and continues to provide ideas for new generations of scholars is a theory that has proven its value. Herzberg's two-factor theory of job satisfaction belongs in this category (Stello, 2011, p.25).

Perhaps the most valuable contribution to come out of the two-factor theory was the idea of job enrichment. The nature and characteristics of jobs and employee attitudes continue to change with the rapidly changing world of work. It is therefore essential that organizations continue to use their human resources well by ensuring that the right people are in the right job at the right time and being used to the best of their potential (Stello, 2011, p.24). We also align our thoughts with those of Stello; irrespective of the barrage of criticisms of Herzberg's two-factor theory, the model continued to remain an important reference point in the study of employee motivation and job satisfaction.

The following section of this article examine the relationships between demographic variables considered in this study and job satisfaction while the next section presents the methodology employed in conducting this research.

## **5. Biographical Characteristics and Job Satisfaction**

### *5.1 Gender and job satisfaction*

There is noticeable inconsistency in the literature regarding gender differences as a determinant of job satisfaction (Chiu, 1998). Sousa-Poza and Sousa-Poza (2003) based on data from the British Household Panel Survey support Clark's (1997) assertion and conclude that women tend to be more satisfied than men because their jobs have been much worse in the past and thus, simply have lower expectations than men. In their own study, Pook et al. (2003) found gender bias regarding job satisfaction. Pook and colleagues argued that women are less likely to receive help from less satisfied than men with the work they perform. This situation may be the result of being assigned less-challenging tasks, non-commensurate with their backgrounds. However, the research was conducted in Eastern Europe and the same work situation may not be prevalent in a country like South Africa where more women seems to now occupy managerial positions. Using data from the United States National Study of the Changing Workforce, Bender et al. (2005) report that women experience higher levels of job satisfaction than men because women dominated the workforce. The implication of this finding is that men and women value job flexibility differently and that, once differences in the extent of job flexibility are controlled for, the gender imposition of the workplace plays no important role in determining job satisfaction among women (Bender et al., 2005). Inconsistent with documented reports of gender differences with regard to job satisfaction, Sumner and Niederman (2003) found no statistical gender differences when measuring overall job satisfaction among information technology professionals. However, when analysing particular factors that influence job satisfaction, Sumner and Niederman (2003) found that women tend to be more satisfied than men with their company's financial rewards.

Further research similarly provided no evidence of gender disparity regarding job satisfaction in the workplace. In a study conducted in the United Kingdom (U.K.), Oshagbemi (2000) could not establish any evidence to support disparity in job satisfaction levels between female and male academics. However, Oshagbemi (2000) notes that within certain ranks, gender does affect the job satisfaction of university teachers. Consistent with Oshagbemi's finding, Rast and Tourani (2012) show that there was no significant difference between male and female employees' satisfaction. In addition, Rast and Tourani (2012) found no significant difference between male and female respondents toward each facet of job satisfaction. Further evidence provided by Garcia-Bernal, Gargallo-Castel, Marzo-Navarro and Rivera-Torres (2005) indicate no differences in the perceptions of men and women as regards the dimensions that make up job satisfaction. However, Garcia-Bernal et al. (2005) note that a more in-depth analysis of these dimensions does show differences in the impact that they have on the level of satisfaction according to gender. Contrary to Clark (1997), Aguilar et al. (2008) reveal no gender differences in job satisfaction levels among cooperative extension workers in the United States. This

finding seems congruent with the findings of Sousa-Poza and Sousa-Poza (2003) that shows decreasing levels of gender differentials in more recent years.

### *5.2 Age and job satisfaction*

It is well documented in literature that most employees seem to derive better job satisfaction with advancement in age. According to Clark, Oswald and Warr (1996) it is generally believed that job satisfaction increases linearly with age. Clark and colleagues maintain that there are persuasive arguments, and some empirical evidence, that the relationship is U-shaped, declining from a moderate level in the early years of employment and then increasing steadily up to retirement. Okpara's (2004) finding is similar to those of Clark and others to the extent that age affects the level of job satisfaction. The findings of Okpara (2004) are similar to some earlier findings (e.g., Al-Ajmi, 2001; Etuk 1980; Koustelios, 1991; Sokoya, 2000). In contrast however, Bilgic (1998) conducted a study to determine the relationship between job satisfaction and personal characteristics of Turkish Workers. The results showed that age was not related to the overall aspects of job satisfaction.

### *5.3 Education level and job satisfaction*

It is generally believed that an employee's level of education helps determine the degree of job satisfaction and this believe has found support in a number of studies (e.g., Rogers 1991; Falcon 1991; Howard and Frink 1996; Andres and Grayson, 2002) which found a positive relationship between education level and job satisfaction. Notwithstanding the general believe regarding the positive relationship between education level and job satisfaction, other research outcomes does not support this position. For example, Bilgic (1998) found that for overall satisfaction, education was not a significant predictor. In a similar study by Crossman and Abou-Zaki (2003) within the Lebanese commercial banking sector, the scholars concluded that even though the results indicated existence of a relationship, such was not statistically significant ( $p= 0.094$ ) to establish a meaningful relationship between education level and job satisfaction. Analysis of their study showed that respondents with school certificates reported the lowest levels of overall job satisfaction and the highest job satisfaction levels were reported from those with college certificates. Crossman and Abou-Zaki's positions contrasted with those of Okpara (2004) which indicated that education was a significant predictor of job satisfaction. Okpara concludes by noting that the participants with more education seemed to be more concerned with performance and productivity issues and tend to have fewer negative feelings toward their work.

### *5.4 Tenure and job satisfaction*

Regarding the number of years an employee spent in a particular organisation (tenure) in relation to their job the degree of their job satisfaction, a consistent body of literature found positive relationship between the two constructs. According to Okpara (2004) tenure has a significant effect on overall job satisfaction. Okpara maintains that the longer the time spent in the organisation, the more satisfied the employee will be with their jobs. Bedeian, Ferris and Kacmar (1992) show that for both male and female employees, tenure (whichever way it is measured) is a more stable predictor of job satisfaction than chronological age. Similarly, Robbins et al. (2003) concur with Bedeian et al. (1992) by finding a positive relationship between tenure and job satisfaction. Furthermore, Clark et al. (1996) argue that individuals are more satisfied at older ages because they are more likely to have found a job which matches their needs.

## **6. Research Method**

This research is conducted from an empirical perspective using quantitative design where a cross-sectional survey generated the primary research data. Linear regression analysis was used for explaining and predicting relationships between variables while simple linear regression was used to test for a significant relationship between the independent variables (intrinsic motivation and extrinsic motivation) with the dependent variable (job satisfaction).

### *6.1 Population and sampling*

The study participants were drawn from the total number of employees (1500) employed by the municipality surveyed. Non-random sampling technique using convenience sampling procedure was employed in deriving a sample size of 300 participants. Non-probability sampling method is most appropriate for this study given the difficulty involved in obtaining



the sample frame for the purpose of probability/random sampling. Raosoft statistical software was used to calculate the sample size in order for us to determine an acceptable/adequate sample size. Raosoft takes into consideration the margin of error, the confidence level, the population and the response distribution in determining sample size. Using Raosoft sample size calculator, with a margin of error of 5%, a confidence level of 95%, an estimated population size of 1500, and a response distribution of 50%, the minimum recommended sample size was calculated to be 306 respondents. However, this figure could not be achieved due to non-response factor.

## 6.2 Measuring instrument

A number of standardised measuring instruments with highly reliable and valid psychometric properties were used in this study. To measure the job satisfaction construct, we adapted 16-items Minnesota Satisfaction Questionnaire (MSQ) (used in Weiss et al., 1967) with a 5-point Likert-type scale with 20 items and response categories such as "very dissatisfied", "dissatisfied", "neutral", "satisfied" and "very satisfied". This scale has been widely used in the literature being a well-known and stable over the time instrument with previous researches yielding excellent coefficient alpha (Martins, 2012). These questionnaire items were developed to measure how satisfied the employees were with different aspects of their jobs and what things they are satisfied with and what things they are not satisfied with. The second part of the questionnaire (Motivation) focused on the concepts of intrinsic and extrinsic motivation. In this section, we adapted 20 questionnaire items from Oudejans (2007). All the 20-item questions in this section were also based on a five-point Likert scale ranging from 1 – "totally disagree" to 5 – "totally agree". The biographical section of the measuring instrument consisted of a number of close-ended questions on the biographical information of the respondents. These questions included such items as the respondents' age, gender, level of education attained and tenure/experience working at the municipality. The purpose of this section was to gather the necessary biographical data which was used to establish whether relationships exist between the respondents' demographic variables and the dependent variable. These biographical characteristics acted as the control variables for the statistical analysis and interpretation and were also used in the descriptive section of the statistical analysis.

## 6.3 Pilot study

A pilot study was conducted in order to determine the degree of reliability of the measuring instruments. This study comprised of 30 employees of the municipality comprising mainly of middle and lower level employees. The results of the instruments were all above the acceptable 0.70 margin. The results are shown in Table 1.

**Table 1:** Cronbach's alpha for the three constructs- Job satisfaction, intrinsic motivation and extrinsic motivation

Cronbach Coefficient Alpha	
Variables	Alpha
Job satisfaction (pilot)	
Raw	0.842152
Standardized	0.838921
Cronbach Coefficient Alpha	
Variables	Alpha
Intrinsic motivation (pilot)	
Raw	0.830965
Standardized	0.810733
Cronbach Coefficient Alpha	
Variables	Alpha
Extrinsic motivation (pilot)	
Raw	0.792155
Standardized	0.768166

## 6.4 Statistical analysis

### 6.4.1 Regression analysis

Regression analysis is commonly used to determine the functional relationship between a dependent variable and a host of predictors. This research was tested at 0.05 level of significance. We started by firstly analyzing the relationships between one response variable and one predictor variable for all the variables (intrinsic motivation, extrinsic motivation,

age, gender, education and tenure) to determine how significant their relationship with job satisfaction is. Secondly, we looked at the level of significance between all the predictor variables and job satisfaction.

Intrinsic motivation and job satisfaction - The first linear regression analysis (Table 2) is testing the relationship between intrinsic motivation and job satisfaction among employees of the municipality. The following depict the null and alternative hypotheses:

$H_0: \beta=0$   
 $H_1: \beta \neq 0$   
 $\alpha= 0.05$

The null hypothesis ( $H_0$ ) is: There is no significant association between intrinsic motivation and job satisfaction among employees of the municipality.

The alternative hypothesis ( $H_1$ ) is: There is a significant association between intrinsic motivation and job satisfaction among employees of the municipality.

**Table 2:** Relationship between intrinsic motivation and job satisfaction

**The REG Procedure**  
**Model: Linear\_Regression\_Model**  
**Dependent Variable: Average JS**

Number of Observations Read	150
Number of Observations Used	150

Analysis of Variance					
Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	1	9.73506	9.73506	22.91	<.0001
Error	148	62.89608	<b>0.42497</b>		
Corrected Total	149	72.63115			

Root MSE	<b>0.65190</b>	R-Square	<b>0.1340</b>
Dependent Mean	2.99667	Adj R-Sq	0.1282
Coeff Var	<b>21.75417</b>		

Parameter Estimates					
Variable	DF	Parameter Estimate	Standard Error	t Value	Pr >  t
Intercept	1	1.21312	0.37643	3.22	<b>0.0016</b>
Average IM	1	0.42925	0.08969	4.79	<.0001

The model P-value is <.0001. This is significant at all levels of significance. This means that the model is a good fit for the data and the regression line reduces the variability in the data significantly. The P-value for the intercept is 0.0016; this is significant at the 0.1, 0.05 and 0.01 levels of significance. This means that the intercept is significant. The P-value for the intrinsic motivation variable is <.0001; this is significant at the 0.05 significance level. Therefore, the  $H_0$  that says that there is no significant association between intrinsic motivation and job satisfaction among employees of the municipality is rejected in favour of the  $H_1$  which states that there is a significant association between intrinsic motivation and job satisfaction among employees of the municipality. So the intrinsic motivation of the municipal employees is significantly related to their job satisfaction. The MSE gives an estimate of the variability remaining in the data set after the regression relationship has been taken into account. Moreover, the smaller the MSE is, the better the fit. The MSE=0.42497. The Root MSE= 0.65190. R-Square is examined to see what the quality of fit is. The results above show that intrinsic motivation explains 13% (0.1340) of employee job satisfaction but this is a very low percentage. Hence it is insignificant. This indicates that the model has a low explanatory power. The coefficient variance is (21.75417) 22% which is less than 30% hence we assume that the model fits the data.

Extrinsic motivation and job satisfaction - The second linear regression analysis (Table 3) is testing the relationship between extrinsic motivation and job satisfaction among employees of the municipality. The null and alternative



hypotheses are stated below:

$H_0: \beta=0$   
 $H_1: \beta \neq 0$   
 $\alpha= 0.05$

The null hypothesis ( $H_0$ ) is: There is no significant association between extrinsic motivation and job satisfaction among employees of the municipality.

The alternative hypothesis ( $H_1$ ) is: There is a significant association between extrinsic motivation and job satisfaction among employees of the municipality.

**Table 3:** Relationship between extrinsic motivation and job satisfaction

**Linear Regression Results**  
**The REG Procedure**  
**Model: Linear\_Regression\_Model**  
**Dependent Variable: Average JS**

Number of Observations Read	150
Number of Observations Used	150

Analysis of Variance					
Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	1	7.09838	7.09838	16.03	<.0001
Error	148	65.53276	<b>0.44279</b>		
Corrected Total	149	72.63115			

Root MSE	<b>0.66542</b>	R-Square	<b>0.0977</b>
Dependent Mean	2.99667	Adj R-Sq	0.0916
Coeff Var	<b>22.20547</b>		

Parameter Estimates					
Variable	DF	Parameter Estimate	Standard Error	t Value	Pr >  t
Intercept	1	2.12877	0.22347	9.53	<.0001
Average EM	1	0.28519	0.07123	4.00	<.0001

The model P-value is <.0001. This again is significant at all levels of significance. This means that the model is a good fit for the data. The P-value for the intercept is <.0001; this is significant at both the 0.05 and 0.01 levels of significance. This means that the intercept is significance. The P-value for the extrinsic motivation variable is <.0001; this is significant at the 0.05 significance level. Therefore, the  $H_0$  that is no significant association between extrinsic motivation and job satisfaction among employees of the municipality is rejected in favour of the  $H_1$  which states that there is a significant association between extrinsic motivation and job satisfaction among employees of the municipality. The MSE=0.44279. The Root MSE=0.66542. R-Square is examined to see what the quality of fit is. The results above show that extrinsic motivation explains 9% (0.0977) of employee job satisfaction but this is a very low percentage. Hence it is insignificant. The coefficient variance is (22.20547) 22% which is less than 30% hence we assume that the model fits the data.

Gender and job satisfaction - The third linear regression analysis (Table 4) is testing the relationship between gender and job satisfaction among employees of the municipality. Below are the null and alternative hypotheses:

$H_0: \beta=0$   
 $H_1: \beta \neq 0$   
 $\alpha= 0.05$

The null hypothesis ( $H_0$ ) is: There is no significant association between gender and job satisfaction among employees of the municipality.

The alternative hypothesis ( $H_1$ ) is: There is a significant association between gender and job satisfaction among employees of the municipality.

**Table 4:** Relationship between gender and job satisfaction

**The REG Procedure**  
**Model: Linear\_Regression\_Model**  
**Dependent Variable: Average JS**

Number of Observations Read	150
Number of Observations Used	150

Analysis of Variance					
Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	1	0.09923	0.09923	0.20	<b>0.6534</b>
Error	148	72.53191	<b>0.49008</b>		
Corrected Total	149	72.63115			

Root MSE	<b>0.70006</b>	R-Square	<b>0.0014</b>
Dependent Mean	2.99667	Adj R-Sq	-0.0054
Coeff Var	<b>23.36121</b>		

Parameter Estimates					
Variable	DF	Parameter Estimate	Standard Error	t Value	Pr >  t
Intercept	1	3.02344	0.08250	36.65	<b>&lt;.0001</b>
Gender	1	-0.05148	0.11441	-0.45	<b>0.6534</b>

The model P-value is 0.6534; 0.6534>0.05 hence the model is not significant at all levels of significance. The P-value for the intercept is <.0001; this is significant at all levels of significance. This means that the intercept is significant. The P-value for Gender is 0.6534; this is insignificant at the 0.05 level of significance. Therefore, we fail to reject the H<sub>0</sub> that there is a no significant association between gender and job satisfaction among municipal employees. These results concur with the findings of Oshagbemi (2000) and Rast and Tourani (2012). Their results showed that there was no significant difference between male and female employees' satisfaction. The MSE= 0.49008. The Root MSE=0.70006. The R-Square is 0.0014 which is very low. Hence it is insignificant. The coefficient variance is (23.36121) 23% which is less than 30% hence we assume that the model fits the data.

Age and job satisfaction - The fourth linear regression analysis (Table 5) is testing the relationship between age and job satisfaction among employees of the municipality. Below are the null and alternative hypotheses:

- H<sub>0</sub>: β=0
- H<sub>1</sub>: β≠0
- α= 0.05

The null hypothesis (H<sub>0</sub>) is: There is no significant association between age and job satisfaction among employees of the municipality.

The alternative hypothesis (H<sub>1</sub>) is: There is a significant association between age and job satisfaction among employees of the municipality.

**Table 5:** Relationship between age and job satisfaction

**Linear Regression Results**  
**The REG Procedure**  
**Model: Linear\_Regression\_Model**  
**Dependent Variable: Average JS**

Number of Observations Read	150
Number of Observations Used	150

Analysis of Variance					
Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	1	0.48751	0.48751	1.00	<b>0.3189</b>
Error	148	72.14364	<b>0.48746</b>		
Corrected Total	149	72.63115			

Root MSE	<b>0.69818</b>	R-Square	<b>0.0067</b>
Dependent Mean	2.99667	Adj R-Sq	0.0000
Coeff Var	<b>23.29859</b>		

Parameter Estimates					
Variable	DF	Parameter Estimate	Standard Error	t Value	Pr >  t
Intercept	1	2.84829	0.15894	17.92	<b>&lt;.0001</b>
Age	1	0.04561	0.04561	1.00	<b>0.3189</b>

The model P-value is 0.3189;  $0.3189 > 0.05$  hence the model is not significant at all levels of significance. The P-value for the intercept is  $<.0001$ ; this is significant at all levels of significance. This means that the intercept is significant. The P-value for Age is 0.3189; this is insignificant at the 0.05 level of significance. Therefore, we fail to reject the  $H_0$  that there is a no significant association between age and job satisfaction among the municipal employees. These results concur with the findings of Bilgic (1998). However, the findings are inconsistent with results of previous studies (e.g. Hulin and Smith, 1965; McDonald and Gunderson, 1974; Sokoya, 2000; Okpara, 2004). The MSE= 0.48746. The Root MSE=0.69818. The R-Square is very low at 0.0067. Hence it is insignificant. The coefficient variance is (23.29859) 23% which is less than 30%, hence we assume that the model fits the data.

#### 6.4.2 Education and job satisfaction

The fifth linear regression analysis (Table 6) is testing the relationship between education and job satisfaction among employees of the municipality. Below are the null and alternative hypotheses.

$$H_0: \beta = 0$$

$$H_1: \beta \neq 0$$

$$\alpha = 0.05$$

The null hypothesis ( $H_0$ ) is: There is no significant association between education and job satisfaction among employees of the municipality.

The alternative hypothesis ( $H_1$ ) is: There is a significant association between education and job satisfaction among employees of the municipality.

**Table 6:** Relationship between education and job satisfaction

**Linear Regression Results**  
**The REG Procedure**  
**Model: Linear\_Regression\_Model**  
**Dependent Variable: Average JS**

Number of Observations Read	150
Number of Observations Used	150

Analysis of Variance					
Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	1	0.31438	0.31438	0.64	<b>0.4238</b>
Error	148	72.31676	<b>0.48863</b>		
Corrected Total	149	72.63115			

Root MSE	<b>0.69902</b>	R-Square	<b>0.0043</b>
Dependent Mean	2.99667	Adj R-Sq	-0.0024
Coeff Var	<b>23.32653</b>		

Parameter Estimates					
Variable	DF	Parameter Estimate	Standard Error	t Value	Pr >  t
Intercept	1	3.13237	0.17855	17.54	<b>&lt;.0001</b>
Education	1	-0.04464	0.05565	-0.80	<b>0.4238</b>

The model P-value is 0.4238;  $0.4238 > 0.05$  hence the model is not significant at all levels of significance. The P-value for the intercept is  $<.0001$ ; this is significant at all levels of significance. This means that the intercept is significance. The P-value for education is 0.4238; this is insignificant at the 0.05 level of significance. Therefore, we fail to reject the  $H_0$  that there is a no significant association between education and job satisfaction among the municipal employees. A number of researchers have found contradictory findings regarding the relationship between education and job satisfaction (e.g., Rogers, 1991; Crossman and Abou-Zaki, 2003; Okpara, 2004). The  $MSE=0.48863$ . The  $Root\ MSE=0.69902$ . The R-Square is very low at 0.0043. Hence it is insignificant. The coefficient variance is (23.32653) 23% which is less than 30%, hence we assume that the model fits the data.

#### 6.4.3 Tenure and job satisfaction

The sixth linear regression analysis (Table 7) is testing the relationship between tenure and job satisfaction among employees of the municipality. Below are the null and alternative hypotheses:

$H_0: \beta=0$

$H_1: \beta \neq 0$

$\alpha= 0.05$

The null hypothesis ( $H_0$ ) is: There is no significant association between tenure and job satisfaction among employees of the municipality.

The alternative hypothesis ( $H_1$ ) is: There is a significant association between tenure and job satisfaction among employees of the municipality.

**Table 7:** Relationship between tenure and job satisfaction

**Linear Regression Results**  
**The REG Procedure**  
**Model: Linear\_Regression\_Model**  
**Dependent Variable: Average JS**

Number of Observations Read	150
Number of Observations Used	150

Analysis of Variance					
Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	1	1.12289	1.12289	2.32	<b>0.1295</b>
Error	148	71.50826	<b>0.48316</b>		
Corrected Total	149	72.63115			

Root MSE	<b>0.69510</b>	R-Square	<b>0.0155</b>
Dependent Mean	2.99667	Adj R-Sq	0.0088
Coeff Var	<b>23.19577</b>		

Parameter Estimates					
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Variable	DF	Parameter Estimate	Standard Error	t Value	Pr >  t
Intercept	1	3.14448	0.11235	27.99	<.0001
Tenure	1	-0.05928	0.03889	-1.52	<b>0.1295</b>

The model P-value is 0.1295;  $0.1295 > 0.05$  hence the model is not significant at all levels of significance. The P-value for the intercept is <.0001; this is significant at all levels of significance. This means that the intercept is significance. The P-value for tenure is 0.1295; this is insignificant at the 0.05 level of significance. Therefore, we fail to reject the  $H_0$  that there is no significant association between tenure and job satisfaction among the municipal employees. The results are surprisingly inconsistent with the findings of other researchers in the past who have found tenure to be a significant predictor of job satisfaction (e.g., Bedeian, Ferris and Kacmar, 1992; Oshagbemi, 2003). Moreover, Okpara (2004) maintains that the longer the time spent in the organisation, the more satisfied the employee will be with their jobs. The MSE=0.48316. The Root MSE=0.69510. The R-Square is very low at 0.0155. Hence it is insignificant. The coefficient variance is (23.19577) 23% which is less than 30% hence we assume that the model fits the data.

#### 6.4.4 Intrinsic motivation, extrinsic motivation, gender, age, education, tenure and job satisfaction

The multiple linear regression is appropriate for this research as it is an extension of the simple linear regression; however, the multiple linear regression is suitable for examining a linear relation between a dependent variable and more than one independent variable as is the case in this study. Job satisfaction is the dependent variable while the independent variables include intrinsic motivation, extrinsic motivation, gender, age, education and tenure. Based on this, the multiple linear regression analysis (Table 8) is testing the relationship between all the variables (Intrinsic motivation, extrinsic motivation, gender, age, education and tenure) and job satisfaction among employees of the municipality. Below are the null and alternative hypotheses:

$$H_0: \beta_i = 0$$

$$H_1: \beta_i \neq 0$$

$$\alpha = 0.05$$

**Table 8:** Multiple linear regression analysis with all the variables (Intrinsic motivation, extrinsic motivation, gender, age, education, tenure and job satisfaction)

**Linear Regression Results**  
**The REG Procedure**  
**Model: Linear\_Regression\_Model**  
**Dependent Variable: Average JS**

Number of Observations Read	150
Number of Observations Used	150

Analysis of Variance					
Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	6	16.68698	2.78116	7.11	<.0001
Error	143	55.94416	<b>0.39122</b>		
Corrected Total	149	72.63115			

Root MSE	<b>0.62547</b>	R-Square	<b>0.2297</b>
Dependent Mean	2.99667	Adj R-Sq	0.1974
Coeff Var	<b>20.87233</b>		

Parameter Estimates					
Variable	DF	Parameter Estimate	Standard Error	t Value	Pr >  t
Intercept	1	1.17642	0.42203	2.79	<b>0.0060</b>
Average IM	1	0.34870	0.09372	3.72	<b>0.0003</b>

Average EM	1	0.17514	0.07296	2.40	<b>0.0177</b>
Gender	1	-0.04707	0.10426	-0.45	0.6523
Age	1	0.11854	0.05105	2.32	<b>0.0216</b>
Education	1	-0.05667	0.05032	-1.13	0.2620
Tenure	1	-0.14057	0.04414	-3.18	<b>0.0018</b>

The P-value for the model test is <0.0001, this is lower than the significance level ( $\alpha$ ) of 0.05. This means that the model is significant and a good fit for the data. The P-value for the intercept is 0.0060; this is significant at all levels of significance. This means that the intercept is significant. The P-value for the intrinsic motivation variable is 0.0003; this is significant at the 0.05 significance level. It is also significant at both the 0.1 and 0.01 levels of significance. The P-value for the extrinsic motivation variable is 0.0177; this is significant at both the 0.05 and 0.1 levels of significance. However, it is not significant at the 1% significance level. For this research, we use the 5% level of significance hence it is significant. The P-value for age is 0.0216; this is significant at the 0.05 significance level and also the 0.1 level of significance. However, it is insignificant at the 1% level of significance. The P-value for tenure is 0.0018; this is significant at all levels of significance. Looking at the above, intrinsic motivation, extrinsic motivation, age and tenure are all significant at the 0.05 level of significance. This means that these variables are significantly related to job satisfaction among employees of the municipality. In contrast, gender (P-value= 0.6523) and education (P-value= 0.2620) are not significantly related to job satisfaction as their P-values are insignificant at the 0.05 level of significance and also at both the 1% and 10% levels of significance. The MSE=0.39122. The Root MSE=0.62547. R-Square is very low (0.2297) 22%. Hence it is insignificant. This indicates that the model has a low explanatory power. The coefficient variance is (20.87233) 21% which is less than 30% hence we assume that the model fits the data.

**Table 9:** The results of hypothesis testing

Null hypothesis	Results
1. There is no significant association between intrinsic motivation and job satisfaction among employees of the municipality	Null Hypothesis Rejected Alternative Hypothesis Accepted
2. There is no significant association between extrinsic motivation and job satisfaction among employees of the municipality.	Null Hypothesis Rejected Alternative Hypothesis Accepted

The testing of the two main hypotheses was found to support the alternative hypotheses, and significant relationships were discovered between the two main independent variables (intrinsic and extrinsic motivation) and the dependent variable (job satisfaction).

## 7. Discussion and Conclusion

The main objective of our study was to determine whether or not motivation has an impact on job satisfaction among employees in one of the municipalities in the economic hub of South Africa. The research looked at the two main constructs of motivation (intrinsic and extrinsic motivation) in relation to job satisfaction of employees at the municipality. The research was further aimed at determining the relationships that exist between certain biographical characteristics (gender, age, education and tenure) and job satisfaction among the municipality employees.

The first level of finding was that intrinsic motivation is significantly related to job satisfaction among employees of the municipality. This is to suggest that motivation factors that are internal to the job such as achievement, recognition, responsibility, nature of the work and personal growth and advancement are significantly associated with job satisfaction of the municipal employees. We further established that extrinsic motivation is significantly related to job satisfaction among the municipal employees. Such external factors include salary, job security, working conditions, supervision, interpersonal relations and company policy and administration.

Given the liberality of the South African Constitution which firmly upholds the principles of equality and non-discrimination on the basis of race, gender, religious and sexual orientation, it is not surprising to find in this research that gender has no effect on employees' job satisfaction at the municipality. It would have been surprising though if we had found otherwise. Our finding thus supports similar findings by Oshagbemi (2000), Rast and Tourani (2012). Furthermore, we found that age and tenure (as independent variables) does not show significant association with job satisfaction among the municipality employees. These were established using simple linear regression analyses. However, in a multiple linear regression, age and tenure both predict significant association with job satisfaction among the municipal



employees when regressed against intrinsic and extrinsic motivational variables. Lastly, we failed to find significant association between education level of individual employees at the municipal council and the level at which they are satisfied with their jobs. One would have assumed that employees with higher level of education would experience better job satisfaction than their colleagues with lower levels of education. The possible explanation for our finding, perhaps could be that each position within the organisation comes with different challenges, and as such, the job satisfaction level between higher and lower level employees could have been leveraged by these peculiar job circumstances.

Having achieved the objectives of this study through the analyses and above discussion, it is important to conclude that the municipality investigated has the potential human resource capability that is needed in transforming the designated city into a world-class socio-economic and commercial destination. It is however essential for the managers of the municipality to develop an appropriate strategic employee motivation, job satisfaction and retention programme in order to enhance its present perception as a leading destination of world's economic focus centre among emerging economies.

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