

**UNIVERSITY OF KWAZULU-NATAL**

**FACTORS INFLUENCING JOB SATISFACTION AT TOYOTA SA  
MOTORS**

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## DECLARATION

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## **Abstract**

The South African Motor industry is evolving through challenging times, placing tremendous pressure on Toyota SA Motors (TSAM) to remain efficient. The organisation has identified human capital as one of its most valuable resources contributing to the achievement of this goal. It is therefore imperative that the organisation retain staff members through focusing on the influences of job satisfaction, an important aspect affecting staff retention at TSAM.

The objective of the study was to examine the factors influencing job satisfaction at TSAM with the aim of determining if new age job benefits influence job satisfaction, the impact of new age benefits on the business, if job satisfaction would result in staff retention and to provide recommendations to TSAM on how to stimulate job satisfaction levels in order to increase staff retention. This was to be achieved through the breakdown and analysis of the relevant components of job satisfaction, along with theory comparison and the aid of quantitative research.

The objective was achieved by sampling 235 employees of TSAM. A response rate of 66% was achieved using an online questionnaire to collect data. The data analysis process was completed using the Statistical Package for the Social Sciences (SPSS). Overall, new age benefits were found to have a positive influence on job satisfaction with the highest preferences being flexitime, flexible workspace, a free canteen and a gym facility. The other new age benefits proved to be less popular amongst respondents. A large percentage of respondents believed that TSAM should revise the benefits offered and that the company has the capacity to do so. It was found that the majority of respondents would accept a job offer elsewhere if benefits were good and remuneration was less than expected. Employees believed that new age benefits would have a positive impact on the business as job satisfaction results in staff retention within Toyota SA Motors and that staff turnover is a criteria to judge the company by.

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# CHAPTER ONE

## INTRODUCTION

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### 1.1 Introduction

The contemporary business environment is constantly changing which has placed added pressure on organisations to remain competitive within the market place. Political, Environmental, Social, Technological and Legal factors have become everyday forces that organisations strive to deal with, which reinforces the need for capable and reliable human capital to lead the organisation in the right direction.

Robbins (2003) emphasizes the importance of Job Satisfaction by stating 'Most individuals spend a large portion of their lives at work, so an understanding of factors involved in job satisfaction is relevant to improving the well being of a large number of individuals'. As research results have proven, improving Job Satisfaction levels within Toyota S.A. Motors (TSAM) would have positive benefits for the organisational with a higher rate of staff retention.

In order for TSAM to remain competitive, it is vital that key staff members are retained in the business. Therefore the topic chosen for this dissertation aimed to look at factors influencing Job satisfaction at TSAM.

This Chapter aimed to give an overview of the topic chosen and the motivation behind the study. Focus areas of the study have been highlighted to provide a better understanding of the dimensions of what was to be achieved. The problem statement introduced was to identify the problem this study has solved as well as research questions being posed to provide key areas for research that have been addressed. The objectives have clearly defined the aim of the study and limitations have been identified in this Chapter.

## **1.2 Motivation for the Study**

TSAM has placed high importance on human resources within the business and has regarded employees as a contributing factor toward the achievements of the organisation. TSAM has therefore tried to ensure the well being of staff members in order to retain skills and knowledge to ensure sustainability and to continue the businesses achievements. TSAM has continuously looked for answers as to why certain staff members are loyal to the business and attain long service awards, however, there remains an element of staff turnover. The completion of this study will provide the business with valuable knowledge on the influences of job satisfaction, the effect on the business as well as the influences of staff retention. The results from this study would provide TSAM with information on areas to improve which would thereby improve the working environment and decrease the rate of turnover.

Staff members would benefit directly from this study if TSAM were to focus on job satisfaction as well as employee concerns and perceptions. This study will benefit the Human Resource department through identifying areas of concern relating to job satisfaction through suggestions and recommendations based on the proven research which would add value at TSAM. Finally the senior management of TSAM would be enlightened on the key areas of concern which would be used as valuable information for future decision making.

## **1.3 Focus of the Study**

The focus of this study was centred around the concepts of new age benefits, job satisfaction and staff retention at TSAM and to determine if each concept had a relationship with the others.

### **1.3.1 New age benefits**

As TSAM offers benefits as part of employee remuneration packages it has become beneficial for TSAM to include useful benefits for employees. New age benefits such as a free canteen, gym facility, day care and salon service at the workplace provide support

for a work-life balance as accessibility to these services is readily available which saves employees time and money. Flexitime and flexible work space allow for employee flexibility at work which has proven to be an influencing factor of job satisfaction. New age benefits are therefore beneficial for TSAM in satisfying and retaining human resources as well as to employees as time and money are saved.

### **1.3.2 Job satisfaction**

TSAM has become increasingly interested in the welfare of employees as according to Crow and Hartman (1995), employees who experience job satisfaction are more productive and beneficial to an organisation than those who are not satisfied. By determining and implementing the influencing factors of job satisfaction at TSAM, the organisation will be able to monitor and stimulate job satisfaction levels and market the influencing factors to future talent for the good of TSAM.

### **1.3.3 Staff retention**

High staff turnover levels are concerning for any organisation as this results in work disruption and has implications on staff morale and organisational culture. According to Becker (1992), employees who are not satisfied with their job are likely to leave the organisation. TSAM has therefore focused on retaining experienced and hard working employees as well as attracting skilled and knowledgeable potential employees.

## **1.4 Problem Statement**

The business environment has constantly changed due to pressure from both the external and internal environment. As a result, TSAM has been faced with the challenge of retaining staff members. Job satisfaction has been identified as the contributing element which has a direct impact on Retaining staff.

## **1.5 Research Question**

Would the implementation of new age benefits result in job satisfaction and staff retention at Toyota SA Motors?

## **1.6 Objectives**

The objectives of this study are to determine:

- 1.6.1 If new age job benefits influence job satisfaction at TSAM.
- 1.6.2 The impact of new age benefits on business.
- 1.6.3 If job satisfaction results in staff retention at TSAM and to,
- 1.6.4 Provide recommendations to Toyota on how to stimulate job satisfaction levels amongst employees in order to increase staff retention.

The objectives of this study were met and the research question answered through the administration of a specifically structured research questionnaire. An electronic survey method was used to collect the primary data used in research analysis. The survey was conducted by means of self-completion utilising QuestionPro, an online survey software, as a research tool. The questionnaire consisted of 15 open and closed questions which collected data from the sample. The sample was drawn from the TSAM population and the questionnaire was sent via e-mail to the individuals who then completed the questionnaire via an attached link. The data analysis process was completed using the Statistical Package for the Social Sciences (SPSS) and the information was displayed in the form of graphs and tables.

## **1.7 Limitations of the Study**

The limitations of this study were the respondent's limited access to the internet, TSAM's network response, the limited scope of the study and the availability of literature around new age benefits. Each limitation has been discussed in Chapter 6 of this study.



## **1.8 Summary**

The South African motor industry is evolving through challenging periods which has had an effect on job satisfaction and staff retention amongst the employees at TSAM. In order for TSAM to retain skilled and experienced employees, these employees need to be satisfied with their work functions. Chapter one explained the motivation for this study as well as the focus of this study. The objectives were listed and limitations introduced to provide further understanding. To understand the factors influencing job satisfaction a literature review and quantitative research, presented in the following chapters, is needed to be able to analyse the implications and make recommendations to TSAM.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

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#### **2.1 Introduction**

In this chapter relevant literature relating to TSAM and the motor industry, as well as job satisfaction and influencing factors will be reviewed. The first section of the review will be related to the organisation followed by job satisfaction and the concept of new age benefits.

#### **2.2 A brief background to the South African motor industry**

The National Association of Automobile Manufacturers of South Africa (NAAMSA) is the leading authority and information provider for the South African Motor industry (NAAMSA, 2010). The South African motor industry has experienced volatile growth and decline over the past decade which has presented great challenges in every sector of the motor industry, for example, during declining periods, organisations have been faced with unstable profitability and questionable sustainability (NAAMSA, 2010). According to NAAMSA (2009), in 2009 the motor industry annual sales level was the lowest since 2003 and underlined the disproportionately severe impact of the three and a half year recession, compounded by the shock to the South African economy of the global financial and economic crisis'. NAAMSA (2009) stated that the turbulence in the industry resulted in the restructuring of operations, a shortened production week and the loss of employment for hundreds of South Africans.

Following the recession in domestic sales from 2006 through to 2009, the Motor industry in South Africa moved into sustainable recovery (NAAMSA, 2010). NAAMSA (2010) supports the view that vehicle sales will improve during 2010 due to the expected economic growth and the Soccer World Cup being hosted by South Africa which will increase the demand for rental vehicles used by tourists during this period. According to Rao (2009) the motor industry is in recovery, however the recession has left implications for motor manufacturers whereby employees are concerned about the

stability of employment. During recessions, organisations look at measures such as laying off employees to reduce costs which have an impact on staff motivation and job satisfaction levels.

### **2.3 Toyota SA Motors**

According to the Toyota Motor Corporation global website ([www.Toyota.com](http://www.Toyota.com), 2010), TSAM is a wholly owned subsidiary of Toyota South Africa Pty (Ltd), with Toyota Motor Corporation Japan being the major shareholder. TSAM has been operating in the South African motor industry since June 1962 and as at December 2009, employed over 5000 employees (Toyota Motor Corporation, 2010). TSAM as an organisation is governed by guiding principles known as 'The Toyota Way 2001' which is an ideal, standard and a guiding beacon for the individuals employed by Toyota (The Toyota Way, 2001). The Toyota Way, 2001 believes that respect for people is a guiding principle which supports the view that people are to be respected and that the success of the organisation is created by individual efforts and good teamwork.

The idea that employees are valuable resources can be supported by the work of Jones and George (2008) who argued that human resources are one of the most important resources in a business as they are involved with the production and distribution of goods and services which influences the growth of competitive advantage. Bryant-Kutcher, Jones and Widener (2008) supported this view as they believed that Markets value strategic human capital that has the capability to create efficiencies in the organisation. More specifically, Grobler, Warner, Carrell, Elbert and Hatfield (2007) were of the opinion that successful organisations have people in the right place at the right time with the right skills and attitudes, however the authors believe that it is not good enough to state employees are the greatest assets as these assets must be managed and treated accordingly if they are to contribute to business sustainability.

## **2.4 Job Satisfaction**

One of the biggest challenges facing South Africa is employee productivity as this affects companies severely as time, resources and money are wasted (Grobler et al, 2007). According to O’Leary, Wharton and Quinlan (2009) job satisfaction is an influence of the productivity of employees and job performance and employee health is positively related to job satisfaction.

### **2.4.1 Job Satisfaction defined**

Job Satisfaction can be defined as a pleasurable positive emotional state resulting from the appraisal of one’s job or job experience (Luthans, 2002). Job satisfaction can be seen as a perception of an employee of how well the job provides those things that are seen as rewarding. Noe, Hollenbeck, Gerhart and Wright (2008, pp. 461) share the same view in that they define job satisfaction as ‘a pleasurable feeling that results from the perception that one’s job fulfils or allows for the fulfilment of one’s important job values’. Kreitner and Kinicki (2008, pp. 170) agree that job satisfaction is ‘an affective or emotional response toward various aspects of one’s job’, however, they expand on the definition and argue that job satisfaction is not a ‘unitary concept’, individuals can be satisfied with one area of the job and dissatisfied with another. Job satisfaction therefore represents an overall attitude and feeling about particular aspects of an employee’s job as Davis and Newstrom (1985) stated that job satisfaction should consider factors of job content, or nature of the task, and context, or the task environment. For the purpose of this study, the above definitions have been adopted as they are applicable in a South African context but more focus will be placed on the working environment and employee perceptions of job benefits as influencing factors of job satisfaction.

### **2.4.2 Job satisfaction elements**

Noe et al (2008) believe that job satisfaction has three important elements. The first being that job satisfaction is a ‘function of values’ where employees link job satisfaction with what they consciously or unconsciously want to obtain (Noe et al, 2008). The authors explain that employee satisfaction levels are dependent on what the employee

values, whether it relates to work itself, remuneration or the working environment. The second relates to the concept of subjectivity which emphasises that employees have different views on what elements are important while thirdly, perception leads to employees viewing the same situation differently (Noe et al, 2008). Pors and Johannes (2002) shared a similar view as they believed that job satisfaction is relative to an employee's underlying personality structure and social behaviour which must be recognised.

### **2.4.3 Job satisfaction causes**

Kreitner and Kinicki, (2008, pp. 170) were of the opinion that there are five areas of job satisfaction which focus on different causes such as 'need fulfilment, discrepancy, value attainment, equity, and dispositional/genetic components'. For the purpose of this study, need fulfilment and discrepancies are most relevant as the focus is centred on the role of job benefits as an influencing factor. Kreitner and Kinicki (2008) explained that job satisfaction is influenced by characteristics of the job in allowing employees to fulfil needs and that unmet needs affect satisfaction as well as turnover. Employee needs may be for example, accommodating family needs or day to day needs such as accessing a bank, salon or laundry service (Kreitner and Kinicki, 2008). In relation to discrepancy, the authors show that satisfaction results from met expectations, which has been described as the difference between what an employee expects to receive, such as pay and benefits, and what the employee actually receives (Kreitner and Kinicki, 2008). A greater understanding can be gained from literature on the theories of job satisfaction which will be discussed in the following section.

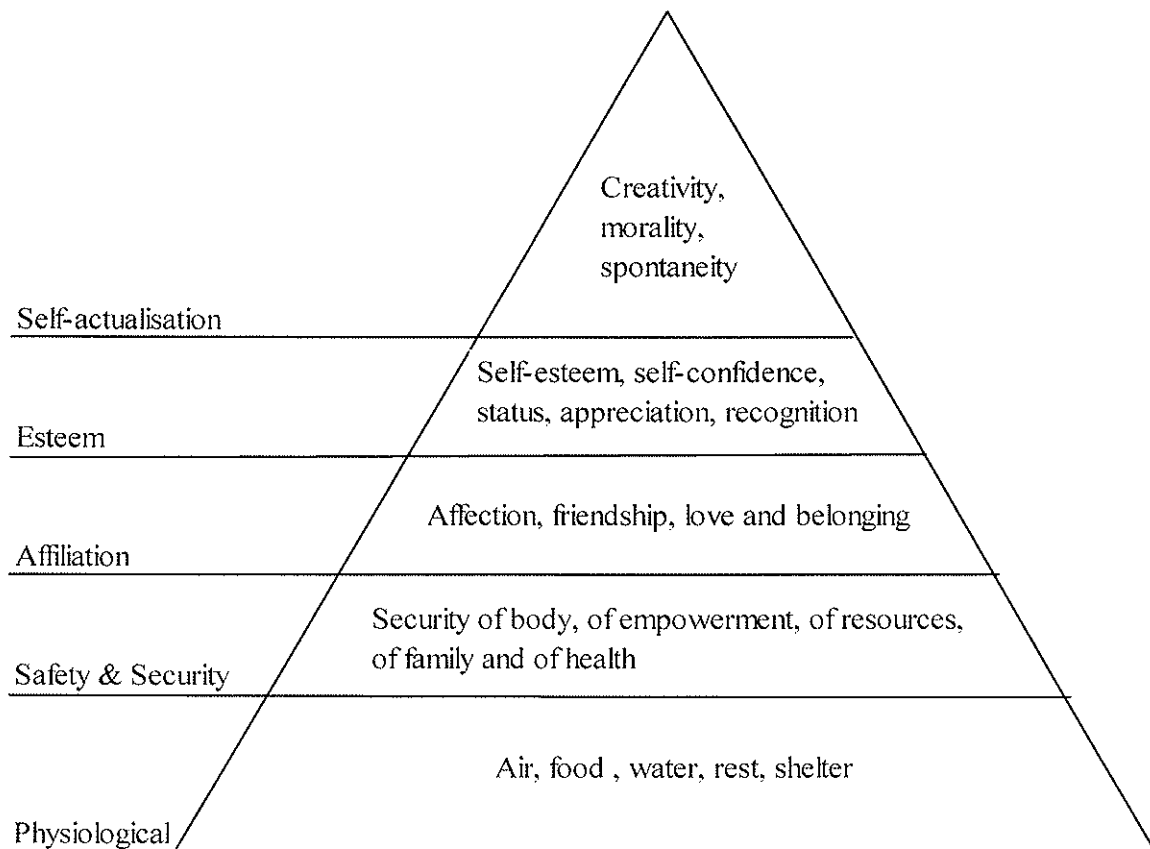
### **2.4.4 Theories of Job Satisfaction**

There are various theories of Job Satisfaction but for the purpose of this study the following theories have been selected: Abraham Maslow's Hierarchy of Needs Theory and Fredrick Herzberg's two factor Motivation Theory.

#### **2.4.4.1 Maslow's Hierarchy of Needs**

Abraham Maslow (1943) was of the view that motivation is influenced by the satisfaction of key human needs. Maslow ranked human needs in a hierarchy from the

lowest level of basic needs to the highest level of more sophisticated needs. The outcomes that individuals seek can be grouped into 5 main categories from lowest to highest:



**Figure 2.1 Maslow's Hierarchy of Needs**

Source: Misselhorn, 2005 & O'Bryan and Pick, 1995

- Physiological needs – the basic requirements for survival including air, food, water, rest and shelter.
  - Safety and security needs – protection from external threat against bodily danger and psychological threat.
  - Affiliation needs – the need for affection, friendship, love and belonging.
  - Esteem needs – a desire for respect, self-confidence, status, appreciation and recognition from others.
  - Self-Actualisation needs – the need to develop ones full potential and creativity.
- (Misselhorn, 2005 & O'Bryan and Pick, 1995).

Maslow arranged human needs in a hierarchy of importance over five levels which can be used as a useful framework for understanding needs and expectations of human beings, from which motivation and job satisfaction can be understood (Misselhorn, 2005). O'Brian and Pick, 1995 explained that individuals give precedence to the lowest level of needs first and once these needs are satisfied, the next level becomes dominant. The authors argue that organisational managers who are unaware of this theory complain that staff members are not satisfied with the good pay, pleasant office surrounding, or even good benefit packages the staff receive. This is due to partial satisfaction of the need levels, so in order to attain motivation and increased satisfaction, managers must implement ways to satisfy the higher level needs, such as self-actualisation through training and development (O'Brian and Pick, 1995).

New age job benefits falls into the lower level categories of Maslow's hierarchy. Although fulfilment on these levels will cause satisfaction, as previously discussed, organisations must continue to recognise individual differences and then proceed to address the higher level needs to attain an increased level of job satisfaction.

#### **2.4.4.2 Fredrick Herzberg's two factor Motivation Theory.**

Herzberg, Mausner and Snyderman formulated a motivation theory in 1959 which has contributed towards the study of job satisfaction. Herzberg built on Maslow's theory and developed what is also known as Two-Factor theory. The basis for this study is that satisfaction and dissatisfaction represent two separate dimensions rather than two opposite ends of the scale (Francesco and Gold, 2005). Herzberg aimed to discover which factors caused employee satisfaction and which factors caused dissatisfaction. Those factors that caused dissatisfaction are termed hygiene or maintenance factors while factors which caused satisfaction are know as motivation factors. Hygiene / maintenance factors are closely related to the working environment, such as: equipment, interpersonal relationships with colleagues, superiors and subordinates, organisational policy, remuneration, status, supervision, working conditions and work security. Motivation factors are closely related to the nature and content of the work done, such as: achievement, feedback, opportunity for advancement, progress of growth,

recognition for achievement, responsibility and the job itself (Herzberg et al, 1959 and Kreitner and Kinicki, 2003).

Herzberg et al (1959) argued that hygiene or maintenance factors do not result in job satisfaction rather the absence of the factors results in job dissatisfaction. Motivation factors however represent factors that directly motivate employees but motivation factors are not in line with the focus of this study. As the influence of new age benefits on job satisfaction is a focus area, hygiene or maintenance factors, or the lack thereof, are more relevant and will play an important role in the understanding of the data.

Other job satisfaction theories include Locke's value based theory of satisfaction and Smith's facets of job satisfaction with Models such as Lawler's facet model and the Minnesota model. These theories and models however have not been discussed due to the relevance to the purpose of this study. Although the theories discussed have made a valuable contribution to literature, Pors and Johannsen (2002) believe that theories become outdated as differences have emerged between theory formulated in the 1950's and contemporary working conditions. This has become evident as organisations are continually looking for innovative ways to satisfy and retain employees but what is of concern is that there is little literature on updated job satisfaction theory (Tikkanen, 2009).

#### **2.4.5 Outcomes of Job Satisfaction**

Organisations need to be aware of the outcomes of job satisfaction and the benefits that can be derived for both the organisation and the employees. Once awareness is raised on the added advantages of satisfied employees, action can be taken to improve employee satisfaction levels and the organisation can evaluate if initiating the changes were successful or not. In examining the outcomes of Job Satisfaction it is important to breakdown the analysis into the various subsections, for example: absenteeism, turnover, performance and age (Herrera and Lim, 2003).



#### **2.4.5.1 Absenteeism**

Muir (1994) studied absenteeism and found that there is a positive relationship between absenteeism and job satisfaction as employees who are dissatisfied with their job tend to be absent more frequently. Further to this, he found that female absenteeism had risen at a faster pace compared to male absenteeism and that on average, 21 million working days are lost yearly due to absenteeism.

#### **2.4.5.2 Turnover**

Becker (1992) derived from previous studies that work commitment and intent to stay with the organisation is positively associated with job satisfaction. Chen (2001) explained job satisfaction from a different view point that if an employee is loyal to an organisation, the employee will use loyalty to develop associating job attitudes such as job satisfaction and intention to stay.

#### **2.4.5.3 Performance**

Crow and Hartman (1995) believed there is a positive relationship between performance and job satisfaction in that if dissatisfaction is reduced, employee performance will increase. However, Crossman and Abou-Zaki (2003) argued that the relationship between performance and job satisfaction is debatable and that it is incorrect to assume 'that higher job satisfaction levels lead to higher performance, or that high achievers are satisfied with their jobs'.

#### **2.4.5.4 Age**

Rhodes (1983) suggested that a positive relationship between age and job satisfaction exists up to the age of 60 years and that organisation initiatives will only partially influence job satisfaction due to the age distribution of employees. Clark, Oswald and Warr (1996) supported this view but believe job satisfaction is U-shaped. Furthermore, they stated that younger employees had higher satisfaction levels due to the novelty of employment but this decreases with the rise of boredom, however, satisfaction rises again when the employee becomes accustomed to the job in later years.

## **2.5 Remuneration**

As the study is focused on the role of benefits as an influencing factor of job satisfaction, it is vital to understand the components of remuneration packages. Reward management involves both financial and non-financial rewards and is defined by Armstrong and Murlis (2000) as the 'development, implementation, maintenance, communication and evaluation of reward processes'. Armstrong and Murlis (2000) were of the opinion that the underlying principal is that employees are stakeholders in the company and that employee needs and views must be addressed and respected. From an organisations perspective, Valdez and Kleiner (1999) argued that employers are creating new remuneration packages that include salary, benefits and incentives as a way of containing costs and that employees can expect increasing benefits and incentives in one's compensation packages. During tough economic cycles, as the motor industry has experienced, the restructuring of remuneration packages is beneficial for organisations such as TSAM as containing costs would be a priority to ensure business continuity.

Financial rewards are referred to by Armstrong and Murlis (2000) as base or variable pay and are important in attracting and retaining employees but are affected by both the internal and external markets. Willems, Janvier and Henderickx (2006) suggested that the focus is being shifted from financial rewards to 'new pay' systems which link remuneration packages to the company strategy and which include elements such as flexibility and individualisation. Burke and Hsieh (2006) believed that a company's cash flow and cost of capital varies due to the structure of remuneration packages and the inclusion of benefits and incentives, which enhance a company's financial performance.

For this study, non-financial rewards include benefits and incentives as stated by Armstrong and Murlis (2000), non-financial rewards focus on the needs of people which therefore contribute to motivation, commitment and satisfaction. Valdez and Kleiner (1999) believed that effective organisations should look at offering packages that give employees maximum benefit where the employee can design the benefit package that is right for them while the company minimises costs.

### **2.5.1 Employee benefits**

Employee benefits are defined by Armstrong and Murlis (2000) as 'elements of remuneration given in addition to the various forms of cash pay'. Furthermore, they explain that benefits provide a quantifiable value for employees which may be over a long term, such as a pension scheme or may provide an immediate benefit, such as a company car. Noe et al (2008) believe that both cost and behavioural objectives are important when considering benefit schemes. The cost of benefits average 27 percent of an employee's remuneration package and companies must include benefit costs when controlling labour costs (Noe et al 2008). In relation to behavioural objectives, Noe et al (2008) argued that benefits influenced the decision of a potential new employee to join the company, how long they stay, when they retire as well as how they perform. Armstrong and Murlis (2000) argued that the effect benefits had on employee motivation is questionable, however, benefits contribute to a more favourable attitude toward the company which leads to increased commitment and higher performance.

### **2.5.2 New age benefits**

This section of the study aims to differentiate between standard benefits offered by organisations and the proposed new age benefits that global organisations are considering. New age benefits include the introduction of flexi-time, free canteen services, flexible work space, entertainment lunch areas, a gym facility, salon services, day care services and shuttlebus transportation to and from work. The evaluation of employee perceptions of new age benefits must be proven to establish if positive outcomes will result from new age benefits implementation. Standard benefits that companies offer include pension funds for retirement, leave pay, family friendly policies, medical cover and financial assistance which has evolved and developed from 1929 when benefits were minimal (Noe, et al, 2008). Armstrong and Murlis (2000) argue that employees do not work for money alone, and stress the importance of intangible benefits such as lunch vouchers, good working conditions, balancing work and life responsibilities and flexibility. The authors continue to state that benefit packages should be reviewed periodically to assess the impact, effectiveness and attraction to employees. Noe et al (2008) further this point as they believe that

companies who review and update benefit packages, provide unique benefits to differentiate themselves from competing companies in the eyes of potential employees.

Jones and George (2008) recognise the Google organisation as innovative in terms of the work environment and benefits offered to employees as they stated that Google's explosive growth was due to the culture of innovation. Google's most important strength is to recruit effective employees and then encourage them to perform to high standards by providing exceptional benefits such as 'state-of the art' recreational facilities, cafés and flexible work spaces (Jones and George, 2008). Another benefit given to the engineering staff at Google includes one day per week to work on personal projects which encourages flexibility, experimentation and risk taking and often, new products and services emerge that benefit the company such as 'Google News' (Jones and George, 2008).

## **2.6 Staff Retention**

Retention of talented employees can be a source of advantage for an organisation; however there are many challenges in attempting to retain these employees (Singler, 2004). Job satisfaction is an option in retaining talented employees where positive working conditions influence employees to stay with their current employers instead of looking elsewhere. Pors and Johannsen (2002) found the results of a new job satisfaction survey done by Deloitte and Touche in 2001 to reveal that up to 25 percent of employees left their jobs within 3 years of joining due to dissatisfaction. Managers may also be able to influence staff retention by giving employees stimulating and meaningful assignments where decision making is necessary. From an employee perspective, Hasin and Omar (2007) were of the opinion that job satisfaction is significantly related to the intention of an employee to leave the job in that the higher the satisfaction level the lower the intention to leave. Beulen (2009) explained in greater depth that staff retention is directly affected by remuneration as well as other aspects such as well-equipped work locations, flexible working hours and work life balance. Another key concern for organisations to consider is that productive employees may leave an organisation because they become dissatisfied, under-remunerated or

unmotivated. Negative employee behaviour will have an effect on the organisation as employees may demand higher wages, not comply with organisation practice, interact poorly with their co-workers or not comply with management direction (Coff, 2005).

Evans (2003) argues from an employer's perspective that a loyal productive workforce influenced by positive job satisfaction levels reduces staff turnover. If turnover levels are too high, the companies' bottom line is affected as the employer must pay for the recruitment, training and development of a new employee as well as suffer the loss of losing skills and experience to a competitor (Evans, 2003). However, Beulen (2009) argues from a different perspective and states that staff turnover should not only be viewed in a negative light as regular changes allow for people and positions to become available which ensures a good fit between employee qualifications and the job requirements.

## **2.7 Summary**

This chapter has provided a brief background to the South African motor industry and introduced TSAM, a leading motor manufacturer, and the concern surrounding job satisfaction within the organisation. The literature then addressed the elements, causes, theories and outcomes of job satisfaction and gave an understanding to the role of remuneration and benefits with the consideration of new age benefits as an influencing factor. A review of literature on staff retention followed which reiterated the importance of job satisfaction. Based on the foregoing, it has become evident that job benefits play an influencing role in job satisfaction amongst employees and that new age job benefits must be considered in human resource strategies as a means of retaining valued employees. The next chapter will discuss the research methodology proposed for this study.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

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#### **3.1 Introduction**

Business research does not exist in isolation; it is influenced by management and business as well as the intellectual traditions of the social sciences, such as the need for research arises from a pressing organisational problem or opportunity (Bryman and Bell, 2007). Aamratunga, Baldry, Sarshar and Newton (2002) believe that research is a systematic and methodical process of enquiry and investigation to increase knowledge.

This Chapter describes the nature and objectives of the study, the research methodology employed and the construction of the questionnaire. Quantitative and qualitative research methods are discussed as well as the reason for choosing the statistical technique. The chapter further describes how reliability and accuracy were achieved throughout the research process.

#### **3.2 Aim of the study**

The motor industry is evolving through challenging times which places tremendous pressure on organisations to remain competitive. This instability, along with market dynamics results in organisations being faced with the problem of high staff turnover which affects the efficiency of business operations. As human capital has been identified as one of businesses most valuable assets, it is imperative for organisations to focus on job satisfaction and staff retention. Therefore, the aim of the study is to investigate factors influencing job satisfaction at Toyota SA Motors.

### **3.2.1 Objectives**

The objectives of this study are to determine:

1. If new age job benefits influence job satisfaction at Toyota
2. the impact of new age benefits on business
3. If job satisfaction results in staff retention at Toyota and to,
4. Provide recommendations to Toyota on how to stimulate job satisfaction levels amongst employees in order to increase staff retention

### **3.3 Sampling**

There are two general sample types, namely non-probability and probability sampling. Non-probability samples result where no controls have been placed on the sample selection process which means the sample may not be representative of the population and that the researcher is unable to generalise the results of the sample to the population (Page and Meyer, 2000). Probability sampling results from controls being exercised where samples can be generalised to the population with a degree of confidence which is more applicable to this study as being able to generalise findings is more helpful than generating ideas (Page and Meyer, 2000). Simple random sampling is a type of probability sampling where a sample is selected by chance from a sampling frame where each member has an equal chance of being represented in the sample (Bryman and Bell, 2007). The sample used for this study was created by randomly selecting a number of respondents off departmental communication distribution lists where only employee numbers were shown. Simple random sampling was used to ensure that each employee had an equal probability of inclusion in the sample.

#### **3.3.1 The Research population and Sample**

For the purpose of this study, the research was specific to employees of TSAM over the age of 25 years. Permission to conduct the research within the organisation was obtained from the Human Resources department of TSAM. E-mails were sent to 357 employees from all departments within TSAM to avoid selection based on subjective criteria. The e-mail was sent to employees representing different demographics,

education levels and job levels in order to obtain a sample representative of the total population. The aim was to ensure that the target population represented a diversity of race groups, including Black, White, Indian, Coloured as well as Japanese employees of TSAM. A total of 235 responses were received, which represents a response rate of 66%. According to The Research Advisors (2006), a sample size of 357 should be used for a population of 5000 at a confidence level of 95% and a 5.0% margin of error.

The quality of a survey is dependent on the response rates during data collection as higher response rates improve the probability that sample results represent the population (Lohmann and Schmucher, 2008). In order to ensure a high response rate, follow-ups were conducted to remind employees to complete the questionnaire. A four week allowance during April and May 2010 was made for the respondents to complete the questionnaires. Bryman and Bell (2007) argue that sample size is affected by time and cost and that the researcher is not able to specify in advance a desired level of precision.

### **3.4 Research methods**

#### **3.4.1 Qualitative and quantitative research methods**

There are differences between qualitative and quantitative research which are important to understand before choosing an approach to a study. Easterby-Smith, Thorpe and Lowe (1991) believed that quantitative research examined data which are number based while qualitative research examined data which are narrative. What has become apparent in this view is that qualitative research adopts an inductive process as apposed to quantitative research which adopts a deductive process. This way of thinking is supported by the work of Hyde (2000) who explains that the inductive process is based on theory building, for example, the process will start with observations and aim to establish generalisations about what is under investigation. Hyde (2000) continues to state that the deductive process is theory testing, for example, the process will start with a recognised theory with the aim to discover if the theory is applicable to the investigation. Qualitative research aims to identify underlying relationships and requires the researcher to approach the study with an open mind to the possibilities and



perspectives of the research material, in order to provide conclusions for the particular research case (Frankfort-Nachmias and Nachmias, 1996). Qualitative research methods include in-depth interviews, observations or case studies which attempt to answer 'why' or 'how' questions of the process before the 'real' quantitative research is undertaken (Hyde, 2000).

Quantitative research aims to describe general characteristics of a population and will ignore particular details of the study as the method will draw a large representative sample of the population to attain a generalisation of the whole population (Hyde, 2000). Quantitative research methods include the questionnaire where the aim is focused at answering the 'what' questions of the research (Page and Meyer, 2000).

Although Blumberg, Cooper and Schindler (2005) stated that there are no general guidelines available to indicate whether a qualitative or quantitative research approach is more appropriate, the research problem, objectives and the information that one wants to obtain should be taken into account when choosing an approach.

### **3.4.2 Quantitative research method**

The research method employed for this study is the questionnaire method based on quantitative research. McDaniel and Gates (1998) stated that quantitative research uses mathematical analysis and can reveal statistically significant differences between samples. Although the questionnaire method has limitations, such as low response rates in certain situations, this research tool was chosen due to the following advantages: ease of administration, a cost effective option, unexpected information is minimised as questions are structured and truthful responses are received as identification questions are not asked due to anonymity commitment by the researcher (McDaniel and Gates, 1998; Page and Meyer, 2000 and Bryman and Bell, 2007).

According to Leedy and Ormond 2005, the term survey research is used to refer to descriptive, quantitative research and involves attaining information about individuals or groups of people, such as opinions or attitudes, by asking questions and tabulating

answers. The outcome is therefore to learn about the population by questioning a sample of the population.

### **3.5 The chosen research method**

#### **3.5.1 The questionnaire**

The sections of the Questionnaire were designed as follows:

Section one: Questions 1 to 3:

- Biographical data such as gender, age and race.

Section two: Question 4 to 9

- Job satisfaction and new age job benefits

Section three: Question 10 to 12

- The impact of new age job benefits on business

Section four: Question 13 to 15

- The effect of job satisfaction on staff retention

The aim was to ensure the questionnaire was user friendly and simple for the respondents to understand. The questionnaire included a covering page with a description of the study being conducted by the researcher and an explanation of the purpose of the research. Instructions were given on how to complete the questionnaire as well as an assurance of confidentiality for the respondent.

The Likert scale was used to measure the level of agreement respondents had with each question. A 4-point Likert scale was used rather than a 3-point or 5-point scale to minimise the error of central tendency in order to obtain more specific results. A 3-point or 5-point scale allows respondents to answer questions from a neutral view point which does not provide as much meaningful data as a 4-point scale where data showed either a

positive or negative result (Bryman and Bell, 2007). The scale range was as follows: strongly disagree, disagree, agree and strongly agree.

The questionnaire consisted of four pages of 15 open and closed questions constructed specifically to obtain information relevant to the objectives of the study and questions were concise in order to ensure a good response rate. The majority of the questions were closed questions allowing respondents to choose only one option while the open questions required respondents to choose the options most applicable to the respondent. The respondents answered the questions by placing a tick in the checkbox set up on the questionnaire so data was easily identifiable.

### **3.5.2 Administration of the questionnaire**

The questionnaire as well as an informed consent check box was set up within an electronic survey system which was used to collect primary data for research analysis. The survey was conducted by means of a self-completion questionnaire utilising QuestionPro, an online survey software, as a research tool. The questionnaire was sent via an e-mail to individuals who then gained access to the questionnaire via an attached link. Once respondents completed the questionnaire, their responses were anonymously recorded within QuestionPro. The information was then downloaded into SPSS software package for data analysis.

### **3.5.3 Reliability and validity of the Questionnaire**

Reliability and validity are two important aspects to consider when evaluating an instrument. Welman and Kruger (2001) stated that an instrument is said to have high reliability if it can be trusted to give an accurate and consistent measure of an unchanging value. If a measure is reliable, three prominent factors will be involved:

1. Stability: a measure is stable over time to obtain little variation in results
2. Internal reliability: consistent indicators that make up the scale resulting in respondents scores being relative
3. Inter-observer consistency: consistent judgement of subjective data.

(Bryman and Bell, 2007)

The second important aspect to consider is one of validity which Welman and Kruger (2001) believe refers to whether an indicator devised to measure a concept, really measures that concept. Validity can be established through the following four ways:

1. Face validity: reflection of content in the concept of question
2. Concurrent validity: use of a criterion on which cases differ that is relevant to the concept in question
3. Predictive validity: use of future criterion measures
4. Construct validity: deduction of hypotheses from theory relevant to the concept.

(Bryman and Bell, 2007)

The aspects of reliability and validity are vitally important aspects to consider when conducting research as the crucial question is 'whether or not measures are reliable and valid representations of the concept they are supposed to be tapping' (Bryman and Bell, 2007).

#### **3.5.4 Ethical consideration**

Page and Meyer (2000) believed that the rights of participants must be clearly stated, potentials risks must be identified, confidentiality must be ensured and any conflict of interest should be raised. Therefore, ethical clearance was obtained from the research administration at the University of KwaZulu-Natal and a policy of anonymity was adhered to with reference to employees who took part in the Questionnaire. In addition, further requirements listed below were met:

- Respondents read a covering letter which explained the purpose of the research
- Respondents were made aware that participation was voluntary and that they could exit the questionnaire at any stage
- Respondents accepted, by means of informed consent, that they had read and understood the cover page information
- Only respondents over the age of 25 years participated in the study
- Respondents identities remained anonymous as requested by TSAM Human Resources department

### **3.6 Questionnaire limitations**

As the questionnaire was hosted on QuestionPro, an internet based website, limitations were identified as not all respondents had Internet access which meant that some participants could not complete the questionnaire. Adding to this, the server at TSAM went under maintenance during the data collection period which resulted in further limitations as respondents reported internet connection delays and a long response time.

However, the questionnaire itself was designed to avoid the following pitfalls:

- Questions structured in a way that prompted suggestive responses
- Unspecific questions with no relation to the objectives
- Ambiguous or indirect questions which were difficult to understand
- Complex questions asked in advanced academic language

The researcher performed a pilot test prior to data collection by asking 10 random TSAM employees to complete the questionnaire and give feedback on the structure, questions and respondents understanding of the questionnaire. The questionnaire was also distributed and discussed amongst fellow researchers to identify potential pitfalls. Amendments were made based on the concerns raised before the final questionnaire was administered.

### **3.7 Non-response measures**

To avoid non-response and ensure an acceptable response rate, the research undertook the following measures:

- Communication of the study within the TSAM departments to raise awareness of the distribution of the questionnaire.
- Anonymity was guaranteed to reassure employees that no consequences would result.

- Once the questionnaire had been distributed, reminders were sent on a weekly basis over three weeks, requesting respondents to complete the questionnaire.
- Feedback and results were promised by the researcher to respondents once the study was complete.

### **3.8 Analysis of Data**

Data analysis is required to bring meaning to the data collected in order to answer the research questions and satisfy the research objective. The data analysis process was completed using the Statistical Package for the Social Sciences (SPSS). This program was chosen by the researcher as access to the software was made available by the university as it is the most widely used computer software for the analysis of quantitative data (Bryman and Bell, 2007).

Descriptive frequency statistics was used to analyse data as descriptive measures are particularly useful when comparing response patterns for different groups of people or different questions (Page and Meyer, 2000). In particular, descriptive statistics have been used to identify which racial groups have shown preference to specific new age job benefits. Frequency distributions were analysed where frequency tables were used to show the number of people and the percentage belonging to each factor for the variable in question, for example the demographic information of the respondents (Bryman and Bell, 2007). Adding to this, cross tabulated frequencies were used to measure relationships between the demographic information and the job satisfaction elements as well as staff retention.

Data was presented in the form of bar graphs, pie charts and tables to allow for visual presentation and understanding. Based on the above data, clear conclusions can be made on the factors influencing job satisfaction at TSAM as well as recommendations to improve job satisfaction levels and staff retention.

### **3.9 Summary**

Chapter three discussed the research methodology employed to conduct the study. The aim of the study, the population and sample and research methods were discussed. The research instrument used in the research was the questionnaire, following which, limitations and non response measures were highlighted. By following the appropriate research methodology reliable and accurate data was collected which was analysed to obtain meaningful information upon which recommendations were made. The presentation of the results follow in the next chapter.

## CHAPTER FOUR

### PRESENTATION OF RESULTS

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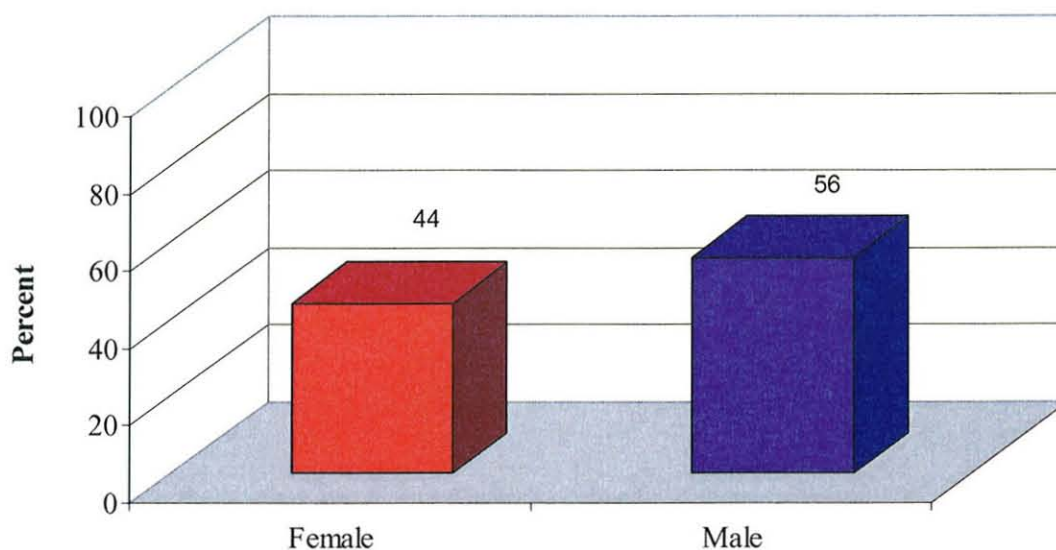
#### 4.1 Introduction

This chapter provides a presentation of the results found through the collection of data. The results are presented in the form of graphs and tables and have been broken down into sections such as the demographics of the respondents, beliefs of respondents and the results obtained from asking the research questions in order to satisfy the objectives of the study.

#### 4.2 Demographics of the sample

The demographics of the respondents such as gender, age and race have been included as such characteristics would have influenced responses. Demographic information therefore provides a deeper understanding of the presentation of results.

##### 4.2.1 Gender

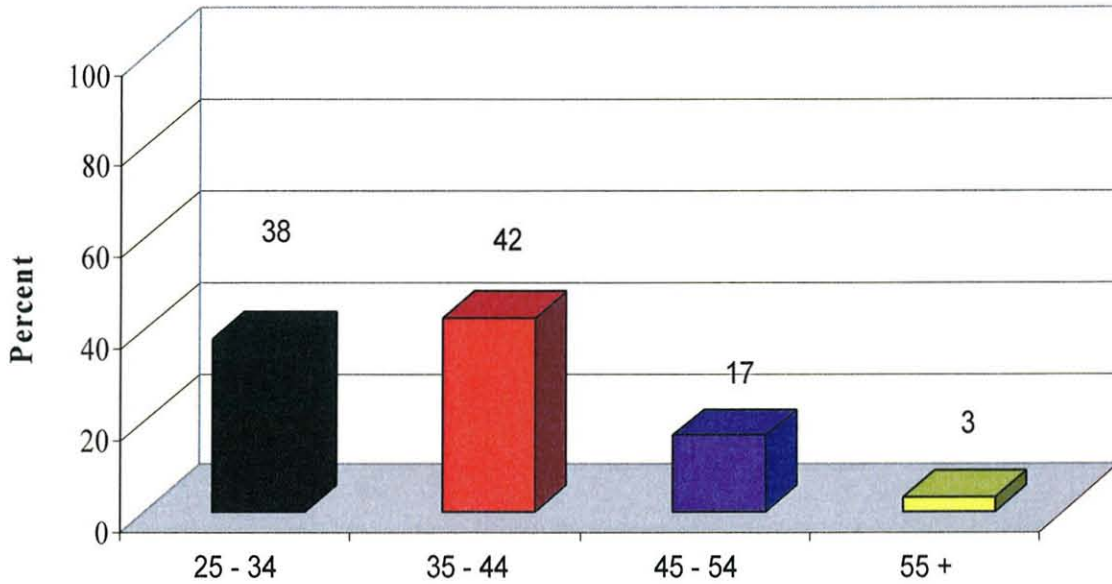


**Figure 4.1 Gender of Respondents**

Males represented 56 percent of the sample while females represented 44 percent



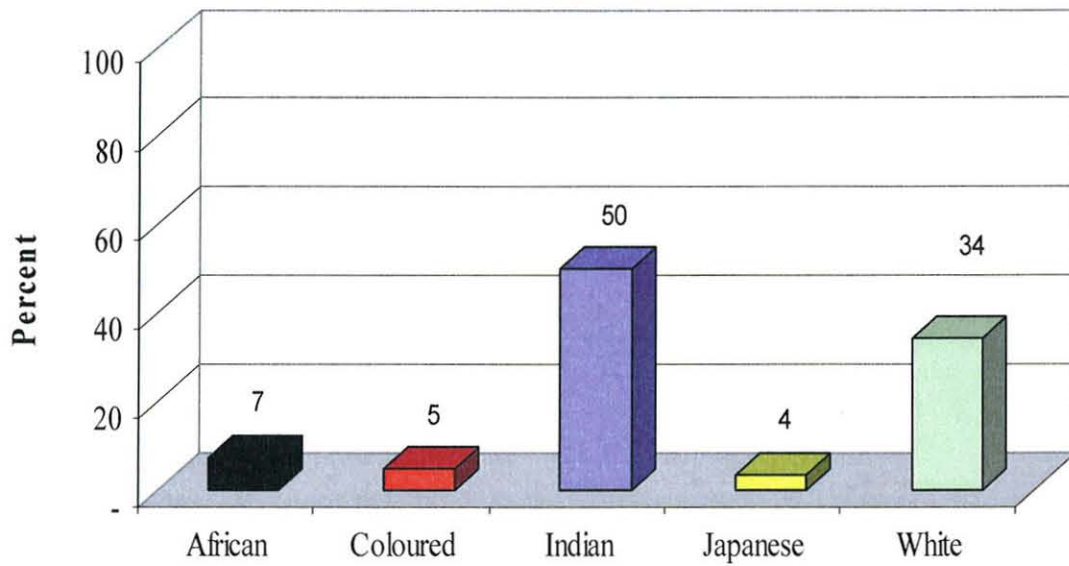
### 4.2.2 Age



**Figure 4.2 Age distribution of Respondents**

The age distribution indicates that respondents between the ages of 25 and 34 years represented 38 percent. Respondents between the ages of 35 and 44 years represented the largest portion of the sample at 42 percent, while respondents between the ages of 45 and 54 years represented 17 percent and ages 55 years and over with 3 percent.

### 4.2.3 Race



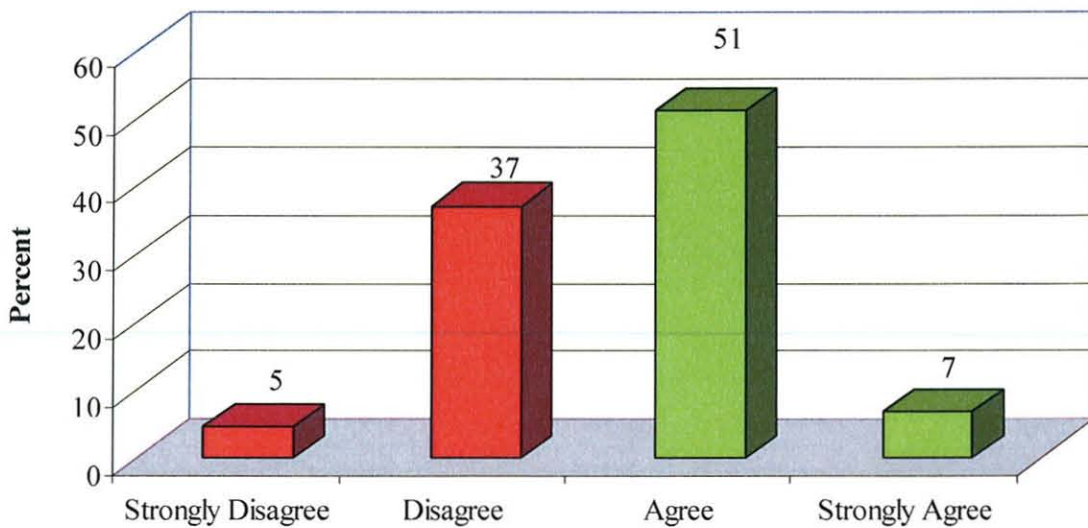
**Figure 4.3 Racial composition of Respondents**

Results have shown that the majority of respondents in the race category were Indian people with a representation of 50 percent of the total respondents. The composition of the remaining respondents were white people who represented 34 percent, African people who represented 7 percent, Coloured people who represented 5 percent and Japanese people who represented 4 percent.

### 4.3 Beliefs of respondents

The beliefs of respondents have been considered as these elements show key findings and provide an understanding of employee views on job satisfaction and relating influences at TSAM.

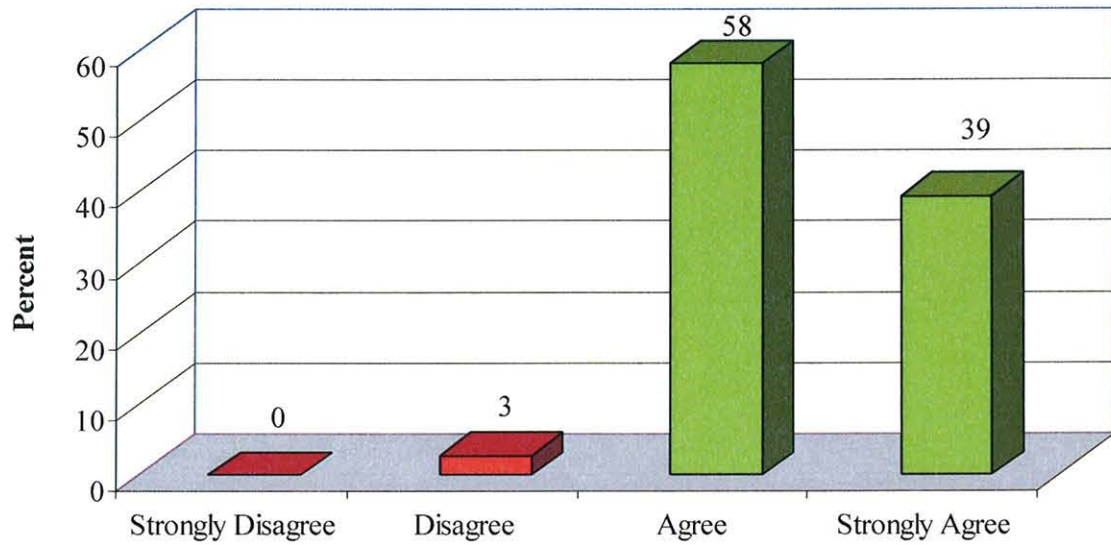
#### 4.3.1 Job satisfaction levels



**Figure 4.4 Job satisfaction**

Figure 4.4 indicates the job satisfaction levels of the respondents. The minority of respondents, at 5 percent, strongly disagreed with being satisfied with their job along with 37 percent who disagreed with being satisfied. Overall, 42 percent of respondents were not satisfied with their job. The remaining results showed higher levels of job satisfaction as 7 percent strongly agreed and the majority of responses at 51 percent agreed to being satisfied with their jobs.

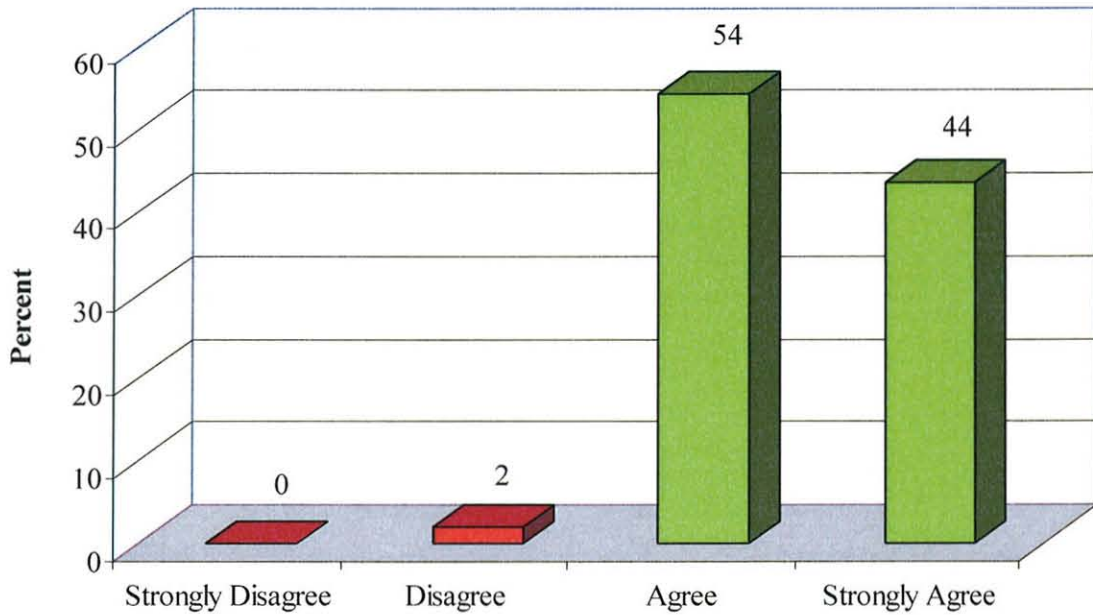
### 4.3.2 The influence of job benefits on job satisfaction



**Figure 4.5 The influence of job benefits on job satisfaction**

Figure 4.5 indicates that no respondents strongly disagreed with the statement that job benefits influence job satisfaction, however, 3 percent of respondents disagreed. Over half, 58 percent, the respondents agreed and the remaining 39 percent strongly agreed that job benefits influence job satisfaction.

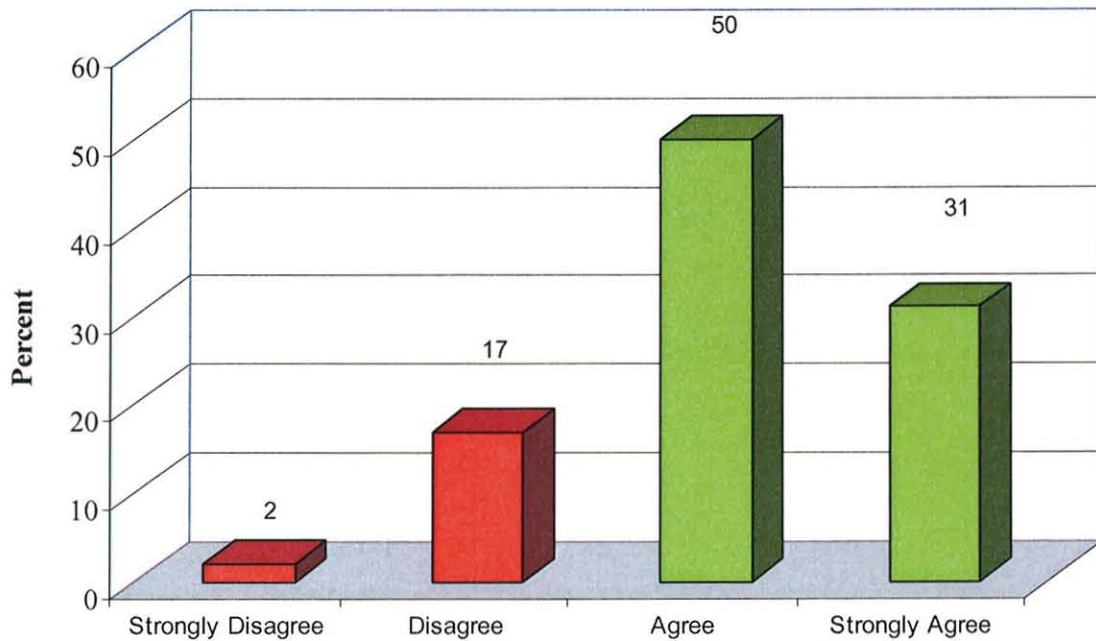
### 4.3.3 The revision of benefits offered at Toyota



**Figure 4.6 Job benefits to be revised at Toyota**

The majority of respondents believed that TSAM should revise the benefits offered to employees whilst only 2 percent disagreed with the benefits revision concept. The results showed 54 percent of respondents agreed that a revision of benefits was necessary followed by 44 percent of respondents who strongly believed that TSAM should revise the benefits offered.

#### 4.3.4 Toyota's capacity to implement new age benefits



**Figure 4.7 Toyota's implementation capacity**

Figure 4.7 indicates the extent to which respondents believed TSAM has the capacity to implement new age job benefits. A small percentage, 2 percent, of respondents strongly disagreed which was supported by 17 percent of respondents who did not believe that new age benefits could be implemented within the business. However, half the respondents, 50 percent, agreed and 31 percent strongly agreed that TSAM had the capacity to implement new age job benefits.

#### 4.4 Results obtained for objectives

The following section showed the results obtained from asking the research questions in order to satisfy the objectives of the study. Section 4.4 has been broken down into sub-sections to address each objective of the study.

##### 4.4.1 Objective one: to determine if new age job benefits influence job satisfaction at Toyota

Demographic	Percent			
	Strongly Disagree	Disagree	Agree	Strongly Agree
Gender				
Female	-	1	42	56
Male	-	7	54	39
Race				
African	-	-	52	48
Coloured	-	20	53	27
Indian	-	6	48	46
Japanese	-	-	56	44
White	-	2	48	50
Age				
25-34	-	3	35	63
35-44	-	5	52	43
45-54	-	5	62	33
55 +	-	13	88	-

**Table 4.1 Cross tabulation between Demographics and the influence of new age benefits on job satisfaction**

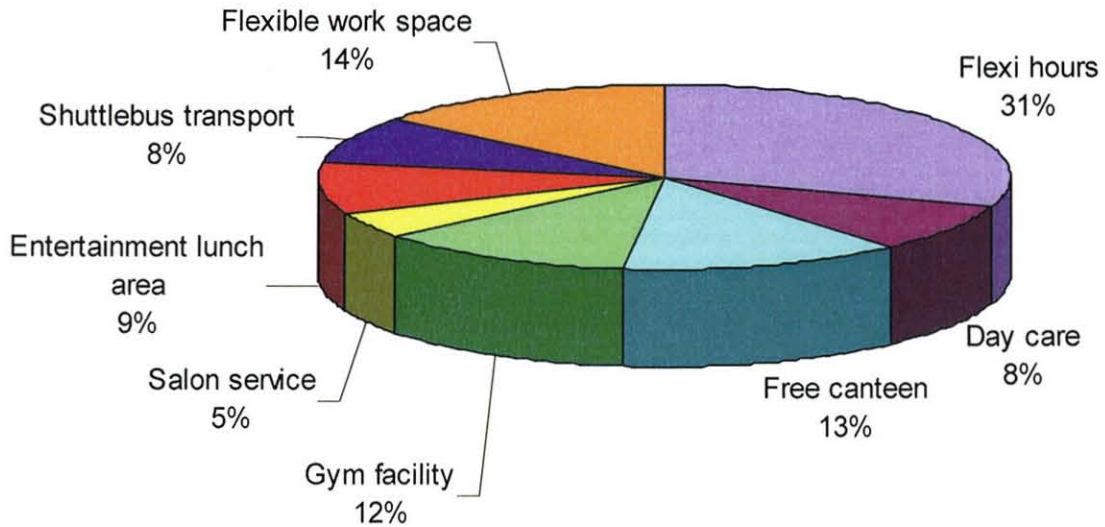
Table 4.1 reflects the cross tabulation between the demographics of respondents and the beliefs that new age benefits influence job satisfaction at TSAM. According to Table 4.1, the majority of female respondents (56 percent) strongly agreed, 42 percent agreed and 1 percent disagreed while the Male respondents' results showed that 39 percent strongly agreed, 54 percent agreed and 7 percent disagreed.

Overall, African people agreed as 48 percent of respondents strongly agreed and 52 percent agreed. The results for coloured people showed that 27 percent strongly agreed, 53 percent agreed, however, 20 percent disagreed. The trend was similar for Indian people as 46 percent strongly agreed, 48 percent agreed whilst 6 percent disagreed. On the whole, Japanese people agreed that new age job benefits influence job satisfaction as 44 percent strongly agreed and 56 percent agreed. Half (50 percent) of the White respondents strongly agreed, 48 percent agreed, however, 2 percent of white people disagreed with the statement.

Respondents between the age groups of 25 and 34 years showed that 63 percent of respondents strongly agreed, 35 percent agreed and 3 percent disagreed to the influential relationship. Ages 35 to 44 years had 43 percent of respondents who strongly agreed, 52 percent who agreed with 5 percent who disagreed. Respondents who fell into the age groups of 45 to 54 years indicated that 33 percent strongly agreed, 62 percent agreed, whoever, 5 percent disagreed. Respondents 55 years and older had 88 percent of respondents who agreed whilst 13 percent disagreed.



The following graph shows the new age benefits that TSAM employees would like implemented.



**Figure 4.8 New age benefits TSAM employees want**

The greatest new age benefit request was for flexible working hours, selected by 31 percent of respondents. Flexible work space (14 percent), a free canteen service (13 percent) and the use of a gymnasium (12 percent) interested a large number of respondents. An entertainment area for staff during lunch breaks attracted 9 percent followed by a day care facility for the employees' children and a shuttle bus service to and from work with 8 percent each. The use of a salon facility only interested 5 percent of the respondents.

In order to get a further understanding on the attraction of each new age benefit, Table 4.2 shows a cross tabulation between race and new age benefit attraction.

	Flexi hours	Day care	Free canteen	Gym facility	Salon service	Entertainment lunch area	Shuttlebus transport	Flexible work space
African	25	17	15	17	4	10	8	4
Coloured	30	14	16	14	3	11	5	8
Indian	29	9	10	11	5	11	11	14
Japanese	38	-	33	-	4	13	-	13
White	31	7	16	13	5	6	8	15

**Table 4.2 Cross tabulation between race and new age benefit attraction**

The results from Table 4.2 shows that 25 percent of African people requested flexible working hours followed by a gym facility (17 percent) and day care centre (17 percent). The free canteen service interested 15 percent of African people whilst the other benefits each attracted 10 percent and less. Again the majority of Coloured people chose the flexible working hours (30 percent) followed by a free canteen service (16 percent). A gym facility and day care attracted 14 percent each while the entertainment lunch area attracted 11 percent. Indian respondents favoured the flexible working hours (29 percent) followed by flexible work space (14 percent) and a gym facility, entertainment lunch area and shuttlebus service attracted 11 percent of respondents each. A free canteen service attracted 10 percent of Indian people. The results for Japanese people showed that 38 percent of respondents preferred flexible working hours, 33 percent would like a free canteen service and 13 percent chose an entertainment lunch area and flexible work space each. White people favoured Flexible working hours (31 percent) followed by a free canteen service (16 percent) and flexible work space (15 percent) while a gym facility (13 percent) was less favourable to white people.

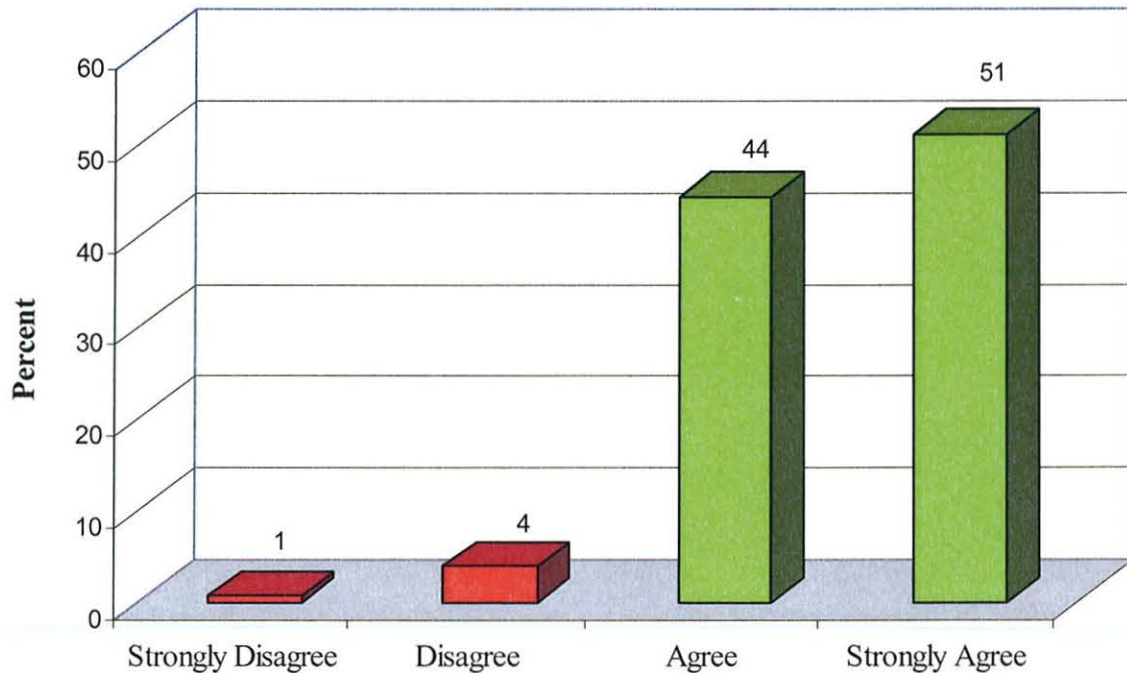
#### 4.4.2 Objective two: to determine the impact of new age benefits on business

Impact:	Percentage
Positive impact	92
Make no difference	5
Only increase costs	2
Negative impact	1

**Table 4.3 The impact of new age benefits at TSAM**

Table 4.3 indicates that the majority of respondents (92 percent) believe that the introduction of new age benefits at TSAM would have a positive impact on the company, opposed by 1 percent who believed to the contrary. However, 5 percent believed new age benefits would make no difference while 2 percent of respondents believed that new age benefits would only cost the company money.

As staff morale is an important element of the Japanese way practiced at TSAM, Figure 4.9 displays the impact of the introduction of new age benefits on staff morale.



**Figure 4.9 New age benefits impact on staff morale**

According to figure 4.9, almost all respondents felt that the introduction of new age benefits would have a positive impact. Respondents were asked if they believed that the introduction of new age benefits would impact positively on staff morale and 51 percent strongly agreed, 44 percent agreed, 4 percent disagreed and 1 percent strongly disagreed.

In order to ascertain the business impact of increased job satisfaction at TSAM, employees were asked what behavioural changes would be made if job satisfaction was increased (Table 4.4).

If I were more satisfied with my job, I would:	Percentage
Treat the companies interest as my own	30
Work longer hours if required	22
Take on added duties	19
Not change my current behaviour	19
Take more care with my work	10

**Table 4.4 Behavioural changes due to increased job satisfaction**

According to Table 4.4, if respondents were more satisfied with their jobs, 30 percent would treat the companies' interests as their own and 22 percent would work longer hours if required. The responses of taking on additional duties and not changing current behaviour followed with 19 percent each, while 10 percent of respondents agreed to take more care with their work.

In order to get a further understanding, a cross tabulation was done between race and behavioural change due to increased job satisfaction shown in Table 4.5.

		Behavioural change				
		Greater care	Longer hours	TSAM's interest as own	Added duties	No change
Race	African	14	14	33	33	6
	Coloured	13	40	33	7	7
	Indian	10	24	26	18	22
	Japanese	0	11	33	11	45
	White	10	20	35	17	18

**Table 4.5 Cross tabulation between Race and behavioural change**

Table 4.5 showed that 33 percent of African respondents would treat TSAM's interest as their own as well as take on added duties whilst 14 percent would take greater care

with their work as well as work longer hours if required. Only 6 percent of African respondents indicated they would not change their current behaviour.

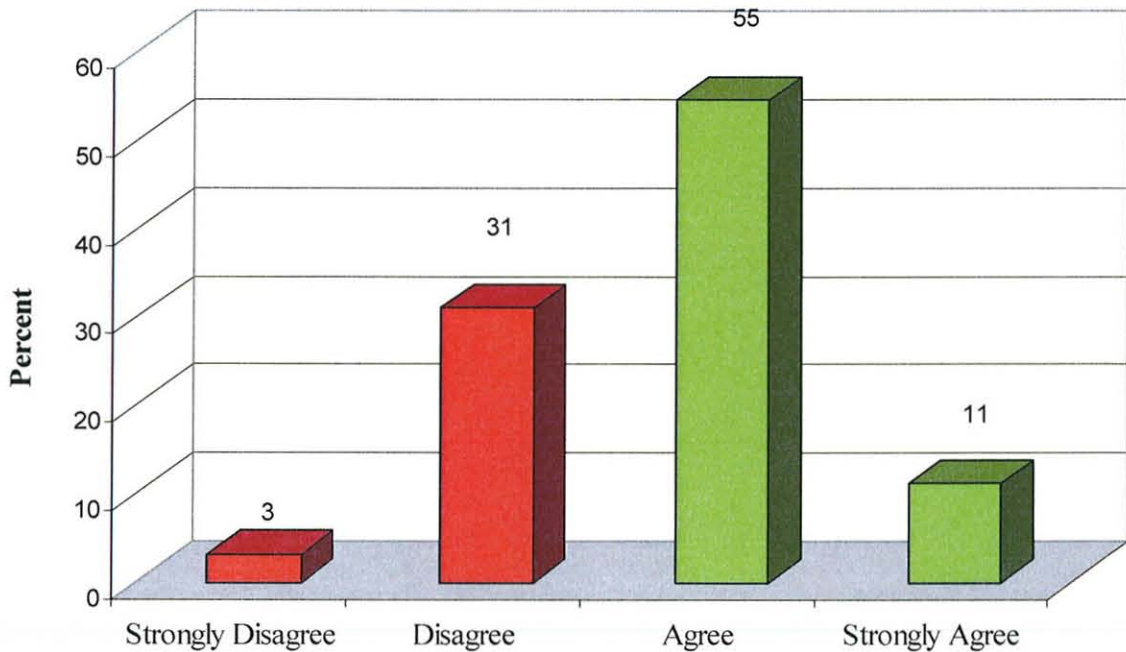
The majority of Coloured people at 40 percent indicated they would work longer hours if required, followed by treating TSAM's interests as their own at 33 percent. Taking greater care with work only interested 13 percent of Coloured respondents while 7 percent would take on added duties and 7 percent indicated no change to current behaviour.

Amongst the Indian respondents, 26 percent indicated that they would treat TSAM's interest as their own followed by 24 percent who would work longer hours if required. No change to current behaviour (22 percent), taking on added duties (18 percent) and taking greater care with one's work (10 percent) were of less preference.

The majority of Japanese people indicated they would make no change to their current behaviour (45 percent) and 33 percent of Japanese respondents would treat TSAM's interests as their own. Both the options of working longer hours and taking on added duties attracted 11 percent of Japanese respondents.

Amongst the White respondents, 35 percent would treat TSAM's interest as their own and 20 percent would work longer hours if required. 18 percent of White respondents would not change current behaviour while 17 percent would take on added duties and 10 percent would take greater care with their work.

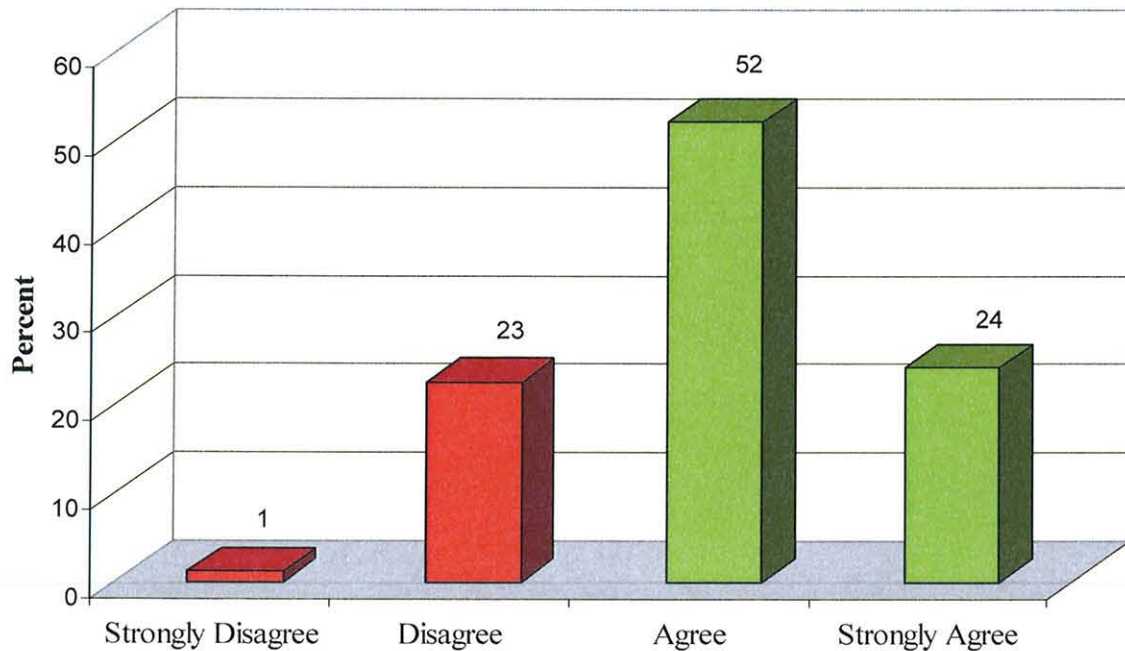
**4.4.3 Objective three: to determine if job satisfaction results in staff retention at Toyota**



**Figure 4.10 Resignation due to better benefits elsewhere**

Respondents were asked if they would accept a job offer (elsewhere) if benefits were good but the remuneration package was less than expected. The minority of 3 percent of respondents strongly disagreed supported by 31 percent who disagreed. The majority of 55 percent of respondents agreed supported by 11 percent of respondents who strongly agreed.

To determine if job satisfaction results in staff retention, respondents were asked if they would leave TSAM if they were unsatisfied with their job. The results are displayed in Figure 4.11.



**Figure 4.11 Job Satisfaction results in staff retention**

While 1 percent of respondents strongly disagreed with the option of leaving TSAM due to dissatisfaction, 23 percent disagreed. However, the majority of respondents at 52 percent agreed that they would leave the company if they were dissatisfied with their job. This thinking is supported by 24 percent of respondents who agreed.



To get an indication of the employees who would potentially leave TSAM, the demographic characteristics are presented in Table 4.6.

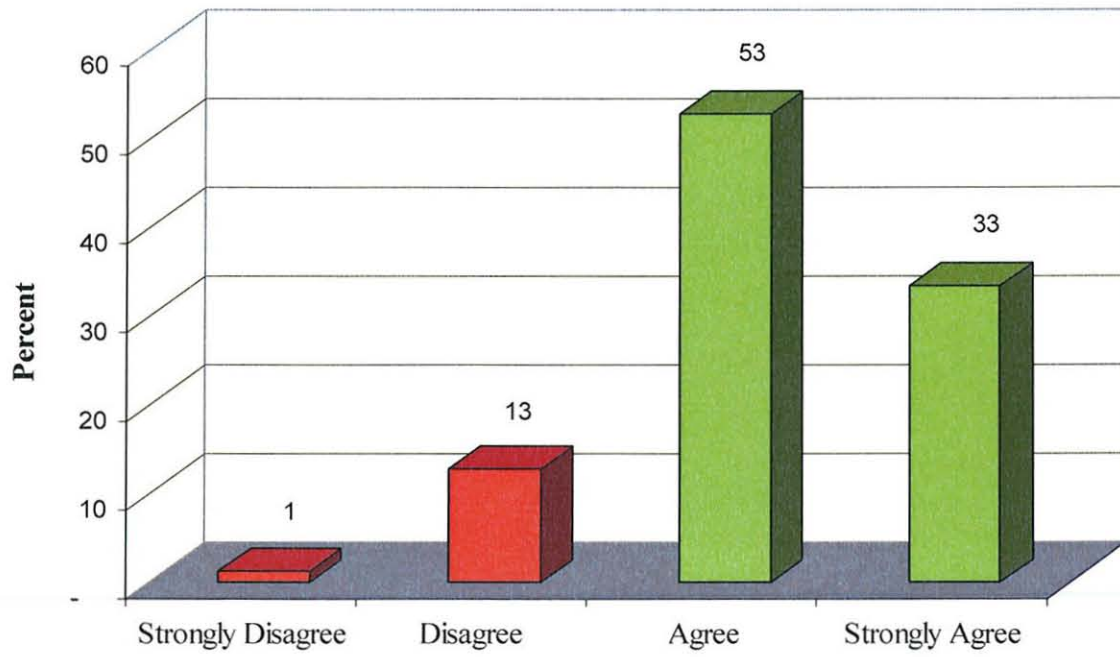
Demographic classification		Percentage Potential Leavers
Age		
	25 - 34	62
	35 - 44	70
	45 - 54	70
	55 and over	0
Race		
	African	77
	Coloured	73
	Indian	60
	Japanese	100
	White	72

**Table 4.6 Demographic characteristics of potential leavers**

Table 4.6 reflects the percentage of respondents between the age groups that would potentially leave TSAM and the results have shown that 62 percent of respondents between the ages of 25 – 34 and 70 percent of respondents for both age groups between the ages of 35 - 44 and 45 – 54 years would potentially leave.

Potential leaves by race group show that 77 percent of African people, 73 percent of coloured people, 60 percent of Indian people, all Japanese people and 72 percent of White people would potentially leave TSAM if job satisfaction were lacking.

Based on relationship between job satisfaction and staff retention, a further test was done to identify whether employees judge a company by the rate of staff turnover as shown in Figure 4.12.



**Figure 4.12 Company judgement based on staff turnover**

Respondents were asked if they use staff turnover as a criteria to judge a company by and according to Figure 4.12, only 1 percent of respondents strongly disagreed. While 13 percent disagreed, 53 percent agreed and 33 percent strongly agreed that they would judge a company based on turnover levels.

## 4.5 Summary

This chapter presented the data that was obtained from the results of the questionnaire answered by TSAM employees. The results were presented in different formats, for example, through graphical presentation, tables and pie charts. The questions were presented according to the relevant objective and displayed the percentages obtained from analysing the responses. The graphical presentations, tables and pie charts aided the understanding of the responses and showed resulting trends. Respondents answered the online questionnaire set up in question pro and responses were analysed through the SPSS application and were presented using percentage values. Salient findings of this study were that new age job benefits influence job satisfaction, particularly flexible working hours, and that the introduction of new age job benefits has a positive impact on business as well as staff morale. Findings proved that job satisfaction does results in staff retention at TSAM and that employees would consider leaving the organisation for better benefits offered elsewhere. Chapter 5 will discuss in detail the findings presented in chapter 4 with the aim of answering the research questions of this study.

## **CHAPTER FIVE**

### **DISCUSSION OF RESULTS**

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#### **5.1 Introduction**

This chapter discusses the results from the questionnaire answered by TSAM employees presented in Chapter 4. The results are compared to studies done surrounding Job Satisfaction where similarities and differences have been discussed. This chapter is formatted to discuss the demographics, beliefs and results of each objective in separate sections.

#### **5.2 Demographics of the sample**

The demographic results show that the majority of respondents were male, as the majority of employees at TSAM are male. The predominant race employed by the company are Indian people which became evident in the demographics of the sample and the largest age group of respondents were between the ages of 35 to 44 years. The majority of the demographics of the sample represent the predominant demographic profile of the workforce employed by TSAM.

#### **5.3 Beliefs of respondents**

The beliefs of respondents were considered as these beliefs provide a deeper understanding of employee views on job satisfaction and in particular provide more information for the objectives of the study.

Respondents were asked if they were satisfied with their jobs and the majority believed they were experiencing job satisfaction, however there were a large number of respondents who were not. The question did not allow for reasons why job satisfaction was lacking as there would be numerous reasons for this and the focus of this study was on new age benefits in particular. In order to understand the influence of job benefits on job satisfaction, respondents were asked if job benefits influenced job satisfaction and a

high majority of respondents believed this to be true. The influence of job benefits on job satisfaction was found in a study done by Torka and Schyns (2007) where job satisfaction was measured amongst temporary staff and compared to that of permanent staff members. Results proved that job satisfaction was higher amongst permanent staff members than amongst temporary staff as temporary staff members received poorer benefits compared to permanent staff. The study done by Torka and Schyns (2007) proved that job benefits influence job satisfaction which supports the results from this study. As TSAM offers standard benefits as part of a remuneration package to employees, respondents were asked if they believed that TSAM should revise the benefits offered and almost all employees believed that a revision of benefits was necessary. To support the belief of change, most respondents agreed that TSAM had the capacity to implement new age benefits within the organisation. The beliefs of respondents provide a further understanding of the results of each objective to be discussed.

#### **5.4 Objective one: to determine if new age job benefits influence job satisfaction at Toyota**

According to Artz (2010), job benefits influence job satisfaction as benefits form a portion of employee remuneration and are often not subject to tax and are therefore more cost effective to attain through a company than through a market. However, Artz (2010) states that the substitution of benefits for monetary remuneration can have a negative impact on job satisfaction if employees receive benefits they do not want.

##### **5.4.1 New age benefits influence on job satisfaction**

Results clearly proved that the introduction of new age benefits would have a positive influence on job satisfaction at TSAM. Further to this, Table 4.1 revealed responses cross tabulated by gender, race and age to get a deeper understanding of the results. The majority of both male and female respondents agreed that new age benefits influence job satisfaction, however, a small number of male respondents disagreed but overall Table 4.1 proved that gender did not have a major influence on the results of this study. The cross tabulation between race showed that all African and Japanese people believed

that job satisfaction is influenced by new age benefits. The majority of white and Indian people agreed, however, a large number of Coloured people did not agree to the influencing relationship. Although the results shown for the race groups differed, it is evident that race did not have an effect on the respondents' belief that new age benefits influence job satisfaction. The cross tabulation between age and respondents choice of answer proved to influence results as the younger respondents had a higher agreement percentage rate than the older respondents. The percentage of respondents who agreed that new age job benefits influence job satisfaction declined with age which proved that agreement and age had an inverse relationship. The results from this study were in line with the results from a study done by O'Leary, Wharton and Quinlan (2009) where demographics did not have a major influence on respondents' answers to questions around job satisfaction.

#### **5.4.2 New age benefit options**

The findings presented in Figure 4.8 revealed the respondents preference towards each new age benefit. Flexible working hours had the greatest interest at 31 percent and were a preferred choice by both male and female respondents. Flexible working hours have advantages to both the employer and employee according to the results of a study done by Lo (2003), employees become stressed by work-family conflict so the ability to work flexible hours relieved pressure from employees to get tasks completed without having to take time off work. As TSAM is a manufacturing organisation which operates according to shift work, considering flexible working hours may not be realistic in the plant areas, however for the support functions, flexible working hours would be effective. Flexible work space, a free canteen service and a gym facility attracted between 10 and 15 percent of respondents where both men and woman opted for flexible work space and a free canteen but men showed the greater preference for a gym facility. Surprisingly, a small percentage of respondents chose a free canteen service and gym facility even though these options would save employees cash each month. An entertainment lunch area, shuttlebus transport, a day care facility and a salon service attracted below 10 percent of respondents with the majority of respondents for the day care facility and salon service being women.

Table 4.2 presented a cross tabulation between race and the new age benefit options and it was found that although all the race groups chose flexible working hours as the main preference, the new age benefits chosen differed between the race groups. Keeping flexible working hours aside, African respondents showed preference towards a day care and gym facility while Coloured people preferred the option of a free canteen. Indian people chose flexible work space followed by a gym facility, an entertainment lunch area and a shuttle bus service. A free canteen interested both Japanese people and White people who also showed an interest in flexible work space. The new age benefits which proved to be least popular across all the race groups were the salon service, shuttlebus service and day care facility.

## **5.5 Objective two: to determine the impact of new age benefits on business**

‘Higher levels of worker job satisfaction, potentially resulting from fringe benefit provisions, have been linked to important productivity measures such as lower resignation rates and absenteeism’ (Artz 2010). Thus it is important for organisations to consider both the positive and negative impact of providing job benefits within the business environment.

### **5.5.1 Business impact**

According to Table 4.3, results revealed that 92 percent of respondents stated that the introduction of new age benefits would have a positive impact on business. This may be due to numerous reasons such as the respondents being motivated to make a positive contribution back to TSAM for the receipt of effective benefits or for TSAM’s acknowledgement of employee needs. This result is similar to a study done by Artz (2010), who found that employees job satisfaction levels were stimulated by fringe benefits which resulted in positive change in the work environment whereby the changes led to savings and could be quantified in monetary terms. Although the results of the study done by Artz (2010) and this study are similar, the benefits considered in this study such as flexible work hours and a free canteen service are different to that of the study done by Artz (2010), as the author considered standard fringe benefits for example paid leave and retirement plans.

### **5.5.2 Staff Morale**

It has become evident from figure 4.9 that the majority (95 percent) of respondents felt that new age benefits would have a positive impact on staff morale which will benefit TSAM as an organisation. MacPherson (2008) found that staff morale boosted an organisations star rating, reduced vacancies and absenteeism as well as staff turnover. The results on staff morale for this study are similar to the results of a study done by Armstrong and Murlis (2000) who found that the introduction of benefits contributed to a more favourable attitude toward the company which led to increased commitment and higher performance. As Staff welfare has become a focus area of senior management at TSAM, the advantage of knowing that benefits have a positive influence on staff morale would be useful to TSAM's leaders in making remuneration decisions.

### **5.5.3 Behavioural change**

Results found in Table 4.4 show that the respondents would make behavioural changes if they were more satisfied with their jobs. Oshagbemi (2000) found that job satisfaction was important due to the implications on job related behaviours and the fact that it made economic sense to stimulate productive behaviour. The results from this study found that 30 percent of respondents would treat the companies' interest as their own, 22 percent would work longer hours if required, 19 percent would take on added duties and 10 percent would take more care whilst working if TSAM took action to increase job satisfaction. The majority of respondents chose these four options which showed an increased commitment to TSAM. However, 19 percent of respondents would not change current behaviour which has indicated that either current levels of commitment are already high or that respondents would not be willing to change behaviour due to increased job satisfaction. The second consideration raises concerns surrounding the quality of work and the implications this has on TSAM functioning effectively.

The findings presented in Table 4.5 showed behavioural changes due to increased job satisfaction cross tabulated by race group. The results have shown that race has not had an effect on behavioural changes which can be backed up by the work of Friday and Friday (2003) who state that very few studies have been conducted on the influence of race on Job Satisfaction, and where studies have been done, results have been



inconsistent. The resulting behavioural change of taking greater care with work did not attract many responses as the highest percentage chosen was 14 percent by African people. This result indicated that respondents do not regard the approach of taking care with work as a behavioural change priority as either respondents felt that this behaviour was already practiced or other behavioural changes were more likely. Working longer hours if required attracted coloured people as the majority at 40 percent which may be due to the Japanese working culture at Toyota of not leaving the office until all work for the day has been completed. The behavioural change of treating TSAM's interests as one's own attracted the highest number of respondents across the 5 race groups with the highest percentage (35 percent) of White people. According to a study done by Artz (2010), employees who have experienced job satisfaction at work have shown a higher degree of work ownership and overall accountability for the business. Taking on added duties as a choice of behavioural change attracted 33 percent of African people as the majority, however, the other race groups found this option less appealing. The greatest response (45 percent) to making no change to behaviour came from Japanese people which is due to the Japanese work ethic of constant hard work and continuous high performance where Japanese behaviour already includes taking great care with work, working long hours, treating TSAM's interests as one's own and taking on additional duties. Although the Japanese work ethic has been highly regarded, Kaufman (2005) found that employees who worked long hours in a stressful environment over long periods of time suffered from fatigue and burnout which resulted in negative consequences for the organisation.

### **5.6 Objective three: Staff retention - to determine if job satisfaction results in staff retention at Toyota**

Gustafson (2002) stated that when an employee leaves an organisation, the vacant position needs to be filled with a new employee who firstly needs to be recruited and then trained which costs an organisation money. To avoid unnecessary costs, it is therefore imperative for TSAM to ensure that staff do not leave the organisation due to being unsatisfied at work.

### **5.6.1 Resignation due to better benefits elsewhere**

Figure 4.10 showed that 66 percent of respondents agreed that they would leave TSAM if they were offered better benefits elsewhere which is concerning for an organisation due to the cost implications and business disruption discussed previously. This result reinforces the fact that respondents viewed the job benefits offered at TSAM as an influencing factor of job satisfaction. This result is similar to the result of a study done by Rotondo, Carlson and Kincaid (2003), which found that employees were less likely to resign from an organisation that offered benefits which supported competing demands from both the family and work environments.

### **5.6.2 Job satisfaction and staff retention**

The results from Figure 4.11 show that 76 percent of respondents agreed that job satisfaction results in staff retention at TSAM which means that those employees would not leave the organisation if they were satisfied with the job. However, what is concerning is that 1 quarter of employees would leave TSAM even if they experienced job satisfaction. As previously discussed in a study done by Pors and Johannsen (2002), the results have been supported by a new job satisfaction survey done by Deloitte and Touche in 2001 to reveal that up to 25 percent of employees left their jobs before 3 years due to job dissatisfaction.

Table 4.6 provided a deeper understanding of the demographics of employees that would potentially leave TSAM by age and race group. Results have shown that more than two thirds of employees in each age group have the potential to leave the organisation. A study done by Hickson and Oshagbemi (1999) has revealed that generally, young employees (under 30 years) have spent a limited time in the business environment and therefore have less experience and knowledge than older co-workers and are more likely to move jobs sooner for development reasons. However, what is concerning is that 70 percent of employees between the age of 35 and 54 have indicated they would potentially leave TSAM if job satisfaction were lacking. The implications for the organisation would be loss of knowledge and skill built up over years of experience not being transferred to younger employees or lost to industry competitors.

The results for potential leavers by race group has also been identified as a concern for TSAM as three quarters of African and Coloured people have indicated that they would leave the organisation if they were not satisfied with their job. Adding to this, two thirds of Indian people indicated the same. As TSAM has been pressurised to comply with the Employment Equity act, no 55 of 1998 in order to create a workforce representative of the population, losing key individuals from the African, Coloured and Indian race groups is problematic as skilled individuals in these race groups have been in scarce supply.

### **5.6.3 Staff turnover and company judgement**

Hay (2001) argued that staff turnover is a criteria used to make judgement on a company as staff turnover indicates that there is a problem within a company. This view is similar to the results from Figure 4.12, which revealed that 86 percent of respondents agreed that staff turnover is a criteria to judge a company by. The implications for TSAM are that if staff turnover levels are high, employees would judge TSAM and negative communication would result where potential future employees would not choose TSAM as a preferred company to work for, which would make it difficult for TSAM to recruit skilled and experienced employees. However, results from a study done by Beulen (2009) found that certain employees did not necessarily view staff turnover in a bad light as this gave other employees a chance to rotate into new positions to gain skill.

## **5.7 Summary**

It was found that the majority of respondents were Indian males between the ages of 35 – 44 years which represented the majority of employees at TSAM. Over half the respondents were experiencing job satisfaction however, it became evident that a large number of respondents were not satisfied with their jobs. Respondents believed that job benefits were an influencing factor of job satisfaction and the majority of respondents wanted a revision of the job benefits offered by TSAM as the company had the capacity to do so.

Results found that the majority of both males and females believed new age benefits would influence job satisfaction at TSAM and a large number of respondents requested flexible working hours to be implemented. Following this were flexible work space, a free canteen service and a gym facility while an entertainment lunch area, a shuttlebus service, a day care facility and a salon service proved to be less popular choices. A cross tabulation with Race and Gender provided further information on the new age benefit choices as the majority of responses for a gym facility were from males and the majority of day care and salon service choices were from females.

Findings showed that the introduction of new age benefits at TSAM would increase staff morale and would have a positive impact on the business overall. Respondents indicated that the main resulting behaviours would be treating the companies' interests as their own and working longer hours if required and the behaviours were then discussed according to race groups. Adding to this, results proved that job satisfaction influences staff retention at TSAM but respondents would consider leaving TSAM for another organisation if the benefits offered were more appealing and TSAM would be judged on staff turnover.

The next chapter discusses recommendations based on the findings that impact both TSAM and the employees.

## **CHAPTER SIX**

### **CONCLUSIONS AND RECOMMENDATIONS**

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#### **6.1 Introduction**

Due to the economic downturn in the South African motor industry, TSAM was placed under tremendous pressure to focus on cost cutting activities and to identify ways to do business efficiently and remain competitive. Staff members were identified as valuable resources and a key tool in enabling TSAM's effective transformation.

However, Job satisfaction was identified as a critical focus area for ensuring motivated productive staff members and the retention of skill, knowledge and experience. Understanding the influencing factors of job satisfaction has become vital for TSAM as satisfied staff members contribute to business growth and ensure sustainable profits.

Objective four of this study was to provide recommendations to TSAM on how to stimulate job satisfaction levels amongst employees in order to increase staff retention. Therefore, the results and recommendations presented will provide TSAM with options to stimulate job satisfaction amongst employees to increase staff retention within the organisation.

#### **6.2 Outcomes, recommendations and implications of this study**

The objectives set for this study were chosen with the aim of understanding the influencing factors of Job Satisfaction at TSAM with Job benefits being the area of focus. The first three objectives, to determine if new age benefits influence job satisfaction at Toyota, to determine the impact of new age benefits on the business and to determine if job satisfaction results in staff retention at Toyota, were met as the results provided meaningful and useful information for both employees and Toyota.

In order for TSAM to attain higher levels of job satisfaction, the current job benefits offered by the organisation need to be improved and new age benefits need to be

considered due to changing work-life demands on employees. Findings from this study will help TSAM understand the beliefs and needs of employees and will allow for better decision making to avoid unnecessary expenditure. To satisfy objective four, recommendations and implications have been stated in this chapter and will provide the stakeholders with ways to improve job satisfaction levels within TSAM which will ultimately benefit both employees and the organisation.

### **6.3 Recommendations based on findings**

The following are recommendations for the implementation of new age benefits and an approach to staff retention at TSAM which will benefit both TSAM and the employees.

#### **6.3.1 Flexitime**

It is evident from the results that flexitime was the respondents preferred new age job benefit. As TSAM is a large manufacturing organisation with many different plant divisions operating according to production plans and shift patterns, flexitime would not be effective within the plant divisions. However, flexitime could be implemented within the support and administration functions of the business such as Finance, Human Resources, Purchasing, Trade Administration, Engineering, Quality Control, Marketing and Sales. Senior management together with the human resources department should develop a policy which provides employees with information on what flexitime is, which employees qualify for flexitime and under what conditions it is granted. The policy should also state the procedures that need to be adhered to by employees to allow managers to ensure employees work the required number of hours per week. As TSAM has a clock in and out system, the reports generated from the system can assist managers to keep control. Some employees may not wish to work according to flexitime therefore they should be allowed to work the current set production working hours. Flexitime would not require a cost outlay by TSAM which is beneficial, however, there will be an adjustment period during which employees get used to the new working conditions.

#### **6.3.2 Flexible workspace**

According to Hassanain (2006), flexible workspace should be designed to meet the

emergence of new technologies and the increase in business competition. As there are advantages to flexible work space, not all job functions within TSAM can be performed in a flexible environment. The production line employees have working areas specifically designed for them to perform the job functions and changing these areas will have efficiency, safety and quality implications. These work areas should remain, however, TSAM could consider improving the areas by introducing barrier-free work areas where employees have more flexibility to perform the job function as many work stations are enclosed which limits movement and inhibits work related interaction. Flexible work space should be implemented for the office based employees whereby employees can choose a workspace optimal for the job function which is close to resources such as a printing or copier machine. This would allow for optimal productivity and reduce any obstacles to working efficiently. TSAM would need to limit employees to choose a flexible workspace within designated departmental areas to avoid wasting time in locating an employee. Departmental flexible workspace would allow managers to monitor the impact on job performance and the functionality of the department as well as the safety of employees. The option of flexible workspace within TSAM would require a capital outlay as working areas and offices would need to be redesigned and new furniture and equipment purchased. Flexible workspace is therefore recommended as a long term solution to job satisfaction.

### **6.3.3 Free canteen services**

From an employee's perspective, a free canteen service is highly beneficial as this will save time out of their busy schedules to prepare meals as well as save on the cost of food. However, with over 5000 employees, a free canteen service will increase TSAM's annual expenditure so an open range free canteen service is not recommended. TSAM has existing canteen facilities within the organisation from which an external company sells basic meals and beverages to employees at affordable rates. It is therefore recommended that TSAM subsidise specified meals, beverages and healthy eating options which will provide some benefit to the employees as well as a high cost impact for the organisation. TSAM could structure salaries to include the canteen subsidy and provide higher job grade positions, such as senior management and above, with canteen allowances as a further benefit as a substitute to cash remuneration. TSAM would then

need to negotiate reduced canteen charges based on high volumes with the third party supplier.

#### **6.3.4 Gym facility**

According to Ho (1995) exercise relieves occupational stress and improves the wellbeing of employees. As TSAM is a large organisation, it is recommended that TSAM implement more than one gym facility to accommodate the employees who wish to use the facility at work. By providing a gym facility on TSAM grounds, employees will save travelling time which will prevent late arrivals and early departures as well as employees leaving the organisation during lunch breaks. The time saved on travelling could therefore be spent productively in the workplace. If TSAM were to implement a private gym facility the initial set up costs will be high, however the benefits that results from providing this new age benefit option are worthwhile, for example, healthier employees with lower absenteeism rates. It is recommended that TSAM do a cost benefit analysis to establish the projects viability and if the costs are too high, TSAM may want to consider the option of leasing space to a gym chain operation that would then be responsible for the set up and maintenance costs of the facilities. TSAM could then subsidise each employee's subscription as part of the new age benefits package.

#### **6.3.5 Other new age benefits**

Results proved that the other new age benefits, namely the entertainment lunch area, shuttlebus service, day care facility and salon service, were less popular options which would incur high set up costs for TSAM. It is not recommended that TSAM investigate these options but rather do further research amongst employees to identify other options that would be more beneficial to both the organisation and the employees. A monthly suggestion box concept could be implemented for employees to contribute new ideas or ways to improve Job Satisfaction at TSAM.

#### **6.3.6 Approach to staff retention**

It is recommended that TSAM further investigate why employees remain with the organisation as well as why employees leave to identify the root causes. An external body could be used to ensure employee anonymity which will provide relatively honest



information. This study has focused on the influence of new age job benefits on job satisfaction and resulting implications on staff retention but there are many other factors that influence staff retention, for example company reputation, management and leadership styles as well as organisational culture. TSAM needs to create a working environment in which employees choose to work for the organisation rather than just accepting a position out of necessity.

#### **6.4 Limitations of this study**

The limitations that arose during this study and ways to overcome these are discussed below.

##### **6.4.1 Internet access**

TSAM does not allow every employee internet access and will only grant employees access if the job function requires use of the internet. As the questionnaire used for this study was web-based, only employees who had internet access or who were able to complete the questionnaire on another employee's computer were able to participate. It is therefore recommended for future web-based studies done at TSAM that the researcher request permission from TSAM IT department to allow employees specific access to the research questionnaire which they can get to via a direct link.

##### **6.4.2 Network response**

TSAM experienced major problems with the network servers during the period of data collection for this study which prevented some respondents from completing the web-based questionnaire. Therefore, for future studies done at TSAM, it is recommended that alternative methods be used, for example manual data collection.

##### **6.4.3 Limited scope**

This study focused on new age benefits as factors influencing job satisfaction at TSAM, however there are many more factors that could be considered. It is recommended that for future studies done on Job satisfaction at TSAM, other aspects of job satisfaction are explored.

#### **6.4.4 Availability of literature**

As new age job benefits is an area of study that has limited academic literature, it was difficult to attain information. Adding to this there are a limited number of studies done on job satisfaction in the motor industry which made it difficult to compare results. For future studies, it is recommended that all published sources of information be referenced, for example, books, journals, dissertations, e-books, newspaper articles and annual reports.

#### **6.5 Recommendations for future studies**

Future studies should consider the following:

- This study was limited to new age job benefits as factors that influence job satisfaction, however, there are many influences of job satisfaction which must be considered such as leadership and management style, teamwork, training and development and hygiene conditions.
- As the respondents at TSAM experienced problems accessing and completing the web-based questionnaire, it is recommended that for future studies conducted at TSAM a manual data collection method is used.
- A larger sample should be used for future studies to ensure the sample is representative of the entire TSAM organisation.
- This study proposed new age benefits as influencing factors of job satisfaction however, to get a different view from employees, a future study could be done on factors causing dissatisfaction at TSAM
- This study was conducted at TSAM only so it is recommended that future studies be done on job satisfaction at Toyota plants in other countries to compare results.

- This study had limited focus on staff retention at TSAM so it is recommended that future studies explore this area in more detail to assist with retaining skills and knowledge.

## **6.6 Summary**

The aim of this study was to understand the factors influencing job satisfaction at TSAM. The objectives were to determine if new age benefits influence job satisfaction, the impact of these on the business and if job satisfaction results in staff retention. The data collected answered the questions for the objectives and confirmed that new age benefits influences job satisfaction at TSAM and that employees would like to work flexitime, have flexible work space, a free canteen and gym facility. Objective four was met as recommendations based on the study results were made. As it was identified that TSAM should revise the benefits offered, the implementation of new age benefits proved to have a positive impact on the organisation. Although there were limitations, this study proved to be beneficial to both the employees and the organisation and further recommendations for future studies were made.

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## APPENDIX 1



Dear Respondent,

### **MBA Research Project**

**Researcher:** Jacky Sparrow (072 701 4584)

**Supervisor:** Professor Anesh Singh (031-260 7564)

**Research Office:** Ms P Ximba 031-2603587

I, **Jacqueline Helen Sparrow** an MBA student, at the Graduate School of Business, of the University of KwaZulu Natal. You are invited to participate in a research project entitled **Factors influencing job satisfaction at Toyota SA Motors**. The aim of this study is to: obtain information from individuals regarding factors influencing job satisfaction at Toyota SA Motors.

Through your participation I hope to understand more about job satisfaction at Toyota. The results of the Research are intended to **benefit businesses looking to retain staff, along with students looking to further the study**

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this survey. Confidentiality and anonymity of records identifying you as a participant will be maintained by the **Graduate School of Business, UKZN**.

If you have any questions or concerns about completing the questionnaire or about participating in this study, you may contact me or my supervisor at the numbers listed above.

The survey should take you about **5** minutes to complete. I hope you will take the time to complete this survey.

Sincerely

Investigator's signature \_\_\_\_\_

Date \_\_\_\_\_

## APPENDIX 2



### **MBA Research Project**

**Researcher:** Jacky Sparrow (072 701 4584)

**Supervisor:** Professor Anesh Singh (031-260 7564)

**Research Office:** Ms P Ximba 031-2603587

### **CONSENT**

I.....hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participating in the research project.

I understand that I am at liberty to withdraw from the project at any time, should I so desire.

SIGNATURE OF PARTICIPANT

DATE

.....

.....

## APPENDIX 3

### Questionnaire: Factors influencing Job Satisfaction at Toyota SA Motors

(Please tick the relevant blocks for each of the questions / statements)

Q1 Gender

Male

Female

Q2 Age group

25 - 34

35 - 44

45 - 54

55 and over

Q3 Race

African

Indian

Coloured

White

Other

Q4 I am satisfied with my job

Strongly agree

Agree

Disagree

Strongly disagree

Q5 I believe job benefits influence job satisfaction

Strongly agree

Agree

Disagree

Strongly disagree

**Please choose the options applicable to you:**

Q6 Which of the below new age job benefits would increase your job satisfaction

Flexi hours

Day care at work for my children

Free canteen

Gym facility at work

Salon services

Entertainment lunch area

Shuttlebus transportation to and from work

Flexible work space

Q7 I believe new age job benefits influence job satisfaction

Strongly agree

Agree

Disagree

Strongly disagree

Q8 I believe Toyota should revise the benefits offered

Strongly agree

Agree

Disagree

Strongly disagree

Q9 I believe Toyota has the capacity to implement new age job benefits

Strongly agree

Agree

Disagree

Strongly disagree

Q10 If I were more satisfied with my job I would:

take more care with my work

work longer hours if required

treat the companies interests as my own

take on added duties

not change my current behaviour

Q11 I believe new age benefits would impact positively on staff morale

Strongly agree

Agree

Disagree

Strongly disagree

Q12 I believe new age benefits would:

- Impact positively on the company
- Make no difference to the company
- Only cost the company money
- Impact negatively on the company

Q13 I would accept a job offer if the benefits were good for me but the remuneration package was less than expected.

- Strongly agree
- Agree
- Disagree
- Strongly disagree

Q14 I would not leave Toyota if I was satisfied with my job

- Strongly agree
- Agree
- Disagree
- Strongly disagree

Q15 A criteria I use to judge a company is staff turnover

- Strongly agree
- Agree
- Disagree
- Strongly disagree

**End of the Questionnaire**

Thank you for taking the time to complete the questionnaire.



## APPENDIX 4



### UNIVERSITY OF KWAZULU-NATAL

University of KwaZulu-Natal  
Research Office  
Govan Mbeki Centre  
Westville Campus  
University Road  
Chiltern Hills  
Westville  
3629  
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Tel No: +27 31 260 3587  
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09 April 2010

Ms J H Sparrow  
7 Santa Monica  
158 Innes Road  
Morningside  
4001 DURBAN

Dear Ms Sparrow

**PROTOCOL: Factors influencing Job Satisfaction at Toyota SA Motors**  
**ETHICAL APPROVAL NUMBER: HSS/0166/2010 M: Faculty of Management Studies**

In response to your application dated 07 April 2010, Student Number: **208521405** the Humanities & Social Sciences Ethics Committee has considered the abovementioned application and the protocol has been given **FULL APPROVAL**.

**PLEASE NOTE: Research data should be securely stored in the school/department for a period of 5 years.**

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully

**Professor Steve Collings (Chair)**  
**HUMANITIES & SOCIAL SCIENCES ETHICS COMMITTEE**

SC/sn

cc: Prof. A M Singh (Supervisor)  
cc: Ms C Haddon