UNIVERSITY OF KWAZULU-NATAL

INYUVESI YAKWAZULU-NATALI

COLLEGE OF LAW AND MANAGEMENT STUDIES

THE INFLUENCE OF JOB DESIGN ON JOB SATISFACTION OF HUMAN RESOURCES PRACTITIONERS AT ESKOM IN KWAZULU-NATAL

By Charles Ndhlovu

215079990

A dissertation in partial fulfillment of the requirements towards the qualification of Masters in Public Administration

School of Management, Information Technology and Governance

Supervisor: Dr BR Qwabe

2018

DECLARATION

I **Charles Ndhlovu** declare that:

1. The research reported in this dissertation except otherwise indicated, is my original research.

2. This dissertation has not been submitted for any degree or examination at any other university.

3. This dissertation does not contain other persons' data, pictures, graphs or other information, unless specifically acknowledged as being sourced from other persons.

4. This dissertation does not contain other persons' writing, unless specifically acknowledged as being from other researchers. Where other written sources have been quoted, then:

   a. Their words have been re-written but the general information attributed to them has been referenced

   b. Where their exact words have been used, their writing has been placed inside quotation marks, and referenced.

5. This dissertation does not contain text, graphics or tables copied and pasted from the Internet, unless specifically acknowledged, and the resource being detailed in the dissertation and on the Reference section.

Signature: .... Date: ...03/11/2018...

DEDICATION

I would like to give thanks to God the Almighty for His love, grace and mercy.

This is dedicated to my father, Elphas Butnes Ndhlovu and my mother, Emily Faku Ndhlovu. Thank you for teaching us the fear of God which is the beginning of all wisdom.

This would have been impossible without the support of my wife, Bolekwa and my son Musawenkosi.

ACKNOWLEDGEMENT

I would like to acknowledge the work of my supervisor who gave invaluable time, expert guidance and encouragement towards the completion of this dissertation.

I would also like to express my sincere gratitude to HR Practitioners at Eskom KZN Operating Unit. Your active participation in this study assisted immensely.

ACRONYMS AND ABBREVIATIONS

ERC   Ethics Research Committee

ERP   Enterprise Resource System

HR   Human Resources

HRM   Human Resources Management

JCM   Job Characteristic Model

JDS   Job Diagnostic Survey

KZN   KwaZulu-Natal

SABPP South African Board of People Practitioners

SPSS   Statistical Package for Social Sciences

T.A.S.K. Tuned Assessment of Skills and Knowledge

UKZN University of KwaZulu-Natal

VIE   Valence Instrumentality Expectation

ABSTRACT

Job satisfaction can be influenced by a variety of factors such as physical environment, personal disposition, social environment, remuneration and benefits, co-workers, leadership, supervisors, work conditions, and job design. Job design is just one of those factors that can influence job satisfaction. This study creates an understanding of the intrinsic characteristics of the job that influence job satisfaction among Human Resource Practitioners at Eskom in KwaZulu-Natal. The study focused on job design as the antecedent factor to job satisfaction. The job characteristic model was adopted as the theoretical framework for the study. The study was conducted through a mixed method design. Data was collected using questionnaires and interviews. Study participants were the Human Resources' staff at Eskom in KwaZulu-Natal. Analysis of the data was conducted separately using the SPSS 22, the Kolmogorov-Smirnov and the Shapiro-Wilk for the quantitative analysis, the NVIVO 10, and word trees and tag clouds for the qualitative analysis. The qualitative interpretation of the data was used to complement and expand on the quantitative analysis. The findings of the study show that there is a strong relationship between job design characteristics and job satisfaction; however there are other factors that have a significant impact on the level of satisfaction. The core characteristics of job design are shown to be present in the job of a Human Resource Practitioner and these lead to feelings of meaningfulness, a sense of responsibility, and the knowledge of results. Based on the findings, the study recommends the use of job design techniques based on the job characteristic model to enhance the quality of jobs towards improved job satisfaction. Job enrichment techniques such as job rotation should be used routinely to manage work teams. Employers should consider giving employees control over their work and more discretion over how it gets done towards improved job satisfaction and resultant better performance. The study finally concludes that the job design ignites job satisfaction in a challenging work environment such as the public sector while job satisfaction enhances performance towards helping the organization to achieve its strategic objectives.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF MAPS

APPENDICES

CHAPTER 1
AN INTRODUCTION AND OVERVIEW OF THE STUDY

1.1 CHAPTER INTRODUCTION

This chapter outlines the content and the structure of this dissertation and begins by stating the background of the study, followed by the statement of the problem. Research questions and research objectives are also presented in this chapter. In addition, this chapter provides a preliminary review of the literature, theoretical framework, and research methodology. The chapter concludes with a discussion of the study limitations and an overview and outline of all the chapters is presented.

1.2 BACKGROUND TO THE STUDY

In a globally connected world, organizations have to respond effectively to challenges from both internal and external environments in order to remain competitive in pursuit of their ever challenging goals. Organizations have to be flexible enough to be able to address challenges in economic, political, social, and technological environments if they want to take advantage of opportunities offered by the global marketplace. Developing the capacity for flexibility is considered a vital component of any organization's corporate human resource strategy (Veeran, 2012:60). In the midst of all these challenges, organizations ranging from those working to achieve satisfactory returns on investments in the private sector, to those working to achieve the effective and efficient provision of public goods and services in the public sector, have to pursue and accomplish a variety of goals and objectives.

The public sector consisting of government institutions such as government departments, at national, provincial and municipal levels, parastatals, and other institutions as may be formed by various legislations; are not immune to the influences of globalization. One tool that is available for organizations to respond effectively to various challenges, including globalization, is the improved utilization of human resources which requires the effective Human Resources Management (HRM). South Africa, however, tends to be rated very low in international reports on HRM practices (Schutte, Barkhuizen & Van der Sluis, 2015:1). The HRM function exists in all organizations, both private and public. It becomes more of a competitive advantage as it cannot be copied like other factors of production such as factory equipment, the production line, or the ingredients to manufacture a particular product (Abid, Sarwar, Imram, Jabbar, & Hannan, 2013:1).

It is therefore one dimension that can create the difference between ordinary performance and superior performance.

The high rate of employee job contentedness is directly related to a lower turnover rate. Thus, keeping employees satisfied with their careers should be a major priority for every employer. In order to gain and maintain the leading edge over competitors, organizations do not only focus on achieving the performance targets, but also look at how these targets are achieved (Gregory, 2009:29). This is relevant to the serious challenges of poor service delivery and low employee productivity that the public sector in South Africa is experiencing (Ferreira & Van Antwerpen, 2011:12606-12607). It therefore becomes prudent to look at factors that influence employee satisfaction which is meant to work towards improving service delivery. Although the subject of job satisfaction has been extensively researched with regard to other professions, there seems to be a dearth of researchers addressing HR Practitioners. It therefore becomes critical that in an environment where there are pressures of productivity and where many employees are pushed to the limits (resulting in high turnover), that the role of HR Practitioners and the issues related to their performance is understood.

The challenges that are faced by public enterprises in South Africa, one of them being the constant changes of leadership in critical positions, leads to the general deterioration of morale of the workforce and serious decline in job satisfaction (Ferreira & Van Antwerpen, 2011:12606-12607). There is therefore a role that can be fulfilled by HR Practitioners to curb this challenge. Ray and Ray (2011:8) confirm that leaders and specifically HR Practitioners are the levers which can raise job satisfaction and reduce employee turnover. Mallikarjuna (2012:11) further adds that HR has to chart out plans and provide ways to reduce dissatisfaction among employees.

The HR Practitioners in Eskom's operating unit in the province of KwaZulu-Natal function in this challenging environment that is similarly experienced by many other public institutions in South Africa. This study focuses on understanding job design factors that influence the level of job satisfaction of HR Practitioners in order to leverage these factors so that HR Practitioners remain motivated in assisting the organization (specifically its employees) to remain focused and productive in-spite of failing leadership and the absence of other factors that would normally be relied upon to sustain acceptable levels of performance and productivity.

1.3 RESEARCH PROBLEM STATEMENT

Identifying the research problem and providing a description that reflects its exact nature are the most important steps in any research project. Since all steps that are undertaken in the research process are primarily aimed at solving a research problem, it is therefore very important to formulate a clear research problem statement (Du Plooy-Cilliers, Davis, & Bezuidenhout, 2007:64).

The HRM function in executing its strategic role has the unenviable task of providing support to the organization as a whole and to the employees in particular so that they remain resilient and focused on delivering on the organization's mandate in spite of the challenges experienced. They need to provide inspiration, motivation, and upliftment in very difficult circumstances where they as employees in the organization are also affected.

In an environment of ever increasing challenges of delivery of services as experienced by governmental institutions, the role of HR Practitioners becomes of utmost importance. It becomes imperative therefore to understand factors that will assist in keeping the level of commitment and effectiveness of the HR Practitioners to be at a level where they are able to provide the supporting but strategic role that is required by organizations that are forever going through turbulent times. The competency level of HR Practitioners is therefore an important factor towards the successful implementation of HRM as a strategic business imperative (Chen and Chang, 2011:5743). Competency is made up of knowledge, skills, experience, and behaviour. Behaviour is influenced by factors such as motivation, culture, attitude, and job satisfaction or contentment. The question is, are the levels of job satisfaction of HR Practitioners at sufficiently healthy levels for them to be able to execute their duties efficiently and effectively? We therefore need to understand the factors that are critical to the establishment and maintenance of acceptable levels of job satisfaction in employees for them to be able to execute their duties to the highest levels of efficacy.

In the public sector environment, which is often characterized by leadership instability, poor service delivery, and poor governance structures, the challenge is how the high levels of job satisfaction can be maintained in a sustainable way, particularly of HR Practitioners who are one of the critical levers to be used to uplift the morale of employees. Wagner and Hollenbeck (2005:145) enumerates antecedent factors to job satisfaction as including physical environment, personal disposition, social environment, remuneration and benefits, co-workers, leadership, supervisors, work conditions, and job design. In an unstable organizational environment where

there is very limited influence of most of these factors, the job design factor is selected as the focus area for this study.

Eskom in general has seen its fair share of turbulent times characterized by challenges such as constrained electricity generation capacity that led to widespread power disruptions, allegations of corrupt behaviour at senior management levels and financial constraints. Eskom has experienced a lack of capacity in the generation and reticulation of electricity. As a result, in the first quarter of 2008, blackouts became common place in the country, with damaging effects on South Africa's economy - the economic growth of the first quarter of 2008 fell to 1.57% from 5.4% in the last quarter of 2007 (Inglesi & Pouris, 2010:1). There have also been challenges of leadership instability and turnover at board and senior executive levels (Mantshantsha, 2014:1). These have dented public and customer confidence. The image of the company to the public, investors, customers, and its own employees reached the lowest levels ever. This has unavoidably resulted in the lowering of motivation and morale of employees.

Similar to other often troubled public enterprises, employees in Eskom and HR Practitioners in particular, are required to carry out their duties in very difficult circumstances. They need to provide support to other employees in order to ensure stability to the organization where they are also affected. Thus, the importance of creating an understanding of the factors that will keep the levels of satisfaction of HR Practitioners high in the face of all these challenges.

This study therefore focuses on intrinsic characteristics of the job that influence job satisfaction with the focus being on HR Practitioners. The aim of the study is to contribute towards creating an understanding of the influence of job characteristics on job satisfaction and making a contribution in improving the capacity of HR Practitioners and their readiness to execute their role as strategic partners.

1.4   HYPOTHESIS

A hypothesis is a tentative statement about a relationship between variables, a statement that you aim to accept or reject at the end of your research (Du Plooy-Cilliers, Davis, & Bezuidenhout, 2014:83).

This study aims to confirm or reject the following hypothesis:

Job design characteristics increase job satisfaction of HR Practitioners.

In order to test the aforementioned hypothesis, research objectives have been identified for this research study.

1.5   RESEARCH OBJECTIVES

Research objectives are the achievements a researcher can point out to show success made in conducting the research project (Du Plooy-Cilliers *et al.,* 2014:83). Objectives describe the endpoint that a researcher will be accountable for. Research objectives for this study are as follows:

- To determine the influence of job design characteristics of HR Practitioners on job satisfaction in Eskom, KwaZulu-Natal Operating Unit.
- To explore the views of HR Practitioners regarding the importance of job satisfaction in their performance in Eskom, KwaZulu-Natal Operating Unit.
- To understand how HR Practitioners perceive the role of HRM in the strategy of the organization in Eskom, KwaZulu-Natal Operating Unit.

1.6 RESEARCH QUESTIONS

Research questions assist the researcher to focus the study from a broad topic to a specific area. Through research questions the researcher can determine the methodology to be adopted to collect data. Moreover, research questions guide all stages of inquiry, analysis, and reporting (Du Plooy-Cilliers *et al.,* 2014:83).

The following research questions were identified for the study:

- How do the job design characteristics of HR Practitioners influence job satisfaction at Eskom, KwaZulu-Natal Operating Unit?
- How do HR Practitioners view the importance of job satisfaction in their performance at Eskom, KwaZulu-Natal Operating Unit?
- How do HR Practitioners perceive the role of HRM in the strategy of the organization Eskom, KwaZulu-Natal Operating Unit?

1.7 SIGNIFICANCE OF THE STUDY

As previously indicated, Eskom is not different to other public organizations in that it also faces similar challenges that are likely to impact on the level of motivation and morale of the whole workforce. The level of job satisfaction amongst HR Practitioners whose role is critical in assisting other employees during these difficult times is likely to be also affected, thus, the need to assess this factor in relation to job design with a view of implementing corrective action where necessary.

The recommendations furnished in the final chapter of this dissertation can be adopted to improve job satisfaction amongst HR Practitioners, thus giving them the capacity to execute their roles more effectively towards enhanced organizational performance.

The lessons learnt from this case study at Eskom KZN can be further explored for possible implementation in other government institutions and parastatals. .

1.8 PRELIMINARY LITERATURE STUDY

In most organizations the HRM function is predominantly positioned as a strategic function and is now designed to assist organizations to deliver on their strategic mandates. Nel, Werner, Poist, Schultz, Sono, Du Plessis, and Ngalo (2011:602) contend that the globalization of businesses has led to the integration of the HRM within business strategy. The HRM has thus become a business imperative. Its strategic role is to link all human resource (HR) activities in an organization so that they are aligned with the strategic objectives of the organization (Nel *et al*., 2011:553). The plans and activities are therefore designed such that they achieve the objectives of strategic HRM in order to achieve the overall goals of the organization. In this endeavour, HRM faces a number of challenges that include the ever changing and diverse expectation of the workforce. This comes from rapid changes in technology, varying values and mindsets of employees in the same workforce, and increased mobility of labour (Nel *et al*., 2011:634). Some of the challenges are internal to HRM itself such as resistance to change, lack of key skills in HR, and lack of credibility of HR Professionals. For HRM to remain effective and relevant it therefore has to undergo a continuous renewal process.

According to Nel *et al*., (2011:634) continuous renewal requires HRM to be focused on:
- developing employees' skills to meet future demands;
- development of own skills to be strategic partners who will be business experts and change agents;
- administrative and functional skills in order to be able to apply HR knowledge, tools, systems, and processes to achieve organizational objectives; and
- development of skills to be employee advocates who will be assisting employees to achieve their own aspirations in the organization.

Human Resource Practitioners are tasked with facilitating the elevation of the morale of the workforce and is thus challenged to contribute meaningfully and add greater value to their

organizations. In order to achieve this, HR Managers are continually expected to conduct research towards sharpening the alignment of HRM's internal capacity with the external opportunities.

The ability of HRM to respond to the identified business challenges is inhibited by the lack of focus in the development of the capacity of HRM. Most studies that investigate the effectiveness of HRM tools and techniques are mainly conducted by HR Practitioners focusing on other core areas of service delivery or business undertakings, with little focus on improving the delivery capacity of HR Practitioners themselves (Schutte *et al*., 2015:8). This study takes a different approach by focusing on evaluating the impact of HR techniques in developing an HR team, by focusing specifically on the job design characteristics of the HR Practitioners' job and their relationship with the job satisfaction of incumbents.

1.9 THEORETICAL FRAMEWORK UNDERPINNING THE STUDY

Job satisfaction can be influenced by a variety of factors. Antecedent factors to job satisfaction include physical environment, personal disposition, social environment, remuneration and benefits, co-workers, leadership, supervisors, work conditions, and job design (Wagner & Hollenbeck, 2005:145). The Job Characteristic Model (JCM) presents the intrinsic job characteristics as the main antecedent factors to job satisfaction. These factors include task or skill variety, job identity, job significance, autonomy and feedback. For the purpose of this study the researcher adopted the JCM as the core theoretical framework. Each of the job characteristics that are integral to the Job Characteristic Model (JCM) will be briefly discussed here.

- Skill variety: This refers to the degree to which the job requires the person to do different things (Mukul, Rayhan, Hoque, & Islam, 2013:190). According to Kemboi, Burrot, Chenuos and Rutto (2013:152), the theory behind providing skill variety in job design is that it will reduce boredom, thereby increasing job satisfaction and motivation.
- Job identity: This refers to the ability of the job to have its own identity from beginning to the outcome (Mukul, *et al*., 2013:190), the extent to which a job involves doing a complete work from beginning to end, as opposed to doing only a portion of the job. Choge, Cheptiyen and Chelimo (2014:74) contend that the JCM suggests that managers should design tasks that form an identifiable and meaningful whole to increase employee "ownership" of the work and encourage employees to view their work as meaningful and important rather than irrelevant.
- Job significance: This refers to the level of significance that is carried by the job both internally to the organization and to the external environment (Mukul, *et al*., 2013:190).

7

Grant (2008:109) refers to Steers and Mowday, (1977) in contending that the JCM conceptualizes task significance as an objective characteristic of the work itself, seeking to increase job performance by structurally redesigning tasks to enrich employees' perception of task significance.

- Autonomy: This refers to the amount of independence the person has on the job to determine in areas such as scheduling of work and making decisions how the job will be done (Mukul, *et al*., 2013:190). It is the degree or level of freedom and discretion allowed to an employee over his or her job. Belias, Koustelios, Sdrolias and Aspridis, (2014:326) state that autonomy is one of the most important work characteristics that affect employees' job satisfaction. Autonomy and a feeling of freedom are likely to increase the employees' control and decision making, resulting to more effective conflict resolution and therefore having an effect on all aspects of job satisfaction.
- Feedback: This refers to how far does the job on its own provide information to the person on how well it is done in terms of achieving desired job and performance outcomes (Mukul, *et al*., 2013:190). Job feedback can assist in creating an employee's understanding of the impact on the clients, the work process, and the organization in general (Kemboi *et al*., 2013:152).

The next section will explain the research and design methods that will be employed in this study.

1.10 RESEARCH DESIGN AND METHODS

Critical elements of research design include that:

- it is a comprehensive plan for data collection,
- it is a blueprint for research,
- it answers specific research questions or test specific hypotheses,
- it clarifies how data will be collected,
- it describes the instruments that will be used and also explaining processes to be followed to analyse the data (Bhattacherjee, 2012:35).

Consequently, the decision on specific research design must be taken before the research is conducted as it provides the guide of how the research must be conducted. The research design also helps to contribute to the efficiency and effectiveness of the research project. The elements of the research plan that are selected for this study will be briefly discussed here. Chapter 3 of this study will be dedicated to discussing the research design selected for this study in more detail.

1.10.1 Research design

This study adopts a mixed methods approach in that aspects of both quantitative research and qualitative research will be used to conduct this research. Wisdom and Creswell (2013:2) identify the following advantages of using a mixed methods approach, namely:

- it provides strengths that offset the weaknesses of both quantitative and qualitative research; and
- it brings a more complete and comprehensive understanding of the research problem than either quantitative or qualitative approaches alone.

This approach assists the researcher to create a complete, holistic understanding of the experiences of HR Practitioners of the job design characteristics in their job. Through triangulation of the quantitative and qualitative data, the researcher establishes the existence of a relationship between the job characteristics and job satisfaction. The ultimate goal is to establish how their jobs can be enhanced towards improved job satisfaction.

The next section provides the chapter inventory.

1.11 CHAPTER INVENTORY

This study is made up of the following chapters:

Chapter 1 gives an outline to the study, the background, and triggers that led the researcher to be interested in this subject. In clarifying the research problems, the objectives that the researcher aims to achieve are clearly stated, also stated are the rationale and the significance of this endeavour to the specific organization and public sector service delivery at large. The hypothesis and research questions are also listed.

Chapter 2 reviews the literature for the study. The chapter provides the foundation for this study. Literature review begins with the definition of the key concepts in the interrogation of the relationship between job design and job satisfaction. The conceptual framework is introduced which identifies the focus of the study.

Chapter 3 gives the roadmap that the research undertaking follows. Specific clarity is given on the worldview or paradigm adopted for the study, research methods, study site, target population, sampling strategies, data collection and analysis and ethical consideration.

Chapter 4 presents both the quantitative and the qualitative data. Reference is made of the response rate and the reliability of the results. This chapter contains detail analysis of both quantitative and qualitative data in a triangulated approach.

Chapter 5 concludes by discussing the results towards confirming or rejecting the hypothesis and also towards confirming the achievement of the research objectives. Lastly, recommendations are given in this concluding chapter.

1.12 CHAPTER SUMMARY

This chapter introduces the study by focusing on the following areas:

- The preliminary literature review which provides the foundation.
- The background to the study provides the rationale behind this undertaking.
- The hypothesis that the study aims to confirm or reject
- The research objectives and the research questions.
- The chapter also outlines the research approach and tools that will be used in this study.
- The significance of the study is also mentioned as part of this introduction.

The next chapter will analyse relevant literature in more detail.

CHAPTER 2

JOB DESIGN AND JOB SATISFATION: A CONCEPTUAL AND THEORETICAL PERSPECTIVES

2.1   CHAPTER INTRODUCTION

The aim of literature review is to build a conceptual foundation upon which the rest of the work is build. In addition, the literature review explores previous knowledge and gives anchor to which to attach new ideas towards determining what the researcher wishes to test (Oliver, 2012:1).

The job is the focal point for evaluating how an organization makes the most of its people and how it stimulates loyalty and commitment to the organization. Studies of job design and its impact on job satisfaction and resultant performance have been conducted in various fields of human behaviour and have attracted the interests of researchers over the years. Therefore, this chapter presents a literature review of the relationship between job satisfaction and job design and how it impacts on organizational performance. In reviewing the relationship between job design and job satisfaction, this chapter gives the context by outlining the legislative framework that regulates employment relationships in South Africa and also by looking at the criticality of HRM in influencing the strategy of the organization. Through this review, literature is repackaged and analyzed as a way of bringing new insights into how job design influences job satisfaction. The entire chapter is structured according to the following topics:

- The legislative framework that governs employment in South Africa;
- The relationship between HRM and the strategy of the organization;
- Definition of job satisfaction and relevant job satisfaction theories;
- Definition of job design and relevant studies on job design;
- Proponent and opponent views on the existence of a positive relationship between job satisfaction and job design; and
- Conclusion.

2.2 THE LEGISLATIVE FRAMEWORK THAT GOVERNS EMPLOYMENT IN SOUTH AFRICA

The South African legislative landscape is built upon the Constitution of South Africa, (Act 108 of 1996). Chapter two of the Constitution contains the Bill of Rights in which the rights of all South Africans are enshrined. The following labour rights are provided in the Constitution:

- Section 18 provides the rights to freedom of association

- Section 23 provides the following labour rights:
  - Everyone has the right to fair labour practices;
  - Every worker has the right to form and join a trade union and to participate in the union's activities;
  - Every worker has the right to strike
  - Every employer has the right to form and join an employers' organization and to participate in the activities of the organization; and
  - Every trade union, employers' organization and employer has the right to engage in collective bargaining.

Other labour law statutes that were enacted to establish the framework that regulates the employer-employee relationship in South Africa include:

- The Basic Conditions of Employment Act (Act 75 of 1997) as amended
- The Employment Equity Act (Act 55 of 1998)
- The Skills Development Act (Act 97 of 1998)
- The Occupational Health and Safety Act (Act 85 of 1993)
- The Compensation for Occupational Injuries and Diseases Act (Act 130 of 1993)
- The Labour Relations Act (Act 66 of 1995), as amended

Job satisfaction is influenced amongst other factors by the environment in which work is conducted. This environment is governed by the legislative framework that is provided by the implementation of these and other labour laws. Therefore, the implementation of managerial processes, tools and systems that are used to shape the design of jobs and build job satisfaction towards improved performance is done within the guidelines of these legislative instruments such as:

- The Skills Development Act (Act 97 of 1998) for the training and development of employees towards enriched or expanded roles. Career opportunities and training afford individuals the prospect of further developing themselves and growing within the ranks of their career (Asegid, Belachew and Yimam, 2014: 26).
- The Employment Equity Act (Act 55 of 1998) to ensure that equity in the workplace is respected and preserved in the implementation of job redesign techniques.
- The Basic Conditions of Employment (Act 75 of 1997) ensure that work conditions remain within the acceptable legal requirements.
- The Occupational Health and Safety Act (Act 85 of 1993) ensures that acceptable standards of health and safety are maintained.

- The Labour Relations Act (Act 66 of 1995) supports the importance of collective agreements and emphasizes the need for organised labour and business to regulate relationships through the entering into of collective agreements.

In using job design techniques such as job enrichment, job enlargement or socio-technical enrichment, the provisions of relevant labour laws cannot be ignored.

2.3 THE CRITICALITY OF HRM IN INFLUENCING THE STRATEGY OF THE ORGANIZATION

Wang and Shyu (2008:93) prefer Wright and McMahan's (1992) definition of strategic HRM who define strategic human resource management (SHRM) as "the pattern of planned organization human resource deployments and activities intended to enable an organization to achieve its goals". Many organizations have adopted this approach to integrate HRM as the process of strategic management, through the development of the new discipline named strategic HRM. This research study is premised on the view that HRM practices such as job design can support the sustainability of the competitive advantage of an organization (Leroy, Van Dierendonck & Den Hartog, 2018: 252). This approach further entrenches the idea that human resource management should be considered as a strategic factor, not only for the role it plays in putting managerial strategy into effect, but also for its potential of it becoming a source of sustainable competitive advantage.

There is general consensus that if HRM is operated correctly, this could lead to significant increase in organizational performance. Wang and Shyu (2008:93) affirm HRM strategy and practices on organizational performance as an important topic in the field of HRM, industrial relations, and industrial and organizational psychology. The authors further refer to researchers such as Begin (1991) and Butler *et al.* (1991) who argue that HRM practices can help to create a source of sustained competitive advantage, especially when they aligned with organization's competitive strategy.

Farouk, Abu Elanain, Obeidat and Al-Nahyan (2016:785) refer to studies by various researchers such as Arthur (1994) and Batt (2002) who confirm the positive impact of the combined effect of integrated sets of HRM practices on organizational performance. These are called "bundles", "systems" or "configurations" of HRM practices. One such stream is known as "best practice perspective", which holds that a bundle of human resource practices may universally exert positive impacts on the group or firm performance (Farouk, *et al.*, 2016:785).

Boon, Eckardt, Lepak and Boselie (2018:39) refer to Huselid (1995) who established that HRM practices such as employee recruitment and selection procedures, compensation and performance management systems, employee involvement and employee training have a significant impact on employee turnover, productivity and short and long term corporate financial performance. Boon *et al*., (2018:39) further support this assertion by referring to Huselid, Jackson, and Schuler (1997) who showed that HRM effectiveness is associated with increased financial performance as indexed by productivity, cash flow and market value.

Farouk, *et al*., (2016:785) refer to a framework established by Evans and Davis's (2005) that summarizes HRM best practices into seven main practices operationalized as high performance work systems (HPWSs) that can be integrated into the strategy of the organisation. They present these as follows:

- **Staffing**

  This can be defined as the extensiveness of procedures to evaluate relevant knowledge, skills, and abilities for job fit. Examples include:
  - Selective screening,
  - Assessment of technical and interpersonal skills, attitudes, and/or personality
  - Performance-based promotions

- **Self-managed teams**

  This can be defined as redistribution of power downward by granting authority and responsibility to team structures. This leads to:

  - Employee participation programs
  - Teams with task and decision-making authority
  - Extensive use of teams throughout the organization

- **Decentralized decision making**

  This is explained as the empowering of employees via greater responsibility and access to resources. This then results into:
  - Less narrowly defined tasks
  - Greater authority to make decisions

- **Training**

This is the extensive use of formalized programs to develop knowledge, skills, and abilities. The results include:

- Training for current and future skills; including technical and interpersonal training
- Training for both new hires and experienced employees

- **Flexible work assignments**

    These give rise to opportunities to broaden individual knowledge, skills, and abilities, employing job design techniques such as:

    - Job rotation
    - Rotation across teams
    - Job enlargement
    - Job enrichment

- **Communication**

    This can be explained as the open vertical and horizontal communication channels providing access to information and opportunities to express viewpoints leading to:

    - Access to all levels of operating results
    - Employee suggestion systems
    - Explanation of business strategy

- **Compensation**

    Compensation approaches include performance-contingent pay, group-based pay, and above market pay policies leading to:

    - Profit/gain sharing Employee ownership
    - Comparatively high level of pay
    - Performance-contingent pay
    - Team-based pay

In order to enhance organizational strategy, organizations can adopt effective HRM practices based on these high performance work systems that would complement and facilitate the successful execution of the chosen strategy. For example, the choice of an innovation strategy implies the use of an effective incentive-based compensation, training and development, recruitment and selection, and performance appraisal. Top managers also need to review their HRM programs and redesign them in order to increase the integration

between HRM and innovation strategy, which leads to improving organization innovation and performance (Farouk, *et al*., 2016:785)). The alignment between the business and HRM strategy is the key factor of success for organizations. When the HRM strategy and business strategy are aligned, the effectiveness of HR practices and organizational performance improve. The effectiveness of HRM leads to increase labor productivity while strategy-fit strengthens the relationship between HRM effectiveness and labor productivity (Wang and Shyu, 2008:102-103).

The focus of this study is on how the influence job design characteristics can be used to improve job satisfaction as an integral part of the organizational strategy towards increased performance. The next sections continue to review literature on job satisfaction and job design, and the relationship between the two.

2.4 DEFINITION OF JOB SATISFACTION

According to Saari and Judge (2004:396), the most popular definition of job satisfaction is by Locke (1976) who defines it as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Similarly, Wagner and Hollenbeck (2005:138) confirm that job satisfaction is "a pleasurable feeling that results from the perception that one's job fulfils or allows for the fulfilment of one's important job values". In the same vein, Potgieter (2003:220) defines job satisfaction as a "collection of attitudes of an employee to a number of aspects related to his or her job". The author further notes that the influences of employee satisfaction are not restricted to only the work itself but include aspects such as the workplace interactions, and relationships, rewards and incentive schemes, and personal characteristics.

There are intrinsic and extrinsic satisfaction dimensions. Intrinsic sources of satisfaction depend on individual characteristics of the person such as ability to use initiative, relations with supervisors, or the work that the person actually performs. For example, attitude of the employees to their work has a significant effect on their level of job satisfaction. Extrinsic sources of satisfaction are situational and depend on environmental factors such as pay, promotion, job security policies, procedures, work group affiliation, working conditions, and fringe benefits (Olorunsola, 2012:46).

Different theories on job satisfaction are presented next. Abend (2008:178) defines a theory as a general proposition which establishes a relationship between two or more variables and explains a particular phenomenon. As such, theories presented in the next section will explain the notion of

job satisfaction and further establish the relationship between job and job satisfaction as the main focus of the study.

2.5 THEORIES ON JOB SATISFACTION

Different scholars and researchers have based their work on underlying factors that explain and account for the feelings and behaviour of people in their working environment. Central to their inquiry are the following questions:

- What makes some people more satisfied with their jobs than others; and
- What are the underlying processes that influence the feelings of job satisfaction.

To answer these questions reference can be made to various theories.

According to Redmond (2015:1), many job satisfaction theories have attempted to explain job satisfaction and its influence on work performance. These theories include:

- Maslow's Hierarchy of Needs;
- Hertzberg's (1968) Two Factor (Motivator-Hygiene) Theory;
- Adam's (1965) Equity Theory;
- Porter and Lawler's (1968 modified version of Vroom's (1964);
- Valence Instrumentality Expectancy Model (VIE);
- Locke's (1969) Discrepancy Theory;
- Locke's (1976) Range of Affect Theory;
- Bandura's (1977) Social Learning Theory,;
- Landy's (1978) Opponent Process Theory"; and
- Hackman and Oldman's (1976) Job Characteristics Model also referred to as the JCM which will be explored here in greater detail.

Based on these theories, job satisfaction has been linked to work related factors such as productivity, motivation, absenteeism, accidents, mental health, physical health, and general life satisfaction (Redmond, 2015:1). The focus here is on the influence of the factors that come with the job, specifically the intrinsic characteristics of the job on job satisfaction.

Judge and Klinger (2008:398-399) discuss theories on antecedent factors to job satisfaction. In their analysis, they conclude that the theories can be classified into three categories, namely:

- Situational theories;
- Dispositional approaches; and
- Interactive theories.

Situational theories are based on the hypothesis that job satisfaction results from the nature of one's job and other factors in the environment such as availability of tools, office equipment, air-conditioning, and personal protective equipment. In a situation where adverse situational factors interact with the weak capacity of the individual to manage the situation, job satisfaction of the employees is likely to be negatively affected. Dispositional theories assume that job satisfaction emanates from the personal factors that make up the individual. Interactive theories suggest that job satisfaction emanates from the interrelationship of situational and personal factors (Judge & Klinger, 2008:398).

The focus of this study is on the intrinsic factors in the job of HR Practitioners that influence their job satisfaction. The following theories: Herzberg Two Factor theory and Locke's Discrepancy theory will be presented in more depth as they focus more on this specific aspect of the intrinsic factors that influence behaviour.

2.5.1 Herzberg Two Factor Theory

According to Chu, and Kuo (2015:54), Herzberg conducted a study in 1959 on the job attitudes of 203 accountants and engineers. The participants were asked to recall when they had positive or negative feelings and the reasons for those feelings. The findings revealed that the job characteristics were related to what an individual does and to the nature of the work that the individual performs. Motivation factors appeared to be having the capacity to increase the sense of achievement, competency, personal growth, self-realization, and status. The absence of such gratifying job characteristics appeared to lead to de-motivation or dissatisfaction. Herzberg further found that dissatisfaction resulted from unfavourable assessments of job related factors such as company policies, interpersonal relations, salary, supervision, technical problems, and the overall working conditions. Herzberg's motivators and hygiene job related factors are discussed in more depth in the following paragraphs.

- **Motivators**

Based on Herzberg (1966) and Zimmerman (1988) studies, Chu and Kuo (2015:54) identify motivators including individual's need for personal achievement and growth as factors that motivate employees to work. These motivators result in job satisfaction. The presence of these factors in an organization can create and sustain job satisfaction among employees, thus resulting in employee productivity and organizational effectiveness.

● **Hygiene Factors**

Also based on Herzberg (1966), Chu and Kuo (2015:54) identify hygiene factors such as company policies, feelings of job security, financial remuneration, quality of supervision, quality of interpersonal relations and working conditions as elements that prevent job dissatisfaction. The fulfilment of hygiene factors does not make the employee happy or satisfied; it just removes the unhappiness from the work environment. Therefore, if hygiene factors are not satisfied an employee's efficiency will in turn decrease. Hygiene factors are based on the need for an organization to avoid unpleasantness within the working environment. If the hygiene factors are considered to be inadequate by an employee, they cause dissatisfaction.

2.5.2 Discrepancy Theory

According to Boyd, Huang, Jiang and Klein (2007:188), the discrepancy theory measures employee satisfaction and the extent to which real outcomes such as pleasant working conditions, access to systems, and use of advanced technology match the expectation of the individual in the workplace. This means that the closer the match, the higher the person's satisfaction with it. An important part of discrepancy theory is in finding how to measure and reduce the perceived gap between the outcomes and the employees' desires. Large negative gaps result in dissatisfaction, while smaller ones in satisfaction. Large positive gaps vary in impact depending on the nature of the item and its utility as expressed by the person. If the elements are desirable without detrimental results and if expectations are exceeded, a positive gap will be achieved (Boyd *et al*., 2007:188). Therefore, this theory claims that an individual's satisfaction is determined by their self-perceived desires and self-perceived delivery. Discrepancy between them impacts the level of job satisfaction.

Both the Herzberg's two factor theory and the discrepancy theory place an emphasis on how the individual experiences the work environment. Tuang (2011:57) presents a conceptual framework that identifies sources within an organization where employee motivation may develop. These are based on the fulfilment of the employees' cognitive needs. The author argues that because the employees' cognitive needs cause motivation in employees, they are referred to as antecedents of motivation. Therefore, if the right antecedents connect with employees, they will find them exciting and then get motivated. Tuang (2011:57) suggests a broad classification based on the source where these antecedent factors emerge as follows:

● Job antecedents, such as the ability of the job to attract and retain employees.

- Outcome antecedents, such as real or potential rewards that emanate from the job. It is important that the organization designs outcomes that will be valued by the employees.
- Organizational systems antecedents, such as work environment, policies, and practices, management philosophies, organizational culture, image, and the position in its markets.

Raudeliuniene and Meidute-Kavaliauskiene (2014:719) affirm that work content is one of the intrinsic factors that affect motivation. Therefore, the way the job is designed becomes a critical factor towards influencing job satisfaction. In influencing these factors in a job towards improving job satisfaction and performance, the lessons from both Herzberg's two factor theory and the discrepancy theory become of great significance.

Work content becomes a critical area for organizations in order to find sources of job satisfaction and motivation towards improved organizational performance. This applies more so in organizations that are going through turbulent times characterized by leadership instability, financial challenges, and lack of public or customer confidence. Employees in these organizations are likely to experience deterioration of job satisfaction. This is a typical scenario that is experienced by public sector institutions in South Africa that experience constant service delivery protests, leadership changes, accusations of corruption and poor governance (Ferreira & Van Antwerpen, 2011:12606). This, therefore, requires the organization to look at other factors such as job design in order to generate job satisfaction and work motivation in the public sector.

2.6 JOB DESIGN

The notion of job design has always featured prominently in efforts to improve the performance of both public and private institutions (Ali & Zia-ur-Rehman, 2014:70). Many researchers have analyzed the relationship between job design and employee performance and concluded that there is a strong relationship between the two concepts (Ali & Zia-ur-Rehman, 2014:70). Such studies can be traced back to the work of Frederick Taylor's 'One Best Way' and Elton Mayo's Hawthorne studies which amplified the importance of psychological and social factors at work (Zareem, Razzaq & Mujtaba, 2013:46).

According to Azeem (2010:295), the success of an organization and the pursuit of quality depend on how the organization makes the most of human competencies, but also on how it stimulates commitment to the organization. As this study identifies the job as the focus area for evaluating the impact on job satisfaction, the emphasis is on the gratifying feeling that results from the

employee's assessment of the tasks in a job. Therefore, the focus remains on the intrinsic elements of the job that are likely to lead to job satisfaction.

2.6.1 What is job design?

Zareem, Razzaq, and Mujtaba (2013:46) define job design as changing the content and processes of a job to increase an employee's satisfaction, motivation, and productivity. Torrington, Hall, Taylor and Atkinson (2011:84) define job design as the process of putting together a range of tasks, duties, and responsibilities to create a composite profile of tasks for individuals to undertake in their work and to regard as their own.

Buchanan (1979) cited in Zareem *et al*., (2013:49) further define job design as specifying the contents or methods of any job in such a way that various requirements of the job holder can be effectively satisfied. They maintain that these requirements may include social, technological, personal, and organizational desires. Job design is related to the process of transformation of inputs to outputs and it also takes into consideration the human factors such as attitudes, beliefs, behaviour, and organizational factors such as policies, procedures, and plant and equipment which are of critical importance in the achievement of desired performance. Job design can therefore be defined as the integration of job content and the method of doing the job. This combines the qualifications, skills, and experience required for the job, intrinsic and extrinsic rewards associated with the job, and the basic relationship between organizational needs and the employee needs. A typical job design process will consist of the following components: specification of individual tasks, combination of tasks into jobs and specification of methods to execute the tasks. When employees get involved and are familiar with the job design they become more motivated to take an active part in the achievement of organizational goals and, as a result, the performance of employees increases which positively impacts the organizational outcomes.

2.6.2 The relationship between job design and job satisfaction

Morris and Venkatesh (2010:145) theorized that the relationship between the five job characteristics in the Job Characteristic Model (JCM) and job satisfaction would be moderated by the implementation of the new system. In their year-long study of employees they established that the implementation of the Enterprise Resource Planning system (ERP) moderated the effects of skill variety, autonomy, and feedback. On the other side, task identity and task significance had direct positive effects on job satisfaction. The introduction of this ERP system as explained by Morris and Venkatesh (2010:145) highlights the influence of job redesign on the perception of job characteristics and job satisfaction.

According to Ali and Zia-ur-Rehman (2014:76), job design has a positive and significant effect on the relationship with employee performance. Job design has a sufficient role in employee satisfaction and performance and therefore management of any organization must consider employees' perspective in designing the job profile of each position. Hence, prominence should be given to JCM elements of the job (Ali & Zia-ur-Rehman 2014:76).

Hadi and Adil (2010:297) confirmed that job characteristics are successful in predicting job satisfaction, intrinsic motivation, and extrinsic motivation. Task identity, which refers to the extent to which the employees perform the whole task instead of merely small components of a task, was found to be the most important predictor of job satisfaction. This led to the psychological state of meaningfulness of work to the employees, further influencing the level of job satisfaction. Feedback turned to be the only significant predictor of extrinsic motivation.

Jin and Lee (2012:32) found that there were areas of similarity and significant differences in the way employees experienced the four job characteristics as suggested by the job characteristic model. Autonomy was found to be a major precursor of job satisfaction. However, it was at the same time found that the greater autonomy that was given to employees to decide their work starting and ending times, the less they became satisfied with their jobs. This was explained by the cultural dynamics that were observed in some of the countries. From their study, Jin and Lee (2012:33) further noted that in some of the Asian countries employees whose working times are not monitored by management developed a sense of being unwanted by their organizations and a feeling of being 'left out' of important responsibilities. Contrary, in countries such as France, South Africa, and Mexico they found that autonomy on deciding starting and work ending times had a tendency of leading to more job satisfaction.

According to Schultz, Bagraim, Potgieter, Viedge and Werner (2003:67), "job satisfaction is a collection of an individual's attitudes to his or her job as influenced by aspects such as the job itself". When this view is juxtaposed with Zareem's *et al*., (2013:46) definition of job design as "changing the content and processes of a job to increase an employee's satisfaction, motivation and productivity", this then suggests that job design can be used to introduce productivity improvement in current jobs by introducing concepts such as job enlargement, job rotation, job enrichment, and socio- technical systems. Job improvement will not be effective if it does not lead to improved job satisfaction. Job design techniques such as: job enlargement, job rotation, job

enrichment, the socio-technical systems theory and job characteristic model are discussed in the next section.

2.6.3 Job enlargement

According to Marwa and Muathe (2014:44), job enlargement can be viewed as an activity that entails assigning workers additional same level activities thus increasing the number of activities they perform. It therefore means that job enlargement increases the scope of work laterally without necessary increasing job tasks in a vertical fashion. Essentially, job enlargement interventions are employee centric with the aim of enhancing employee motivation in the process of designing jobs. According to Chung and Ross (1977), cited in Marwa and Muathe (2014:44), the impact of job enlargement on employee motivation is in fulfilling lower needs of Abraham Maslow's hierarchy of needs namely: physiological, safety, and social needs, towards influencing job satisfaction as depicted in Figure 1. This means that job enlargement as a technique of job design has the capacity of giving the employees motivation to enjoy the work and thus improve organizational performance.

Self-Actualization Needs

Realizing one's potential growth using creative talents

Self-fulfilment Needs

Esteem Needs
Achievement, recognition, and status

Social Needs
Love, belonging, affiliation, acceptance

Psychological Needs

Safety Needs
Protection against danger, freedom from fear, security

Physiological Needs
Survival needs, air, water, food, clothing, shelter and sex

Basic Needs

Figure 1: Abraham Maslow's hierarchy of needs
Source: Adapted from: Ozguner and Ozguner (2014:213)

There could be unintended consequences in using job enlargement as a method of job redesign. Some of the disadvantages of using job enlargement in job design are that it can lead to job

dissatisfaction by decreasing social interaction and increasing workload. Job enlargement can also lead to additional tasks that cause role uncertainty resulting in role conflict. Therefore, Marwa and Muathe (2014:44) caution that this calls for a careful implementation of job enlargement interventions for if not carefully done, the resultant effects can be catastrophic. Job rotation is another technique of job design. It presents elements that can mitigate some of the negative consequences of job enlargement. These are discussed in the next section.

2.6.4 Job rotation

Saravani and Abbasi (2013:473) state that job rotation involves mainly rotating employees from one position to another in a lateral fashion and is characterized by having tasks that require different skills, and at times, tasks with different responsibilities. Job rotation is the most effective approach of job design as well as an aspect of human capital development policy which has the potential to improve job satisfaction and increase capabilities in employees (Saravani & Abbasi, 2013:473). As such, job rotation is seen as having the important element of promoting learning in the organization thus improving capabilities of employees and at the same time getting the benefits of job satisfaction. Marwa and Muathe (2014:45) argue that it is necessary to carry out a cost benefit analysis before using this kind of job redesign technique and it should only be applied where it is rational to do so. This is based on Cosgel and Miceli's (1999) assertion as cited by Ajusa and Atambo (2016:1370) that job rotation should be applied when the incremental benefits of its applications outweigh the benefits of work specialisation. Marwa and Muathe (2014:45) add that job rotation can also lead to information sharing that produces more knowledgeable employees. This, according to the authors, can result in employees that do their tasks better, leading to improved performance and productivity. The job rotation technique can also support employee's task commitment and job involvement consequently playing a role in driving efficiency and effectiveness leading to enhanced productivity. Saravani and Abbasi (2013:473) observed that job performance is not directly influenced by job rotation. They maintain that job rotation positively influences job performance when mediated by job satisfaction and skill variation.

2.6.5 Job enrichment

Job enrichment entails giving employee's greater autonomy and control thereby influencing workers affective and motivational systems by chiefly providing multiple paths to job goals (Marwa & Muathe (2014:45). While job enlargement entails horizontal restructuring, job enrichment involves vertical restructuring that leads to the employee being given additional authority, autonomy, and control over the way the job must be done. Vijay and Indradevi (2015:253) contend that job enrichment adds a feeling of satisfaction derived from the work itself.

Based on work of King-Taylor (1975), Marwa and Muathe (2014:45) argue that job enrichment must meet and fulfil employees' aspirations as individuals and not robots. The implementation of job enrichment should therefore involve the employees in sessions in which they suggest as many changes as possible in order to make the job more challenging and interesting as well as efficient and effective. In essence, job enrichment can be more than just a job redesign technique, but becomes an organizational philosophy characterized by true employee participation and involvement. Job enrichment has the benefit of increasing employee self -control, self-actualization, and self-respect, leading to increased employee performance (Saleem, Shaheem & Saleem, 2012:146).

Onimole (2015:204) contend that an improvement in job content through job enrichment may stimulate growth needs and the individual would be motivated to satisfy those needs. An improvement in the physical environment or job context factors would only remove job dissatisfaction but not increase motivation. According to the authors, job enrichment has been suggested as a possible answer to the question of motivation of employees. They refer to Herzberg who maintains that a job can be enriched by making it more meaningful and interesting. Any improvement in working conditions, interpersonal relations, financial benefits and job security will not motivate employees as they are only capable of sustaining and maintaining the achieved level of motivation and performance. What emerges, as Onimole (2015:204) further highlights, is that Herzberg theory provides an impetus for management to improve employee motivation through intrinsic job enrichment factors that are founded upon the following principles:

- Recognition and appreciation that work itself has tremendous capacity to motivate a person at work. Thus any good performance should not go unnoticed and without a word of praise.
- Recognition that outstanding achievements which are desired by many create problems solving situations, and entrust the responsibility of solving problems to employees. This gives employees more challenging and complicated assignments which eventually will results into feeling of accomplishment.
- Advancement in terms of achieving higher designation or promotion can be remarkably motivating. This implies to management that before filling a vacancy, consideration must be given to existing staff. If possible the vacancy should be filled by internal promotion. The structure of the organization should allow for upward mobility.
- Possibility of growth and development of skills, abilities, talents, and knowledge of employees should be given considerable attention. People who are more talented should

be identified and trained for higher positions. This will give them a chance to be more creative and to develop further.

- Increased responsibility suggests a more complex task. This entrusts more responsibility to capable persons and makes them accountable for completing the assignment, and additionally make them feel more identified and responsible for results.
- Work itself should be made challenging, varied, complex, and interesting.

Job enrichment implies the need to understand the content of the job and make necessary improvements. According to Onimole (2015:204), if a person dislikes the contents of his job, no matter how hard you try, he may not be motivated. In such cases the contents of the job need to be changed. Generally, people do not work in isolation. They work with other people and use technical systems to produce goods and services. This leads to a need to explore the contribution of socio-technical systems in job design towards job satisfaction.

2.6.6 Socio-technical systems theory

The socio-technical systems theory suggests that organizations are composed of people interacting with each other and a technical system that produces products or services (Kariuki & Makori, 2015:369). To achieve high levels of both productivity and job satisfaction, the social and technical systems must be designed to fit each other. This will benefit the people in terms of their behaviour and job satisfaction, and the efficient functioning of the technology towards improved productivity. According to Baxter and Sommerville (2011:4) "the outcome of applying these methods is a better understanding of how human, social and organizational factors affect the manner in which work is done and technical systems are used". This understanding can contribute to the design of organizational structures, business processes, and technical systems. Failure to adopt socio-technical approaches to systems design may result in systems that do not make their expected contribution to the goals of the organization (Baxter & Sommerville, 2011:4).

On the one hand, Tsuma and Omondi (2015:1317) explain that technical systems in a factory-like environment comprise of tools, techniques, and other devices that are necessary to transform input into outputs in a way that enhances the economic performance of the organization. On the other hand, the social system comprises of employees at all levels, the knowledge, skills, attitudes, values, and needs that they bring to the work environment, and the reward system and authority structures that exist within the organization. Therefore, socio-technical theorists emphasize that both the social and the technical systems must be jointly optimized. However, the rational approaches tend to ignore the psychological and social needs of employees when using new

technologies and tend to over formalise employees activities and interactions in forcing a fit between employees and technology (Tsuma & Omondi, 2015:1317).

Tsuma and Omondi (2015:1317) maintain that repetitive and undemanding work undermines commitment and performance motivation. At work group level, competition and close supervision causes stress, petty deception, "scape goating" and low morale. The authors point out that the theorists, including Trist and Bamforth (1951), disagree with the rational system perspective that by standardizing and routinizing work demands, work performance is enhanced. Instead, they hold the view that in situations of uncertainty, the socio-technical approach emphasizes the redundancy of parts. Instead of reducing jobs to simple tasks, that suggests that employees can be quickly trained and replaced if necessary; workers must be trained for multiple roles and be allowed to be self-regulating. As such, employees must be put into roles instead of jobs (Tsuma & Omondi (2015:1317).

Applying socio-technical systems leads to the development of autonomous work groups or what is also referred to as self-managing teams. These teams carry out a relatively whole task, members have a range of skills, and the team has autonomy over when and how the work is done. Interdependence is regarded as a defining feature of the team (Parker, Morgeson & Johns, 2017:407). From a job satisfaction perspectives, the outcomes of socio-technical systems include the alignment of behaviour and technology, awareness that badly designed jobs can lead to psychological and social factors that result in sickness and absenteeism in the workplace, and that there is value in organising work into related components that add up to a meaningful whole. The job characteristic model that focuses on specific features within a job that lead to job satisfaction is presented in the next sub-section.

2.7 THE JOB CHARACTERISTICS MODEL

As previously established, job satisfaction can be influenced by a variety of factors. These include antecedent factors to job satisfaction such as the physical environment, personal disposition, social environment, remuneration and benefits, co-workers, leadership, supervisors, work conditions and job design. For this study, the researcher chose job design as depicted in the theoretical model represented in Figure 2.2, as the main antecedent factor towards job satisfaction.
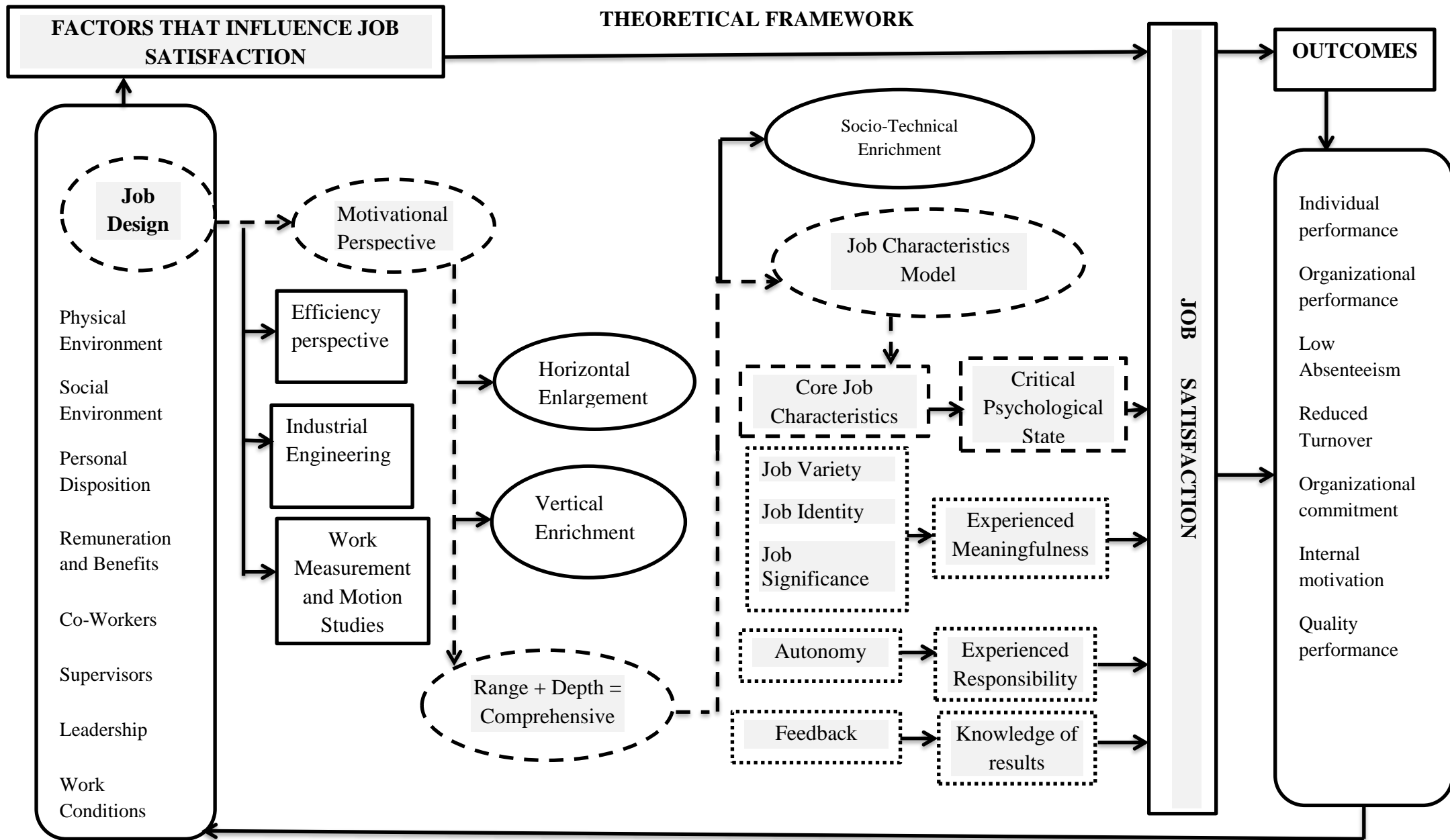
Figure 2: Job Characteristic Model
Source: Adapted from**:** Wagner and Hollenbeck (2005:145) and Mukul, Rayhan, Hoque and Islam (2013:19)

Figure 2 illustrates the relationship between the core dimensions of the JCM with the critical psychological states and personal and/or work outcomes.

Job design can come from an efficiency perspective which manifests either through the discipline of industrial engineering or work measurement and motion studies. Job design can also be from a motivational perspective which can be based on horizontal job enlargement or vertical job enrichment. Combined, job enlargement and job enrichment result into a comprehensive approach that incorporates both range and depth in the job redesign processes (Wagner & Hollenbeck, 2005:145). According to Potgieter (2003:27) changes that are introduced as part of job design can enrich or enlarge jobs and these will assist in the reduction of stress factors that are related to autonomy, routineness, and complexity.

Comprehensive job design can either be through socio-technical techniques or can be premised on Hackman and Oldman's JCM (Mukul, Rayhan, Hoque, & Islam, 2013:188). The Hackman and Oldham's JCM is regarded as representing the motivational approach to job design. It recognizes that certain job characteristics contribute to certain psychological states and that the strength of employees' need for growth has an important moderating effect on job satisfaction (Mukul *et al.*, 2013:190).

The JCM focuses on intrinsic factors or characteristics of a job. This model suggests that jobs that are enriched to provide specific core characteristics are likely to be more satisfying and motivating than jobs that do not have these specific core characteristics (Mukul *et al.*, 2013:190). The five characteristics in Hackman and Oldman's JCM as summarized by Mukul *et al.*, (2013:190) are skill/job variety, task identity, task significance, autonomy, and feedback.

This model suggests that the existence of these job characteristics leads to certain psychological states such as a state of meaningfulness arising from skill variety, task identity, and task significance; a sense of responsibility arising from autonomy and knowledge of results obtained from feedback. The model also suggests that internal rewards are obtained by an individual when he is made aware of the results of the task that he personally performed well and that he cares about (Mukul *et al.*, 2013:190).

The usefulness of the JCM in establishing a relationship between job design and job satisfaction is acknowledged by many researchers, but there are some dissenting views. These varying views are discussed in the next section.

2.8 PROPONENT AND OPPOSING VIEWS ON THE EXISTENCE OF A POSITIVE RELATIONSHIP BETWEEN JOB DESIGN AND JOB SATISFACTION

Marwa and Muathe (2014:48) argue that there are commonalities of thought in the effects of job enlargement, job enrichment, and job rotation on employee satisfaction and workplace productivity. They conclude that there is a positive relationship between socio-technical designs on employee satisfaction and productivity.

The authors however note that there are dissenting voices as to whether these interventions actually lead to workplace satisfaction and employee productivity. For example, there is a contention that job design techniques do not just have an effect on employees' job satisfaction and commitment but they have negative effects on such relationship. Therefore, Marwa and Muathe (2014:48) recommend that a meta-analysis of major studies on the subject of the job design systems can be used to work out correlations that can help shed the light on the subject on how the job design aspects of socio-technical systems affect employee productivity.

A view is held that there has been a reduction in interest among researchers in studying issues of job design based on a belief that most theoretical and practical questions on this subject have been answered. However, some studies point out that job design no longer reflect the current sophisticated world of work and have yet to integrate the impact of dramatic changes in the world of work that have occurred over the past few decades (Grant, Fried, Parker, & Frese, 2010:145). These changes include a shift from a manufacturing to a service-oriented economy; an increase in the scope and importance of the knowledge-based industry, and the 'knowledge workers' who are exposed to challenging cognitive demands; an increase in emotional and interpersonal tasks in service work; an increase in task interdependence and the use of teams; significant growth in globalization and global operations across different countries, societies and cultures; and the growing use of continued breakthrough technology and flexible work methods ranging from virtual teams to telework as a basis for operations (Ouye, 2011:1). All of these changes are associated with increased unpredictability and uncertainty. At the same time, the nature of the workforce itself is changing considerably, with more women involved, greater ethnic diversity, more educated employees, an aging population, and altered psychological contracts between employers and employees.

Grant *et al*., (2010:152) further reflect on new directions for further research in the subject of job design and its effect on employees' job satisfaction and productivity. One area that prompts

further research is the changing nature of employees as a result of generational differences. Other elements as suggested by Grant *et al*., (2010:152) are legal issues, policy issues, globalization of labour relations, and ethics.

Abid, Sarwar, Imram, Jabbar and Hannan (2013:2-3) point out that studies have demonstrated that the assessments of perception of task characteristics tend to vary with the individuals' frame of mind and job attitudes. The effect of task design may have very little to do with the characteristics of the job, but may have been influenced by the individual's perception of the job. Another criticism of the JCM is that job design approaches are relatively successful in increasing outputs where the reward system has already satisfied lower level needs. If lower level needs have not been satisfied, employees cannot be expected to experience upper level need satisfaction through enriched jobs. Therefore based on this view managers can't expect individuals with relatively low growth needs to respond as would those with relatively high growth needs.

Kim (2016:7) notes that few studies have found no relationship between the job characteristics that are experienced by public employees in their jobs and their intrinsic work motivation. The author refers to Wright (2004) whose work revealed that work context variables such as procedural constraints, organizational goal specificity, and organizational goal conflict are relevant to work motivation. The author also refers to Camilleri (2007) who shows that the motivation of public sector employees is mainly the result of the organizational environment surrounding them. In spite of these dissenting views, Kim (2016:7) still concludes that generally positive correlation between job characteristics and the dimensions of public service motivation exists.

Tsuma and Omondi (2015:1314) points out that there is a tendency among researchers in the area of job design to focus on job design as a whole, and not point out specific aspects of job design that have the most impact on job satisfaction. The authors cite studies by Ivancevich (1998) who suggests that certain methods of job design are primarily interested in improving performance while others are more concerned with satisfaction. Tsuma and Omondi (2015:1314) argue that the researcher should indicate which methods of job design improve employee's performance and which methods improve satisfaction levels. They suggest that researchers should carry out further research on each of the aspect of job design; hence the focus of this study is on the influence of the intrinsic job characteristics on the job satisfaction of HR Practitioners.

31

2.9 KEY TERMS AND DEFINITIONS

Key terms and definitions used in the study are shown below in Table 1.1.

Table 1 Key Terms and Definitions

Key Terms	Definition
1. Job satisfaction	Job satisfaction is "a pleasurable feeling that results from the perception that one's job fulfils or allows for the fulfilment of one's important job values" (Wagner and Hollenbeck, 2005:138).
2. Job design	Job design is specifying the contents or methods of any job in such a way that various requirements of the job holder can be effectively satisfied. (Zareem, Razzaq, and Mujtaba, 2013:49)
4. Job autonomy	This refers to the amount of independence the person has on the job to determine in areas such as scheduling of work and making decisions how the job will be done (Mukul, Rayhan, Hoque, & Islam, 2013:190).
5.Skill variety	This refers to the degree to which the job requires the person to do different things (Mukul, *et al*., 2013:190).
7. Feedback	This refers to how far does the job on its own provide information to the person on how well it is done in terms of achieving desired job and performance outcomes (Mukul, *et al*., 2013:190).
9. Job significance	This refers to the level of significance that is carried by the job both internally to the organization and to the external environment (Mukul, *et al*., 2013:190).
10. Task identity	This refers to the ability of the job to have its own identity from beginning to the outcome (Mukul, *et al*., 2013:190).

2.10 CHAPTER SUMMARY

This chapter positioned the management of human resources as a critical tool that can give an organization the competitive advantage in the provision of goods and services in both the private and the public sector. In this endeavour, job satisfaction is put forward as the main ingredient that is necessary for employee performance. The conceptual understanding and significance of theories associated with job design and job satisfaction were explored in the chapter. The chapter further highlighted the varying views to the existence of a positive relationship between job design and job satisfaction and improved organizational performance.

The next chapter presents the research design approach and methods that are adopted for this study.

CHAPTER 3
RESEARCH DESIGN AND METHODS

3.1 CHAPTER INTRODUCTION

The literature review in the previous chapter suggests a general consensus on a positive causal relationship between job design and job satisfaction. It further reinforces the criticality of HRM practices in the successful execution of the strategy of the organization. This chapter presents the research design and research strategy adopted in the study that will enable the testing of the hypothesis and the achievement of the research objectives. Also, this chapter discusses the location of the study, data collection methods, and ethical considerations. The chapter concludes with an outline of the study limitations.

3.2 RESEARCH AND RESEARCH DESIGN

Mafuwane (2012:67) defines research as a planned activity aimed at establishing new facts and information about a particular phenomenon. The author further explains that the research process involves the identification of a particular problem or area of interest, translating to the research problem, collecting data, analysing the data and reporting the findings of the research. The collection of data requires the researcher to adopt a particular research design. Mafuwane (2011:68) quotes different definitions of research design used by different scholars such as Leedy (1997) who presents research design as a plan for a study that provides the overall framework for collecting data, MacMillan and Schumaker (2001) who define research design as a plan for selecting subjects, research sites, and data collection procedures to answer the research questions and Durheim (2004) who adds that research design is a strategic framework for action that serves as a bridge between research questions and the execution, or implementation of the research strategy. In agreement is Bhattacherjee (2012:35) who defines research design as a comprehensive plan for data collection in a research project. Moreover, Bhattacherjee (2012:35) further explains that research design includes how data will be collected, describes the instruments that will be used and also explains the data analysis process to be followed. These processes must be decided before the research is conducted as they provide the guide of how the research must be done. This helps to contribute to the efficiency and effectiveness of the research project.

Therefore, it can be reasoned that research design refers to the overall strategy that the researcher chooses to integrate the different components of the study in a coherent and logical way, thereby, ensuring the researcher will effectively address the research problem; it constitutes the blueprint for the collection, measurement, and analysis of data. The research problem determines the type of design the researcher should use.

There are essentially three basic approaches to research, namely: quantitative approach, qualitative approach, and the mixed method approach. Each of these design methods are further discussed in the sections that follow.

3.2.1 Quantitative Research Design

According to Rajasekar, Philominathan and Chinnathambi (2013:9), quantitative research is based on the measurement of quantity or amount of data. Quantitative results are essentially expressed in a set of numbers. Quantitative methods begin with the collection of data using survey tools such as questionnaires based on a theory or hypothesis, followed by the application of descriptive or inferential statistics (Rajasekar *et al*., (2013:9).

3.2.2 Qualitative Research Design

Contrary, Rajasekar *et al*., (2013:9) describe qualitative research design as concerned with qualitative phenomenon that involves quality. Qualitative approach is involved with subjective assessment of attitudes, opinions, or behaviour. Results that are generated are in the form of non-quantitative data collected through in-depth interviews, focus group interviews, and projective techniques.

3.2.3 Mixed Methods Research Design

A mixed method approach combines methods associated with both quantitative and qualitative research, where the aim is for qualitative and quantitative methods to supplement each other (Du Plooy-Cilliers, Davis, & Bezuidenhout, 2014:33).

This study adopted a mixed methods approach in that aspects of both quantitative research and qualitative research were used to collect research data. Wisdom and Creswell (2011:2) identify the following advantages of using a mixed methods approach, namely: it provides strengths that offset the weaknesses of both quantitative and qualitative research and it brings a more

complete and comprehensive understanding of the research problem than either quantitative or qualitative approaches alone.

As such, this approach was used to create a complete, holistic understanding of the experiences of HR Practitioners of the job design characteristics in their job and establish the existence of a relationship between the job characteristics and job satisfaction by converging quantitative and qualitative data, thus triangulating the results. The ultimate goal was to establish how their jobs can be enhanced towards improved job satisfaction.

In deciding the research methods to be used, Creswell (2014:35) contends that the researcher must clearly adopt philosophical ideas that will form the basis of the study. These are called worldviews or paradigms which help to clarify why specific research methods are chosen for the study.

3.3 WORLDVIEWS OR PARADIGMS

Creswell (2014:36) identifies four worldviews as discussed below.

3.3.1 Post positivism

The Post positivism Worldview is characterised by the need to identify and assess the causes that influence outcomes such as experiments (Creswell, 2014:36). Data is collected and knowledge is established based on observation and measurement.

3.3.2 Constructivism

The Constructivism Worldview is characterized by reliance on the participants to construct the meaning of the situation or phenomenon that is being studied. According to Bisman and Highfield (2012:5), within constructivism there is no predefinition of dependent or independent variables as would usually be the case in quantitative, positivist research, but rather a concentration on exploring and giving account of how people make sense of the situation at a particular point in time.

3.3.3 Transformative

The Transformative Worldview presents a view that research should pursue a political agenda to confront social problems whenever they occur. Its focus, therefore, is on the needs of members of the society that may be oppressed or marginalized (Creswell, 2014:36).

3.3.4 Pragmatist

The Pragmatist Worldview is more concerned about what really works based on actions, situations, and consequences (Creswell, 2014:37). It is more focussed on finding solutions that work. The researcher focuses on addressing the research problem and uses all approaches available to understand the problem and to find practical solutions.

This study aspired to find practical solutions to challenges of job satisfaction in an organization characterized by low morale, towards improved performance. Thus, the Pragmatist Worldview provided a philosophical foundation that best suited this aspiration.

3.4 RESEARCH STRATEGY

Research strategy is a process through which an attempt is made to achieve systematically and with the support of data the answer to a question, resolution to a problem, or a greater understanding to a problem (Leedy, 1997), as cited in Mafuwane (2011:68). It is therefore a step-by-step plan of action that gives direction to the researcher's thoughts and efforts, enabling the research to be conducted systematically and on schedule to produce quality results and detailed reporting. This enables the researcher to stay focused, reduce frustration, enhance quality and most importantly, save time and resources.

According to research philosophy, approach, strategy, choice, and techniques are inherent components of the methodology. Research strategy in particular provides the overall direction of the research including the process by which the research is conducted. Case study, experiment, survey, action research, grounded theory and ethnography are examples of research strategies. These will be explained here in more detail.

3.4.1 Grounded theory

According to Chenitz and Swanson (1986), and cited in Probert (2006:5), in grounded theory research "…the researcher needs to understand behaviour as the participants understand it, learn about their world, learn their interpretation of self in the interaction, and share their definitions".

Probert (2006:5) further expands on the fundamental elements of grounded theory as including but not limited to:

- entering the research setting without a pre-conceived hypothesis;

- collecting and analyzing data concurrently;
- constantly comparing the emerging data with the data already collected, to identify similarities or differences;
- using a review of literature as one element of data collation; and
- formation of a "theory" such as a conceptual model which explains the findings in an abstracted format, thus offering a broader theoretical understanding of the phenomena.

3.4.2 Survey Research Strategy

According to Check and Schutt (2012), cited in Ponto (2015:23), survey research strategy is the collection of information from a sample of individuals through their responses to questions. In addition, survey research strategy allows for a variety of methods to recruit participants, collect data, and utilize various methods of instrumentation. Survey research can use quantitative research strategies, qualitative research strategies, or both strategies (Ponto, 2015:23).

3.4.3 Experiment

According to Charness, Gneezy and Kuhn (2011:1), the fundamental characteristic of experimental approaches is that researchers can observe behaviour in an abstract environment that they can control. They can achieve this by exposing participants to different treatments so that one is able to achieve the identification of causality. The experimental method is therefore a systematic and scientific approach to research in which the researcher manipulates one or more variables and controls and measures any change in other variables. Experiments are conducted to be able to explain causation in order to be able to predict phenomenon.

3.4.4 Action research

According to Lewin's (1948), cited in Morales (2016:158), action research refers to a paradigm of inquiry where researcher's primary purpose is to improve the capacity and subsequent practices of the researcher rather than to produce theoretical knowledge. It involves comparative research on the conditions and effects of various forms of social action, and research leading to social action.

3.4.5 Ethnography

Denzin and Lincoln (2011), cited in Naidoo (2014:1), defines ethnography as a qualitative methodology that lends itself to the study of the beliefs, social interactions, and behaviours of

small societies, involving participation and observation over a period of time, and the interpretation of the data collected. It involves the researcher as an observer, being immersed in the culture of the observed over an extended period and therefore be in a position to discover what would normally be hidden.

3.4.6 Case Study Research Strategy

According to Wedawatta, Ingirige, and Amaratunga (2011:1), case study is a research strategy which is documented as an empirical inquiry that investigates a contemporary phenomenon within a real-life context, especially when the boundaries between the phenomenon and context are not clearly evident. In the same vein, Crowe, Cresswell, Robertson, Huby, Avery, and Sheikh (2011:4) define a case study as a research approach that is used to generate an in-depth, multi-faceted understanding of a complex issue in its real-life context. They further point out that it is extensively used in a wide variety of disciplines, particularly in the social sciences. Central to the case study approach is the need to explore an event or phenomenon in depth and in its natural context.

This study adopted the case study approach as the preferred research strategy. This enabled the researcher to engage HR Practitioners as a unit of analysis from Eskom to share their experiences and feelings in their work environment. The unit of analysis included HRM team that consists of 30 HR employees consisting of HR Officers, Assistant HR Officers, and their HR Managers. The HRM team provides strategic and operational HR services to the KZN Operating Unit hence their experience and knowledge of the influence of job design on job satisfaction.

In-depth interviews and questionnaires were used to collect the data.

3.5 STUDY SITE

According to Mbambo (2009:39), the research setting refers to the place where data is collected. It provides a brief description of the geography of the area, the location, climate, and all information that is relevant to the problem being investigated.

The selected study site is at Eskom Holdings Company, specifically the Eskom KZN Operating Unit, focusing on its operations that are located in the province of KwaZulu-Natal. The company has its footprints in all towns and cities of the province of KwaZulu-Natal. The head

office is in Durban, New Germany, and it has four other main offices in the towns of Empangeni, Newcastle, Pietermaritzburg, and Margate. The Eskom KZN Operating Unit builds, operates, and maintains the electricity network of the province.

3.5.1 THE CONTEXT OF ESKOM KWAZULU-NATAL OPERATING UNIT

KwaZulu-Natal is one of the nine provinces in South Africa where Eskom has its footprints. The HR's team that constitute the unit of analysis for the study is located in KwaZulu-Natal. This team has been selected mainly due to its location which enables easy access to the researcher. Data were collected from all the sites where HR Practitioners worked, including New Germany, Mkondeni, Newcastle, Empangeni, and Westville. Map 4.1 displays the distribution spread of Eskom sites in KwaZulu-Natal.

Map 1: Eskom KZN OU Area Offices

Source: Eskom KZN OU, Land Development Department, 2017.

All the participants have access to e-mailing facilities. Questionnaires were sent to them through the emailing system. The researcher visited each site for the purpose of conducting interviews with HR Practitioners. Table 3 below illustrates the sites where study interviews were conducted, the duration of each interview, and the total time taken to complete interviews.

Table 1: Target Population and Interview Duration

Location	Number of HR Practitioners Interviewed	Duration of each Interview (Minutes)	Total duration (Minutes)
New Germany	10	30	300
Mkondeni	5	30	150
Newcastle	1	30	30
Westville	2	30	60
TOTAL	**19**		**540**

Source: Field Enquiry, 2016.

3.6 TARGET POPULATION

Parahoo (1997), cited in De Lange (2009:58), defines the target population for the research study as all the units from which data can be collected. The target population includes all the elements that meet set criteria for inclusion in a study. Mbambo (2009:39) affirms that the study population includes all the subjects that conform to a set of specifications, comprising the entire group of persons that is of interest to the researcher and to whom the research results can be generalized.

The target population for this study was the HRM team consisting of HR Officers, Assistant HR Officers and their managers who are employed at Eskom in KZN. The job profile of Human Resource Practitioners in Eskom, KwaZulu-Natal, defines them as professional Human Resources' generalists who have at least a three year diploma in Human Resources or related field. They are required to register as members of the South African Board of People Practice. The key performance areas in this job include skills planning, skills sourcing, organizational development, change management, performance management, remuneration management, career development, mentoring, labour relations, health and well-being, skills development, employee benefits, exits management, and HR information management. The HR Practitioners in this role guide and direct the execution of all HR activities and ensure the alignment of HR activities with the strategic goals of the organization (Eskom Job Profile, 2017:1).

3.7 SAMPLING AND SAMPLING STRATEGIES

Setia, (2016:505) describes sampling as the method by which the researcher selects the sample. There are essentially two types of sampling methods, namely: probability sampling and non-probability sampling. The probability sampling approach is based on chance events such as random numbers, or flipping a coin. Random sampling methods include simple random sample or stratified random sample. Non-probability sampling is based on researcher's choice, and population that is accessible and available. Non-probability sampling methods include quota sampling, convenience sampling, and purposive sampling, which are briefly discussed below (Setia, 2016:505).

3.7.1 Quota sampling

According to Yang and Banamah (2014:2), in quota sampling the entire population is divided into relevant strata, such as gender, age or class. These strata are called 'quota controls' and they are chosen according to their relevancy to the topic of interest. The number of elements in each stratum in the population is estimated with external data such as census results. Then the total number of units in each stratum in the sample is the product of the corresponding proportion in the population and the predetermined sample size. Finally, in order to obtain the same (or at least very similar) proportion for each stratum in the sample, interviewers are allowed to select from the population the calculated number of units in each stratum, and they are free to choose anyone as long as the person meets the requirements of the stratum. According to Brinsky (2006) cited in Yang and Banamah (2014:2), in quota sampling people who are not willing to participate are simply replaced by other people who are.

3.7.2 Convenience sampling

Convenience sampling also known as accidental sampling is a type of non-probability sampling where members of the target population that meet certain criteria such as easy accessibility, geographic proximity, availability at a given time, or the willingness to participate are included for the purpose of the study (Etikan, Musa and Alkassim, 2016:1).

3.7.3 Purposive sampling

According to Etikan *et al*., (2016:1), in using the purposive sampling technique, the researcher makes a deliberate choice of participants due to the qualities that they possess. It is also a non-random technique that does not need underlying theories or a set number of participants.

Purposive sampling methods include: homogenous sampling, typical case sampling, extreme/deviant case sampling, critical case sampling, total population sampling, and expert sampling.

For this particular study the entire population met the selection criteria, hence the purposive sampling technique was used to select study participants. The purposive sampling techniques are commonly used where the number of cases being investigated is relatively small. In this study of Eskom KZN HR Practitioners, there are only 30 HR Practitioners serving an organization of approximately 2500 employees. Since the total number of HR Practitioners is relatively small, it makes sense to include all of them to create a total population sample. The next section presents the rationale that is followed in determining the sample and sample size.

3.8 SAMPLE AND SAMPLE SIZE

According to Omair (2014:145), a sample is a subset of the total population for the research study. This total population is called the target population, to which the results of the study can be generalized. A sample must be of the required size in order to have the required degree of accuracy in the results and to be able to identify any significant difference or association that may be present in the study population. Determining the minimum required sample size for achieving the main objectives of the study is of prime importance for all studies. Sampling is of importance in all research studies which aim to generalize their findings of the study to a larger population. It is essential to have the required sample size and to select a representative sample using the appropriate sampling techniques.

3.8.1   Sample Size

Eskom KZN Human Resources' team is made up of 8 managerial and 22 non-managerial employees. They are located in offices that are at the following sites: New Germany, Westville, Mkondeni, Newcastle, Ladysmith, and Empangeni. They provide Human Resources services to Eskom employees who are spread all over KZN. As indicated in Sections 3.7.3 and 3.8, the purposive sampling approach was used, specifically the total population sampling technique. The size of the sampled population totalled the size of the total population. Table 3.1 illustrates the distribution of HR staff in Eskom KZN.

Table 2: Distribution of HR Staff

LOCATION	OFFICERS	MANAGERS	TOTAL
New Germany	13	6	19
Mkondeni	5	1	6
Newcastle	1	-	1
Empangeni	1	-	1
Ladysmith	1	-	1
Westville	1	1	2
TOTAL	**22**	**8**	**30**

Source: Field Work, 2016.

The researcher visited the six sites (shown in the table 3.1 above) where HR Practitioners are located to conduct in-depth interviews. Questionnaires were distributed to the participants through the e-mailing system. The following section provides details discussion of the data collection process.

3.9 DATA COLLECTION AND METHODS

According to Paradis, O'Brien, Nimmon, Bandiera and Martimianakis (2016:263-264) collecting qualitative data is intended to produce information that helps you to answer your research questions, capture the phenomenon of interest, and account for context and the rich texture of the human experience. This opens up opportunities to challenge previous thinking and conduct further inquiry. Careful design of the data collection phase requires the following: deciding who will do what, where, when, and how at the different stages of the research process; acknowledging the role of the researcher as an instrument of data collection; and carefully considering the context studied and the participants and informants involved in the research (Paradis, *et al.,* 2016:263-264).

There are five key data collection methods. These include:

3.9.1 Surveys

Check and Schutt (2012), cited in Ponto (2015:168), define surveys as the collection of information from a sample of individuals through their responses to questions. Surveys use questionnaires to document perceptions, attitudes, beliefs, or knowledge within a defined sample of participants.

3.9.2 Interviews

Interviews are ideal when used to document participants' accounts, perceptions of, or stories about attitudes toward, and responses to, certain situations or phenomena. They are used to gather information from individuals on a one-on-one basis. Pre-determined questions or topics for discussion are used to facilitate the process. Moser and Korstjens (2018:13) explain that the sequence of the questions depends on the respondents and how the interview unfolds. Interviews are often recorded and later transcribed into written records. The interviewer is expected to actively listen, question, probe, and prompt further to collect richer data. Interview data are often used to generate themes, theories, and models.

3.9.3 Focus groups

Focus groups are used to gather information in a group setting, either through predetermined interview questions that the moderator asks of participants in turn or through a script to stimulate group conversations. Ideally, they are used when the sum of a group of people's experiences may offer more than a single individual's experiences in understanding social phenomena. Focus groups also allow researchers to capture participants' reactions to the comments and perspectives shared by other participants, and are thus a way to capture similarities and differences in viewpoints (Paradis, *et al.,* 2016: 263).

3.9.4 Observations

Observations are used to gather information in real situations using the senses, namely: vision, hearing, touch, and smell. They allow investigations and documentation of what people do to understand why they do it, instead of merely focusing on their own perceptions or recollections (Paradis, *et al*., 2016:264). This is a technique that is best for use in an ethnographic research.

3.9.5 Documentation analysis

Documentation analysis is used to investigate changes in organizational views on a specific topic or area in order to document the context of certain practices or to investigate the experiences of a group of individuals as captured in written documents. (Paradis, *et al*., 2016:264).

As previously indicated, this study used a mixed method approach. The quantitative component of the study employed a survey technique in the form of a questionnaire to collect the data.

This ensured a structured approach in gathering and analysing the participants' experiences and feelings regarding the impact of job design on their job satisfaction level. The qualitative component of the study used an in-depth interview technique to gather qualitative data. Interviews also assisted to establish the perceptions and experiences of the HR Practitioners of the influence of job design on their job satisfaction levels. The interviews further assisted the researcher to establish a holistic view of the perceptions and experiences of HR Practitioners in the way their job influences the strategy of the organizations and the way their job satisfaction influences their performance.

Since the whole population consists of not more than thirty employees, all employees were targeted for the completion of the survey questionnaires. Simply put, for the quantitative component of the study all employees in the population were purposively asked to complete the questionnaire (Mugera, 2013:6). According to Zohrabi (2013:255), questionnaires can be administered personally, mailed to the respondents or electronically distributed. Since the targeted sample of HR Practitioners is dispersed over the whole of KZN, all questionnaires were distributed and returned to the researcher by means of emails. The quantitative data collection phase was subsequently followed by the qualitative data collection. This is in line with the sequential explanatory design that is used in a mixed method approach. This involved the collection and analysis of quantitative data followed by the collection and analysis of qualitative data. Qualitative data was collected using in-depth interviews. Du Plooy-Cilliers, Davis and Bezuidenhout (2014:33) describe in-depth interviews as a qualitative data collection method which allows questions to be asked to participants that allow them to express more about their views, experiences, and beliefs. The researcher visited the employees in areas where they were located.

The findings were triangulated during the interpretation phase of the study. The advantages of this approach include that it is easy to implement because the steps fall into clear separate stages (Wisdom & Creswell, 2011:2).

3.10   DATA ANALYSIS
Data collected through questionnaires and in-depth interviews were analysed using appropriate quantitative and qualitative data analysis methods discussed next.

3.10.1 Collection and analysis of quantitative data

Quantitative data analysis is defined by Bryman (2006:97) as a systematic approach to investigations during which numerical data is collected and/or the researcher transforms what is collected or observed into numerical data. It often describes a situation or event; answering the 'what' and 'how' questions that you may have about a phenomenon. Quantitative research involves measuring or counting attributes such as quantities. Job Diagnostic Survey (JDS) measurement instrument was used to develop the questionnaire for the study. The JDS is a survey instrument that was established on the foundations of Hackman & Oldman's JCM (1974) as cited by Casey and Robbins (2018:77).

The services of a specialist statistician were enlisted in order to accurately analyse the quantitative data. Statistical Package for Social Sciences (SPSS) 22 was used to analyse acquired data. The SPSS 22 is computer software that is used by social scientists and other professionals for statistical analysis.

3.10.2 Collection and analysis of qualitative data

Qualitative data were obtained using in-depth interviews and analysed using thematic analysis approach. Thematic analysis in qualitative research pinpoints, examines, and records patterns or themes within data. Themes were allowed to emerge from the data collected from the in-depth interviews. As such, NVIVO 10 was used to arrange data into themes. Themes are patterns across data sets that are important to the description of a phenomenon and are associated to a specific research question (Braun & Clarke, 2006:82). Techniques such as word trees and tag clouds were used to clarify themes that emerged.

3.10.2.1 Tag Clouds

According to Nurse, Agrafiotis, Goldsmith, Creese and Lamberts (2015:1), a tag cloud, or word cloud depicted in Figure 3, is a technique used to visualize textual data, where word size, colour, or positioning can be used to indicate characteristics of the words such as frequency or prominence in relation to the text. Tag clouds only display frequently occurring words and not necessarily according to importance. Tag Clouds can display up to 1000 words alphabetically in varying font sizes where frequently occurring words from the interviews are in larger fonts which assist researchers with technical analysis. The words are listed alphabetically and

weighted to allow easy identification of the use frequency for each key word. The larger the font size, the more frequent the key word.

Figure 3: Tag Cloud
Source: Nurse *et al*. 2015.

3.10.2.2 Word Trees

The Word Tree, as depicted in Figure 4, is a visual tool used in thematic analysis that shows the different contexts in which words appear. According to Wattenberg and Viegas (2008:1221), a word tree enables querying and exploration of bodies of text. The contexts are arranged as a tree with branches to expose recurring phrases and themes. The font size of the word that is used more frequently is displayed in a larger font size.

The qualitative interpretation of the data was used to complement and expand on the quantitative analysis.

Text Search Query - Results Preview
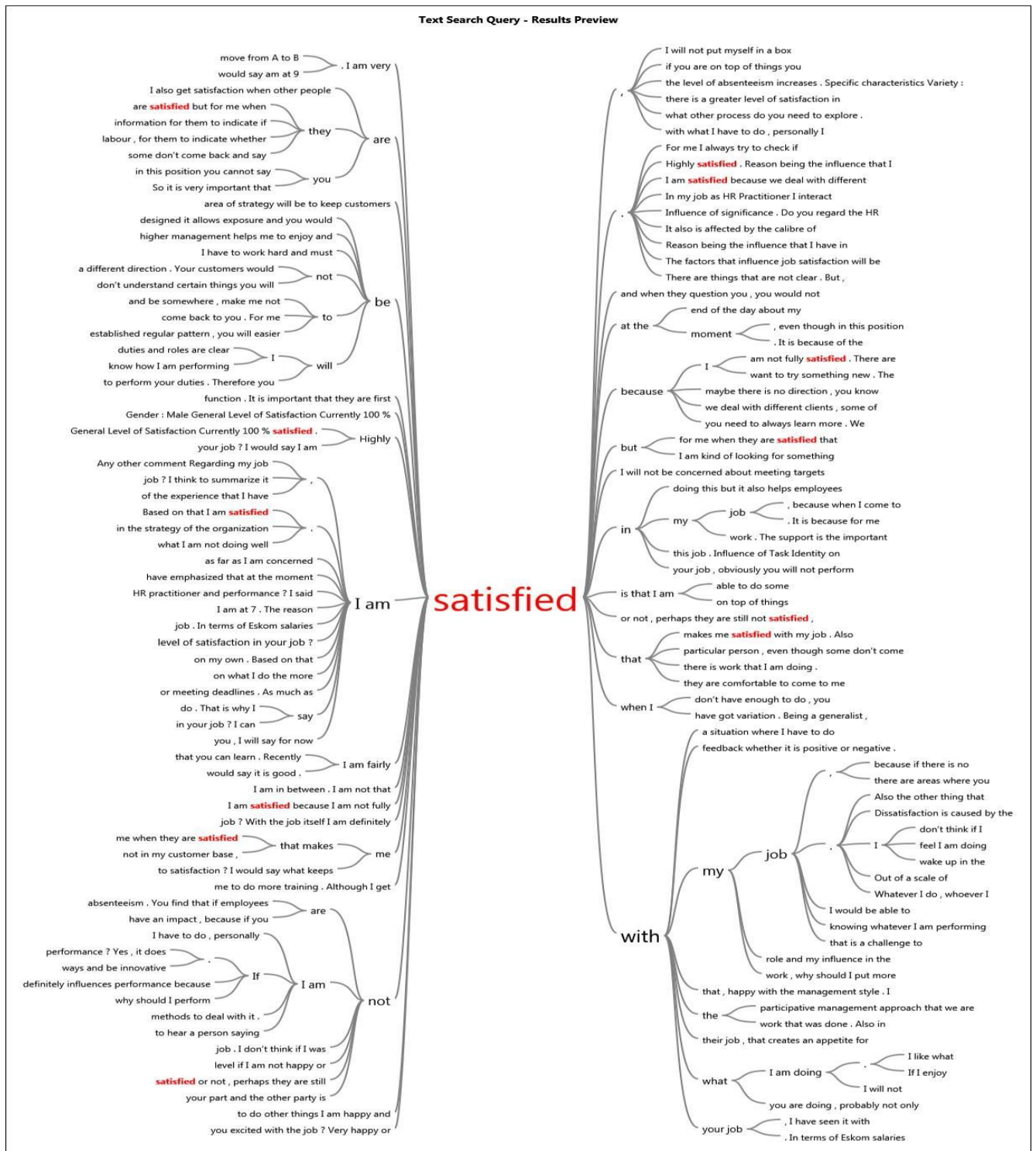
Figure 4: Word Tree
Source: Nurse *et al*. 2015.

3.11 DATA QUALITY CONTROL

Data quality control refers to the procedures that researchers use to ensure the quality and accuracy of data being collected. Quality control methods in research are essential to assist the accuracy of any effort to collect, analyse, and report data. Needham, Sinopoli, Dinglas,

Berenholtz, Korupolu, Watson, Lubomski, Goeschel, and Pronovost, (2009:145-146) stated that principles of data quality control apply to all phases of the research process, namely: design, data collection, data management, and data analysis. At the design phase, the aims of the research study must be clearly stated with clear focus on quality rather than quantity of data. At data collection phase, care must be taken to ensure a standardized data collection template with clearly defined items, written instruction for completion, trained data collection staff and electronic database to assist in managing the data. At data management stage, the use of statistical methods to evaluate data is critical to ensure reliability and validity of the data. Lastly, appropriate methods must be used to analyse data towards identifying missing data, outliers, and evaluating factors that may confound the results.

3.11.1 Data Quality Control for the Quantitative Data

A primary analysis was conducted using SPSS 22 to produce both descriptive and inferential statistics. The Kolmogorov-Smirnov and Shapiro-Wilk was used to test normal distribution of the data. On the basis of these tests the researcher was able to assess whether to use parametric or non-parametric tests. This means that those particular responses were not normally distributed. This indicated the type of tests that would be appropriate to use to gauge reliability. Cronbach's Alpha was used to gauge the reliability of each section related to a research question.

3.11.2 Data Quality Control for the Qualitative Data

For the qualitative data collected through in-depth interviews, a tape recorder was used for accurate recording of responses which were later transcribed into written transcripts. An interview guide, attached as Appendix 3, was consistently used to collect qualitative data. The thematic analysis approach was adopted to analyse the data towards establishing themes using NVIVO 10. Word Trees and Tag Clouds were used to clarify the emerging themes. A coding system was adopted to identify and compare the contributions of participants without compromising confidentiality. Themes were established and aligned with the research objectives.

3.12 ETHICAL CONSIDERATION

Christensen (2011:137) cautions that "in conducting any research, the researcher must ensure that the dignity and welfare of the research participants are maintained…" To this effect, the following ethical considerations were followed:

- Permission to conduct the research within ESKOM was requested and obtained.
- Ethical approval to conduct this research study was be obtained from the University of KwaZulu-Natal (UKZN) Ethics Research Committee (ERC).
- Respondents' informed consent was solicited prior to their participation in the research in order to uphold human dignity. As such, respondents were allowed to make their own decision whether to participate or not based on their knowledge of the study.
- A letter that assured the respondents that their privacy, anonymity, and confidentiality will be protected was signed by the researcher.

3.13 LIMITATIONS OF THE STUDY

The work stations of HR Practitioners are spread over 8 offices in KZN. These offices, however, service employees who are based in different centers that are distributed over a large area. The geographical spread of the province required the researcher to cover long distances. This limitation was addressed by organizing data collecting sessions where the targeted HR Practitioners normally gather for their regular monthly meetings.

3.14 CHAPTER SUMMARY

This chapter presented the research plan used to conduct the study. In doing so, the pragmatist worldview was adopted mainly because the study aimed to make practical recommendations from the real word. Thus, the mixed method research design was adopted to collect pragmatic data. The study site, target population and data collection, analysis methods, and quality control were also presented and discussed in this chapter. Finally, the chapter highlighted relevant ethical considerations for this study.

The next chapter presents, analyzes, and discusses the collected data.

CHAPTER 4

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 CHAPTER INTRODUCTION

This chapter presents and discusses primary data collected for the study. In addition, as earlier indicated in the introductory chapter, this research study aims to confirm or reject the hypothesis whether – 'job design increases job satisfaction of HR Practitioners'. Linked to the study hypothesis, Table 2 provides the recapitulation of the research objectives and research questions of this study which were initially provided in the introductory chapter.

4.2 RECAPITULATION OF RESEARCH OBJECTIVES AND RESEARCH QUESTIONS

Table 3: Recapitulation of research objectives and research questions

RESEARCH OBJECTIVES	RESEARCH QUESTIONS
1. To determine the influence of job design characteristics of HR Practitioners on job satisfaction at Eskom KwaZulu-Natal Operating Unit.	1. How do the job design characteristics of HR Practitioners influence job satisfaction at Eskom KwaZulu-Natal Operating Unit.?
2. To explore the views of HR Practitioners regarding the importance of job satisfaction in their performance at Eskom KwaZulu-Natal Operating Unit.	2. How do HR Practitioners view the importance of job satisfaction in their performance at Eskom KwaZulu-Natal Operating Unit.?
3. To understand how HR Practitioners perceive the role of HRM in the strategy of the organization at Eskom KwaZulu-Natal Operating Unit.	3. How do HR Practitioners perceive the role of HRM in the strategy of the organization at Eskom KwaZulu-Natal Operating Unit.?

The next section presents the context from which the study was conducted.

As noted earlier, the study adopted a mixed method research design. The approaches used to collect quantitative and qualitative data are discussed next. To analyse the data, the triangulation approach was used towards indicating how each of the research objectives was achieved.

4.3 QUANTITATIVE AND QUALITATIVE DATA COLLECTION

In Chapter 3 it was indicated that this study adopted the mixed method research design. In simple terms, both quantitative research and qualitative research methods were used to collect data. This approach assisted the researcher to create a complete understanding of the experiences of HR Practitioners and establish the existence of a relationship between the job characteristics and job satisfaction by converging quantitative and qualitative data, thus triangulating the results. Firstly, in this section, the collection of quantitative data will be discussed followed by the discussion on the collection of qualitative data.

4.3.1 Collection of Quantitative Data

The quantitative data were collected from the circulated questionnaire (see Appendix 2) administered to 30 respondents from Eskom KZN, Human Resources Department. Primary quantitative data were analyzed using SPSS 22 to produce both descriptive and inferential statistics in an effort to answer the research questions, and achieve research objectives. Where data existed at a nominal and ordinal level of measurement, it had implications for choice of tests run. A review of the research instrument and the sample was conducted. The following section provides discussion on normality, reliability and response rate.

4.3.1.1 Normality

As per Appendix 1, both the Kolmogorov-Smirnov and Shapiro-Wilk are significant for most data. This means that those particular responses were not normally distributed. This violation of the assumption underlying parametric tests (that of normality), prompted the use of non-parametric tests, rather than their parametric counterpart, as such the Cronbach's Alpha was used.

4.3.1.2 Reliability

Cronbach's Alpha was used to gauge the reliability of each section relating to a research question. Reliability is concerned with the ability of the instrument to measure consistently (Takavol & Dennick, 2011:53). The higher the value, the more reliable the generated scale is. According to Santos (1999), cited in Ahmad, Hassain, Sanaullah, Jafar, Latif, Sultan and JianZhou (2017:26), 0.7 is the acceptable reliability coefficient. The reliability measures for each section are discussed in the next section.

4.3.1.3 Factor Analysis

Table 4 below displays the reliability of each of the two sections of the questionnaire based on the Cronbach Alpha scores.

Table 4: Cronbach Alpha scores

Section	Description	Cronbach's Alpha	Number of Items	Comment
B	This section determines the presence of the job design characteristics in the job of the HR Practitioners.	0.644	7	Section is unreliable, Cronbach's Alpha is < 0.7 (α = 0.644, N = 7)
C	This section describes how the HR Practitioners feel about the job.	0.760	15	Section is reliable, Cronbach's Alpha is > 0.7 (α = 0.760, N = 15)

Source: Field Enquiry, 2016.

Section B of the questionnaire achieved a Cronbach Alpha score of 0,644. The relatively low score is as a result of few questionnaire items (7) in this section of the questionnaire. Section C of the questionnaire achieved an acceptable Cronbach Alpha score of 0,760. In spite of the low score for section B, the results remain useful for this study.

4.3.1.4 Response Rate

The response rate measures the percentage of people who responded to the survey. High response rates help to ensure that survey results are representative of the target population. A survey must have a good response rate in order to produce accurate and useful results. Acceptable response rates vary by how the survey was administered. Fincham (2008:43) suggests acceptable response rates for the different survey approaches as follows:

Table 5: Acceptable Response Rate

Method	Response Rate
Mail	50% adequate, 70% very good
Phone	80% good
Email	40% average, 50% good, 60% very good
Online	30% average
Classroom	Greater than 50% good
Face-to-face	80 – 85% good

Source: Fincham (2008:43)

A total of 30 questionnaires (see Appendix 2) were distributed via email to respondents. A total of twenty three (23) were completed and returned, as illustrated below.

Table 6: Target Population

Total population	N = 30
Sample available for research	n = 30
Total responses	23
Non-Response Bias	7
Usable responses	23
Unusable responses	0
Usable response rate	76.7%

Source: Field Enquiry, 2016.

A response rate of 76.7% was achieved. For a survey conducted via email this represents a very good response rate (Finchman, 2008:43). With regard to the qualitative interviews, 19 (63.3%) of the 30 employees had participated in the study. The collection of qualitative data is presented in the next section.

4.3.2 Collection of Qualitative Data

The qualitative data were collected using in-depth interviews (see Appendix 3) in which 30 employees from Eskom KZN, Human Resources Department were invited to participate. As noted above 19 (63.3%) were interviewed. This represents a 63.3% participation rate. Thematic analysis was used to analyse qualitative data.

As previously explained in Chapter 3, thematic analysis in qualitative research, on one hand, pinpoints, emphasizes, examines, and records patterns or themes within data. To that effect, techniques such as word trees and tag clouds were used to clarify themes as they emerged. On the other hand, themes are patterns across data sets that are important to the description of a phenomenon, and are associated to a specific research question (Braun and Clarke, 2006:82). The qualitative interpretation of the data was later used to complement and expand on the quantitative analysis.

The next section presents, analyses, and discusses data in the following sequence:
- Firstly, the biographical data will be presented with cross tabulation analysis on specific areas where there are significant differences.
- Secondly, the quantitative data is presented using graphical representation of responses.

- Thirdly, the qualitative data is presented and analyzed using the thematic approach.
- Lastly, research results are triangulated.

The next section presents the biographical data with the cross-tabulation analysis of factors that show significant differences in the responses of participants.

4.4 PRESENTATION OF BIOGRAPHICAL DATA

The characteristics of the sample include:
- Age;
- Gender;
- Job grading;
- Length of service in HRM;
- Highest education; and
- Professional affiliation.

Each biographical characteristic in the sample will be discussed in more detail in the following section.

4.4.1 Biographical Profile

The biographical profile of the participants will be presented based on the six characteristics as already indicated above.

Characteristic 1: Age distribution of the participants

Figure 5 depicts the age distribution of the participants from the sampled population.
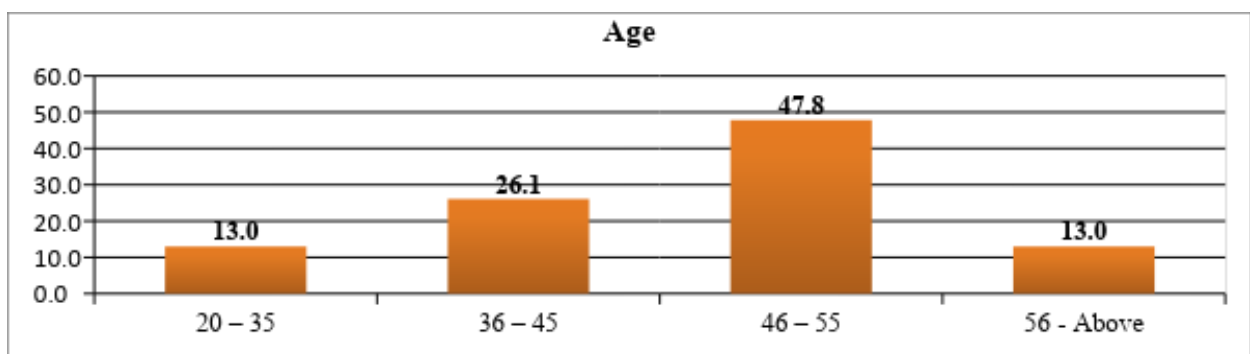
Figure 5: Age Distribution
Source: Field Enquiry, 2016.

Figure 5 shows that the majority of the participants, 73.9% are in the 36 – 55 age categories. Only 13 % are between 20 and 35 years of age and 13% are 56 years and above.

Characteristic 2: Gender distribution of the participants
Figure 6 shows the distribution of the respondents on the basis of gender.
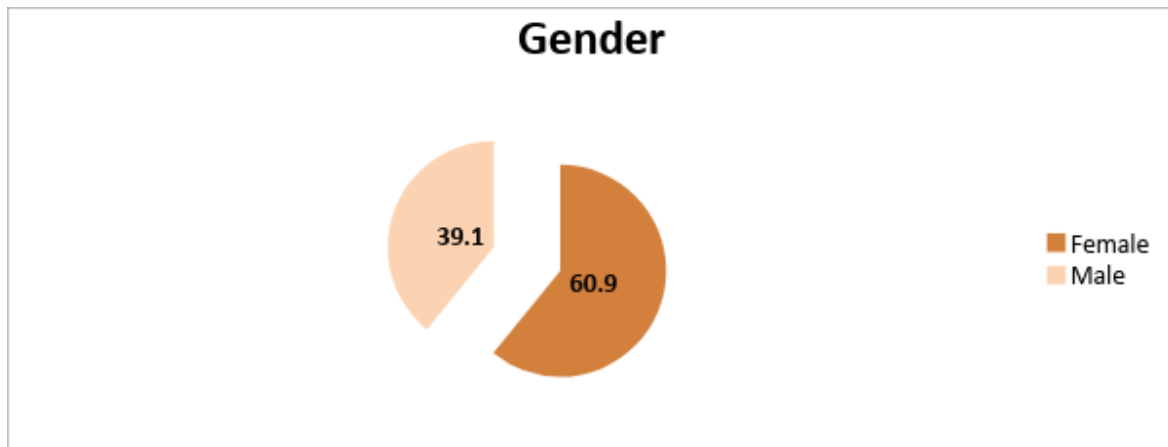
Figure 6: Gender Distribution
Source: Field Enquiry, 2016.

Figure 6 shows that at 60.9% female employees make up the majority of the employees who participated in this study. Males make up 39.1% of the total employees who participated in this study.

Characteristic 3: Distribution of the participants based on job grading
Figure 7 shows the distribution of participants on the basis of the job grading system. The grading system that is used for HR Practitioners' jobs in Eskom KZN is the Tuned Assessment of Skills and Knowledge also known as T.A.S.K. grading system. This job evaluation system is widely used in South Africa in the grading of non-executive jobs, across all industries. The jobs of HR Practitioners are graded as follows:

- Task grade 10 or T10 for assistant officer positions. This is the entry level position for HR Practitioners.
- Task grade 12 or T12 for officer positions.
- Task grade 14 – 16 or M/P/S/G band. These are managerial level positions that are occupied by managers (M), specialists (S) and senior professionals (P & G).
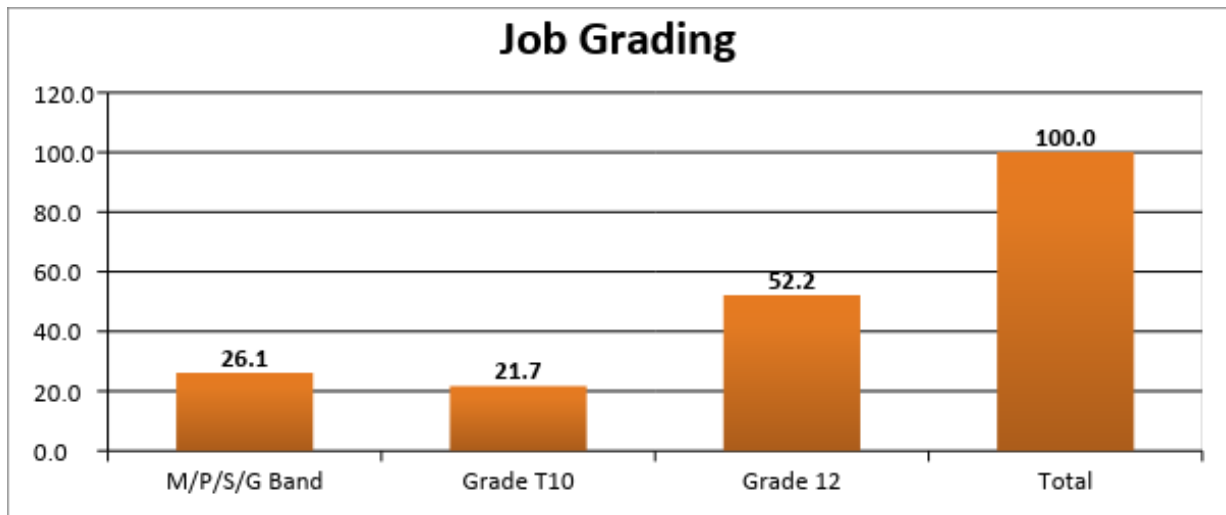
Figure 7: Job Grading Distribution
Source: Field Enquiry, 2016.

From Figure 7, the jobs of the participants are represented in the sample as follows:

- 52.2% of the HR practitioners occupy HR Officer positions that are graded at T12;

- 21.7% occupy Assistant Officer positions graded at T10; and

- 26.1% occupy Managerial positions that are graded at P/G15 – M16.

It is worth noting that more than 50% of those occupying the HR Practitioner's job are in the HR Officer position graded at T12.

Characteristic 4: Distribution of the participants based on length of service in Human Resources Management

Figure 8 shows the distribution of participants in the sample on the basis of length of service in HRM role.
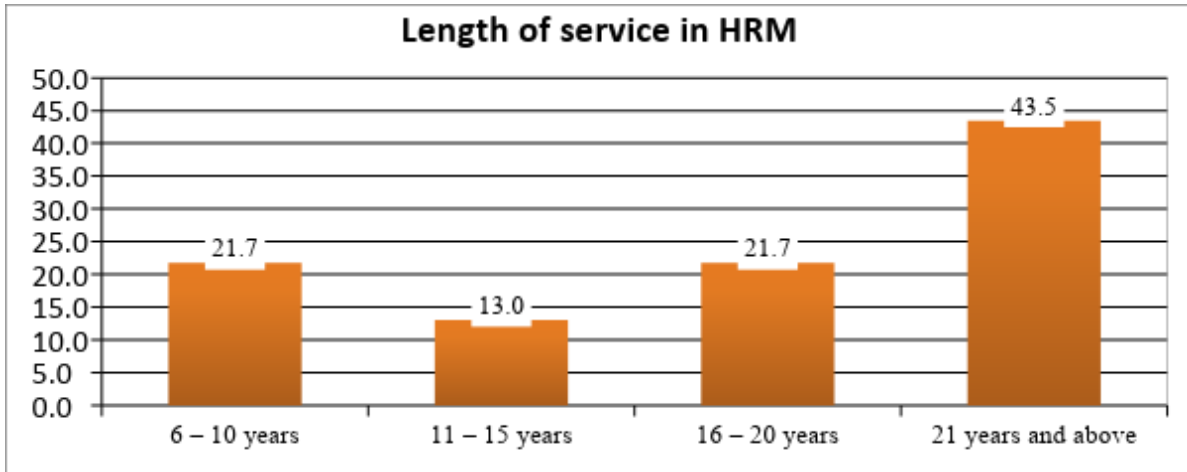
Figure 8: Length of Service Distribution
Source: Field Enquiry, 2016.

According to Figure 8, 43.5% of the employees have length of service in HRM that is 21 years and above. Twenty one point seven percent (21.7%) have years of service that is above 16 years but below 20 years. Thirteen percent (13%) have years of service that is above 11 years but below 15 years. Only 21.7 % have years of service that is above 6 years but below 10 years.

Characteristic 5: Distribution of the participants based on the highest level of education
Figure 9 shows the distribution of participants on the basis of their highest level of education.
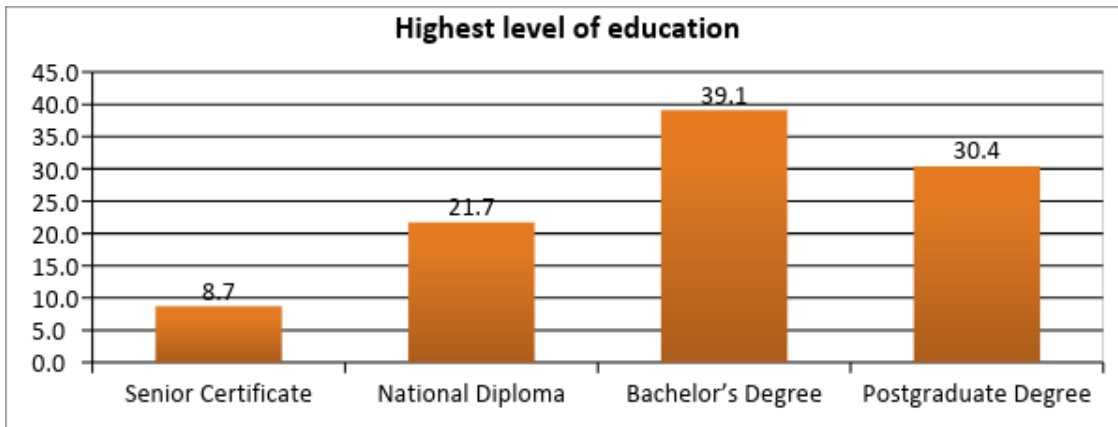
Figure 9: Level of education
Source: Field Enquiry, 2016.

Figure 9 shows that at 39.1%, most employees have a Bachelor's degree qualification, while 30.4% hold postgraduate qualifications, and 21.7% have National Diplomas, and only 8.7% have only a senior certificate.

Characteristic 6: Distribution of participants based on professional affiliation

Figure 10 shows the distribution of participants on the basis of their professional affiliation. One of the recognized professional bodies for HR Practitioners in South Africa is the South African Board of People Practices (SABPP). At Eskom, HR Practitioners are required to acquire membership of this body. This is used as one of the criteria that enable them to qualify for benefits such as vehicle scheme allowance.
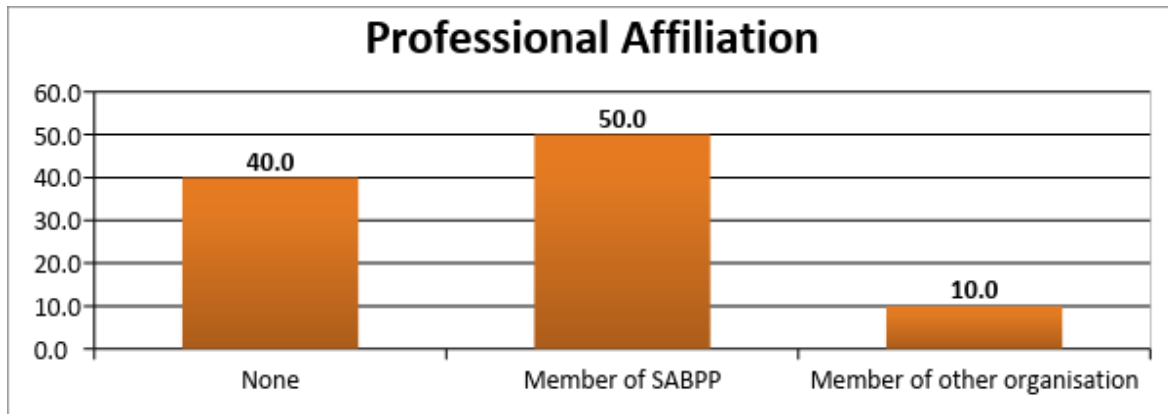
Figure 10: Professional affiliation
Source: Field Enquiry, 2016.

According to Figure 10, 50% of the employees are members of the SABPP. 40% do not belong to any professional organization. The rest of them belong to other professional organizations.

Some differences have emerged in the way groups of respondents with different biographical characteristics experience job satisfaction in the HR Practitioners' job. These will be discussed in the section that follows hereafter.

4.4.2 Cross-Tabulation Analysis of Biographical Data

The cross-tabulation analysis based on the Kruskal-Wallis data analysis technique (see Appendix 4) shows significant differences in the way participants from different age groups and lengths of service respond to some of the survey questions. Differences are pre-dominantly in the following dimensions:

- The way the job requires them to use a number of complex or high level skills;
- The way the job provides them with the opportunity to figure out how well they are performing;
- The way the job is causing them to think of quitting; and

- The way the job leads them to a feeling that they should personally take credit or blame for the results of their work.

The results for each of these dimensions will be presented in more details with concluding remarks on the possible impact on job satisfaction.

4.4.2.1 Age and the job requiring use of complex or high level skills

There was a significant difference in respondents age and the job requiring them to use a number of complex or high level skills (H (3) = 9.804, p = 0.020). The difference lies between:

- 20-35 years, and 36-45 years ($\chi^2(1) = 6.171$, p = 0.013)
- 20-35 years, and 46-55 years ($\chi^2(1) = 4.400$, p = 0.036)
- 36-45 years, and 56 and above ($\chi^2(1) = 3.960$, p = 0.047)

The younger employees experience the job as requiring more use of complex or high level skills compared to older employees who experience the job as requiring less use of complex or high level skills. This can be explained by the relative low level of experience of younger employees compared to that of older employees.

4.4.2.2 The way the job provides them the opportunity for them to figure out how well their doing

There was a significant difference in respondents' age and just doing the work required by the job provides many chances for them to figure out how well they are doing (H(3) = 8.660, p = 0.034)

The difference lies between:

- 20-35 years, and 56 and above ($\chi^2(1) = 4.500$, p = 0.034)
- 36-45 years, and 56 and above ($\chi^2(1) = 7.714$, p = 0.005)

The younger employees experience the job as providing fewer opportunities for them to figure out how well they are doing compared to older employees who experience the job as providing more opportunities for them to figure out how well they are doing. This can also be explained by the relatively low level of experience of younger employees compared to that of older employees.

4.4.2.3 The way the job is causing them to think of quitting

There was a significant difference in respondents' age, and frequently thinking of quitting this job (H (3) = 8.204, p = 0.042)

The difference lies between:

- 20-35 years, and 46 – 55 years ($\chi^2(1)$ = 7.241, p = 0.007)
- 20-35 years, and 56 and above ($\chi^2(1)$ = 4.091, p = 0.043)

The younger employees experience the job as causing them to think more of quitting compared to older employees who experience the job as causing them to think less of quitting. This can also be explained by the limited opportunities for upward mobility that are available in the organization for younger employees.

4.4.2.4 The way the job leads them to a feeling that they should personally take credit or blame for the results of their work

There was a significant difference in respondents' age, and feeling they should personally take the credit or blame for the results of their work on this job (H (3) = 9.080, p = 0.028)

The difference lies between:

- 36-45 years, and 46-55 years ($\chi^2(1)$ = 6.520, p = 0.011)

The younger employees experience the job as leading them to feel more 'that they should take credit or blame for the results' compared to older employees who experience the job as leading them to feel less 'that they should take credit or blame for the results'. This can also be explained by the relatively low level of experience of younger employees compared to that of older employees.

The varying experiences of different age groups suggest that the impact of job characteristics on job satisfaction is likely to be influenced by factors such as generation gap and experience levels of the employees. This is an area that requires further research.

4.5 PRESENTATION OF QUANTITATIVE DATA

As previously narrated, the quantitative data was collected from the circulated questionnaire administered to 30 respondents from Eskom KZN, Human Resources Department. The survey

questionnaire is attached as Appendix 2. The survey questionnaire is made up of three sections, namely:

- **Section A**: This section focuses on biographical information;
- **Section B**: This section focuses on the presence/prevalence of job design characteristics in the HR Practitioner's Job; and
- **Section C**: This section focuses on the experiences of job satisfaction of HR Practitioners as a result of the job characteristics.

The presentation and analysis of biographical data was presented in Section 4.5. The focus here is on presenting data on the presence/prevalence of job design characteristics in the HR Practitioner's Job and on how the HR Practitioners experience job satisfaction emanating from the job characteristics.

4.5.1 The Presence/Prevalence of Job Design Characteristics in the HR Practitioner's job

The theoretical model that is drawn here is premised on the Hackman and Oldman's JCM which suggests that jobs that are enriched to provide specific core characteristics that are likely to be more satisfying and motivating than jobs that do not have these specific core characteristics (Mukul, *et al*., 2013:190). This section of the data analysis aims to determine the presence of the job design characteristics in the job of the HR Practitioners. The five characteristics in Hackman and Oldman's JCM summarized by Mukul *et al*., (2013:190) are as follows:

1. **Variety**: This refers to the degree to which the job requires the person to do different things.
2. **Identity of the task**: This refers to the ability of the job to have its own identity from beginning to the outcome.
3. **Significance of the task**: This refers to the level of significance that is carried by the job both internally to the organization and to the external environment.
4. **Autonomy**: This refers to the amount of independence the person has on the job to determine in areas such as scheduling of work and making decisions how the job will be done.
5. **Feedback**: This refers to how far does the job on its own provide information to the person on how well it is done in terms of achieving desired job and performance outcomes.

Detailed presentation of the quantitative data presented in this section of the dissertation reflects the responses of participants to each statement or question in the questionnaire.

Question 1: To what extent does your job require you to work closely with other people such as clients, colleagues or suppliers?

Figure 11 illustrates how the participants evaluate the variety in this job that comes from working closely with a variety of stakeholders.
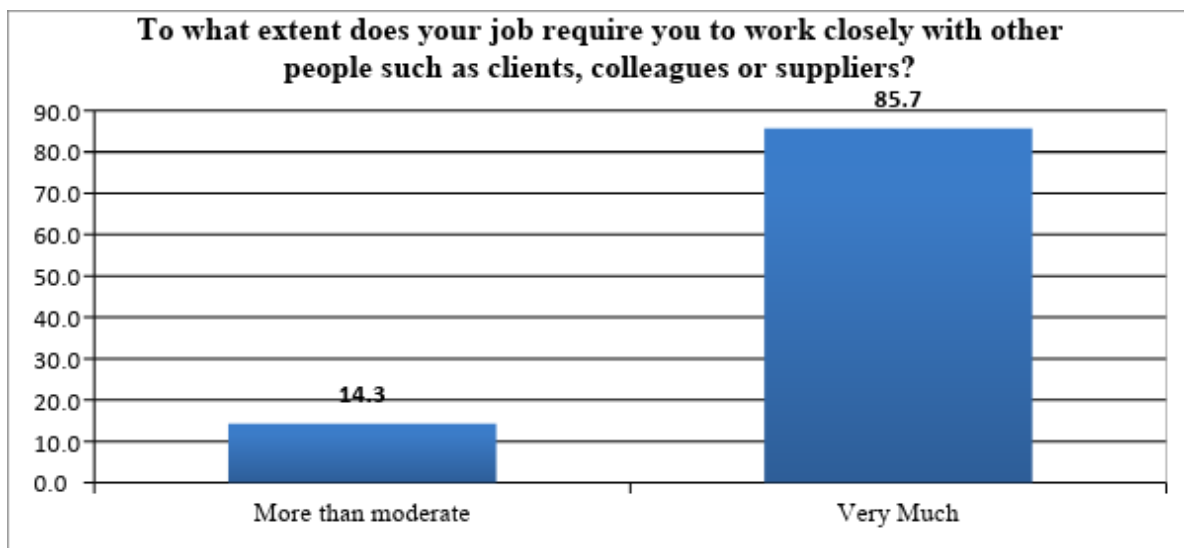
Figure 11: Variety that emanates from interacting with various stakeholders
Source: Field Enquiry, 2016.

In figure 11, 85.7% of the employees indicated that to a large extent, 'very much', their job requires them to work closely with a variety of other people such as clients, colleagues, and suppliers, while only 14.3 % thought their job requires them to work closely with a variety of other people such as clients, colleagues, and suppliers at 'more than moderate level'.

Question 2: To what extent does your job permit you to decide on your own how to do your work?

Figure 12 shows how participants evaluate the extent to which the job permits autonomy to decide how to do the work.
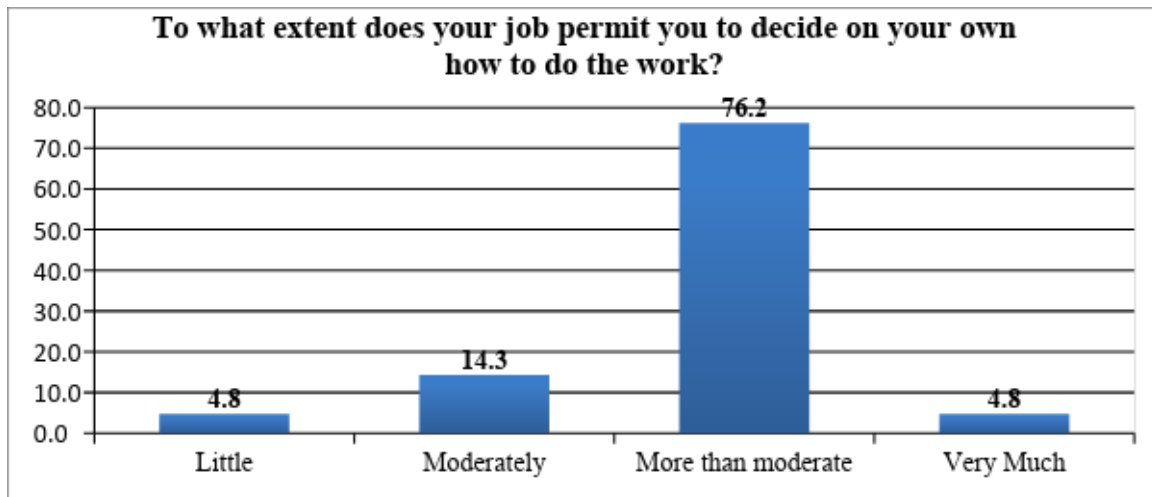
Figure 12: Autonomy
Source: Field Enquiry, 2016.

In figure 12, 81% of the participants answer this question in the affirmative. They indicated a 'more than moderate' (76.2%) or 'very much' (4.8%) rating on the degree the job of an HR Practitioner allows them to decide on their own how to do the job. Nineteen point one percent (19.1%) of the participants disagreed by indicating a 'moderate' (14.3%) and a 'little' (4.8%) rating.

Question 3: To what extent does your job involve doing a whole identifiable piece of work with a clear beginning and an end?

Figure 13 shows how the participants evaluated the job's characteristic of having a clear identity.
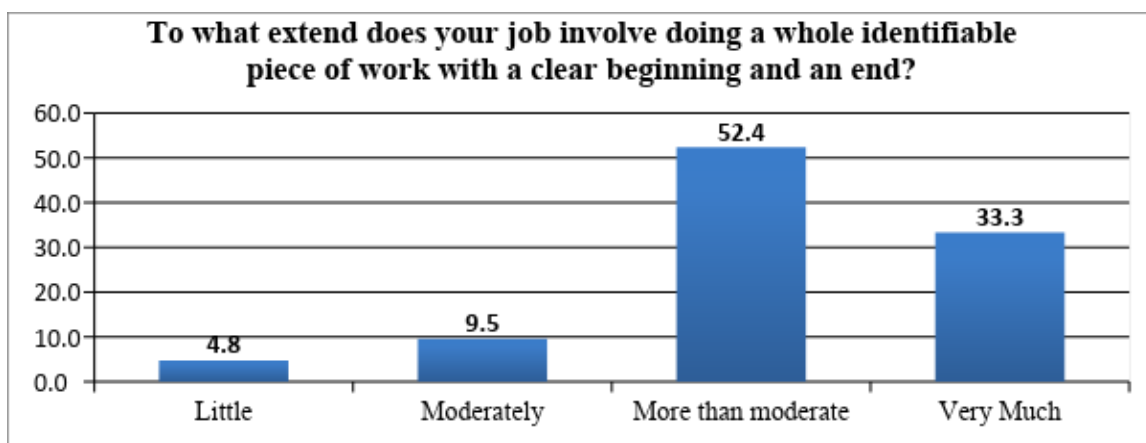
Figure 13: Task Identity
Source: Field Enquiry, 2016.

In figure 13, 85.7% of the HR Practitioners respond in the affirmative with 52.4% submitting a 'more than moderate' rating and 33.3% a 'very much' rating when asked if their job involves

doing a whole identifiable piece of work with clear beginning and an end. The rest of the participants evaluated the presence of this characteristic as 'moderate' (9.5%) or 'little' (4.8%).

Question 4: To what extent does the job require you to do many different things at work, using a variety of your skills and talents?

Figure 14 depicts how the participants evaluated the extent to which the job provides variety to do many things and use a variety of skills and talents.
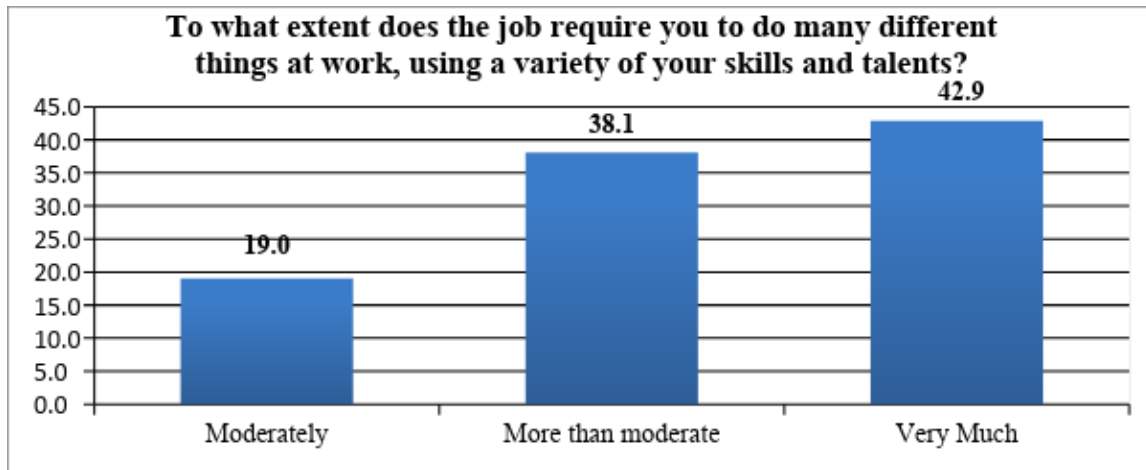
Figure 14: Variety of skills and talents
Source: Field Enquiry, 2016.

In figure 14, 81% of the participants responded positively with 38.1% indicating a 'more than moderate rating' and 42.9% a 'very much' rating when asked if their job requires them to do many different things at work, using a variety of skills and talents. Nineteen percent (19.0%) of the participants rate this characteristic as moderate.

Question 5: Are the results of your work likely to significantly affect the lives or well-being of other people?

Figure 15 depicts how the participants evaluated the significance of the job of an HR Practitioner.
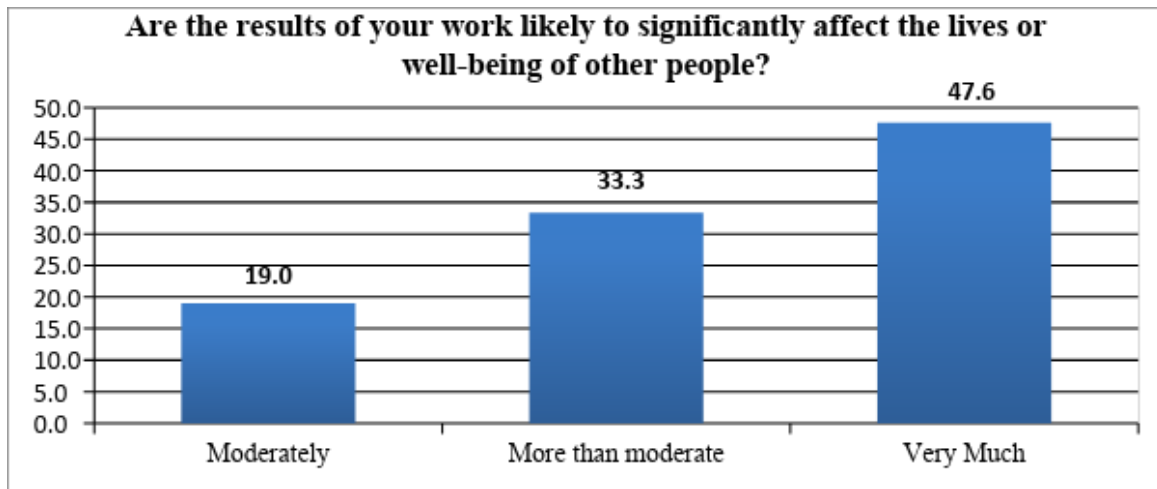
Figure 2: Significance
Source: Field Enquiry, 2016.

In figure 15, 80.9% of the participants responded in the affirmative by indicating a 'more than moderate' rating (33.3%) and 'very much' rating (47.6%) when asked if their work is likely to significantly affect the lives or well-being of other people. The rest of the participants (19.0%) rate this element a moderate.

Question 6: To what extent do managers, supervisors, co-workers and clients let you know how well you are doing?

Figure 16 reports how the participants evaluated the job in providing feedback to the employee from stakeholders such as managers, supervisors, co-workers, and clients.
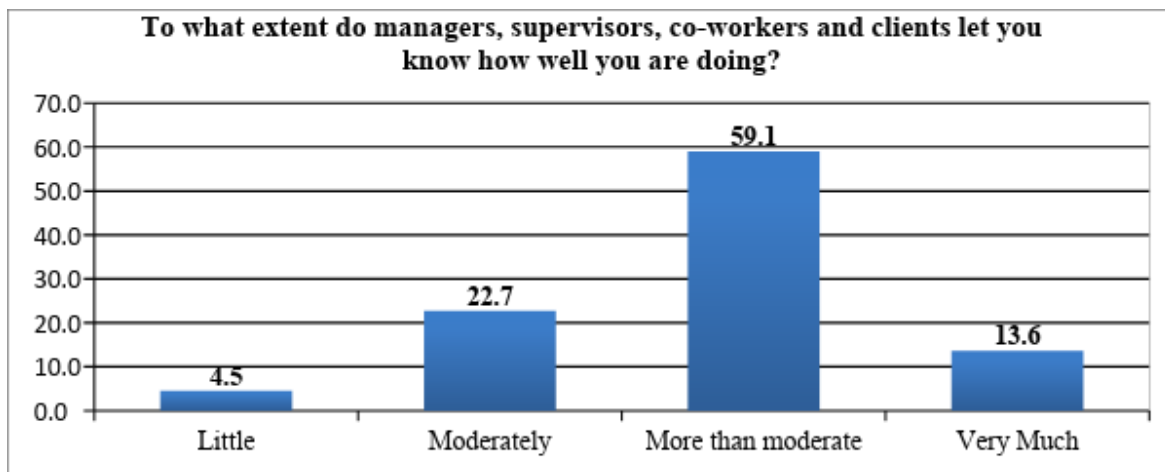
Figure 3: Feedback from others
Source: Field Enquiry, 2016.

In figure 16, 72.7% of the HR Practitioners responded positively by indicating a more than moderate rating (59.1) and a 'very much' (13.6) rating when asked the extent to which managers, supervisors, co-workers, and clients do let them know how well they are doing. The

rest of the respondents evaluated the presence of this characteristic as moderate (22.7%) and 'little' (4.5%).

Question 7: To what extent does doing the job itself provide you with clues about how well you are doing aside from feedback from managers, supervisors, co-workers and clients may provide?

Figure 17 shows the evaluation of the participants of how the job on its own is able to provide feedback to the employees.
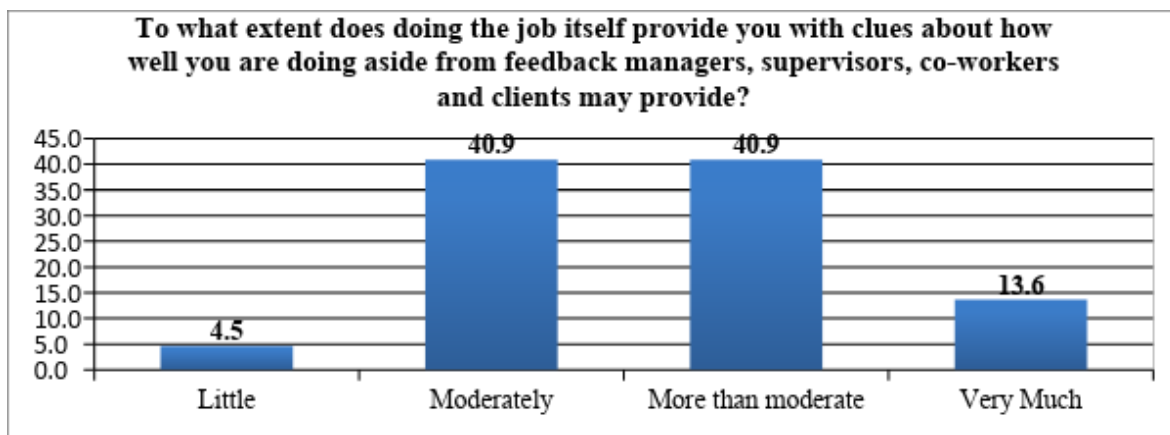
Figure 4: Feedback from the job itself
Source: Field Enquiry, 2016.

In figure 17, 54.5% of the HR Practitioners responded positively by indicating a more than moderate rating (40.9%) and a 'very much' rating (13.6) when asked the extent to which the job itself provides them with clues about how well they are doing aside from managers, supervisors, co-workers and clients may provide. Forty point nine percent (40.9%) of the participants rate this characteristic as present only moderately and 4.5% as 'little'.

This is relatively much lower that all the other dimensions that have more that 70% of the participants responding in a positive manner. The next section looks at how HR Practitioners experience job satisfaction.

4.5.2 The Experience of Job Satisfaction by HR Practitioners

This section describes how the HR Practitioners experience job satisfaction in their job that comes from the job characteristics

The ensuing data presentation and analysis specifically aim to answer the question: "*How do the job design characteristics of HR Practitioners influence job satisfaction*?" Participants' experiences are presented according to their responses to each question or statement.

Statement 1: It is hard on this job for me to care very much about whether or not the work gets done.

Figure 18 shows how the participants rated the job in generating a sense of caring about whether the work gets done or not.
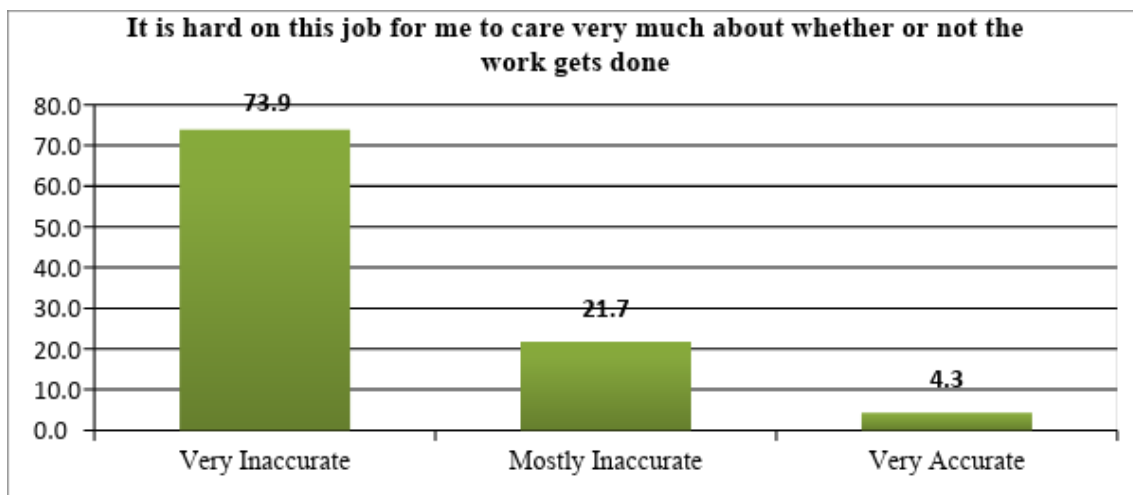
Figure 5: Caring about the job
Source: Field Enquiry, 2016.

Ninety five point six percent (95.6%) of the respondents disagreed with this statement; with 21.7 indicating that it is 'mostly inaccurate' and 73.9 as 'very inaccurate'. Only a small percentage at 4.3% viewed it as 'very accurate'. Their responses indicate that the majority of the employees care very much about whether the job gets done or not.

Statement 2: My opinion of myself goes up when I do this job well.

Figure 19 shows how the participants evaluated their feelings about themselves when they do the job well.
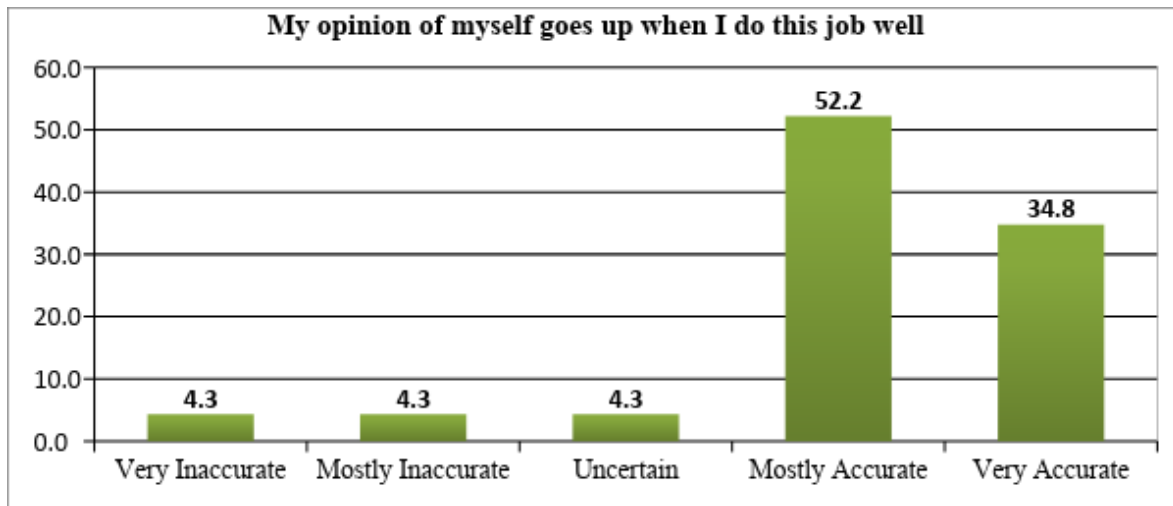
Figure 6: Feeling of importance
Source: Field Enquiry, 2016.

Eighty seven percent (87%) of the respondents agreed with this statement that their opinion of self improves when the job gets done well, with 52.2% rating this statement as 'mostly accurate' and 34.8% as 'very accurate'. Only 4.3% evaluated the statement as 'mostly inaccurate' and another 4.3% as 'very inaccurate'. Four point three percent (4.3%) of the respondents are 'uncertain'.

Statement 3: Generally speaking, I am satisfied with this job.

Figure 20 shows how the participants generally evaluated their job satisfaction.
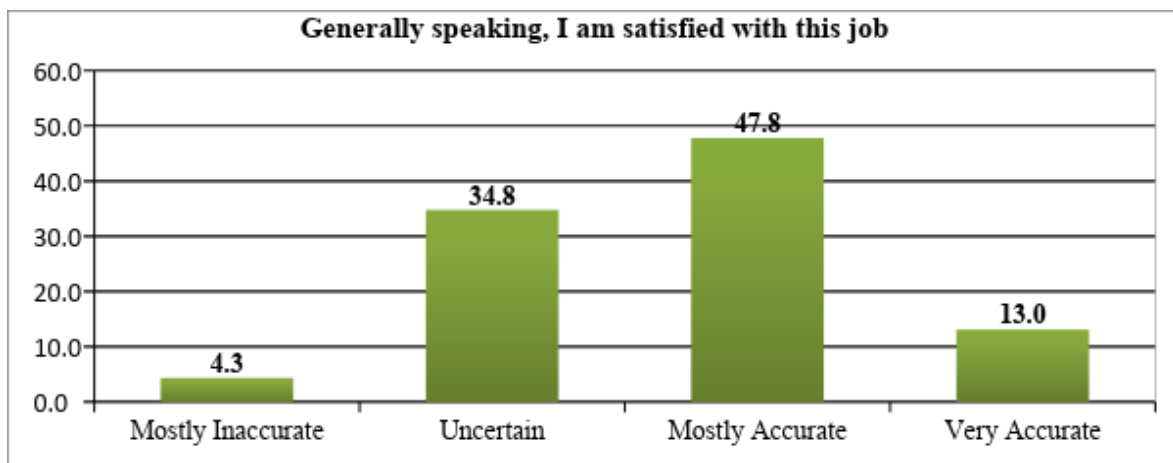
Figure 20: General Job satisfaction with this job
Source: Field Enquiry, 2016.

The majority of the participants responded positively with 60.8% indicating that they are generally satisfied about this job. Out of these, 47.8% rated this statement as 'mostly accurate'

and 13% as 'very accurate'. A relatively high percentage of participants indicated that they are 'uncertain' at 34.8%. Only 4.3% rate this statement as mostly inaccurate.

Statement 4: Most of the things I have to do on this job seem useless or trivial.

Figure 21 shows how the participants feel about the significance of their job.
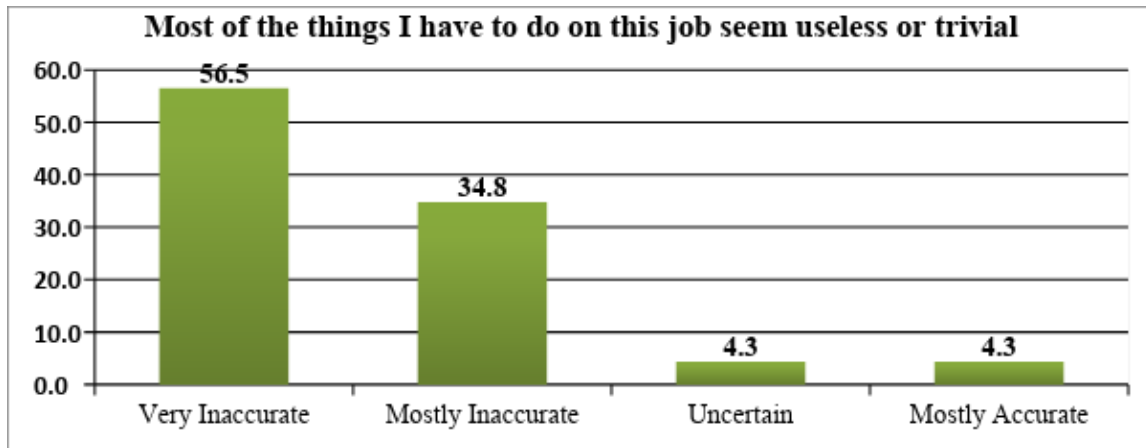
Figure 21: Feeling of significance
Source: Field Enquiry, 2016.

In Figure 21, 91.3% respondents disagreed with this statement, with 34.8% rating this statement as 'mostly inaccurate' and 56.5% as 'very inaccurate'. A small percentage of respondents at 4.3% are 'uncertain' and 4.3% viewed the statement as 'mostly accurate'. This affirms the view that this job is significant to the employees.

Statement 5: I usually know whether or not my work is satisfactory on this job

Figure 22 shows how the participants evaluated how the job provides them with knowledge of the results of their work.
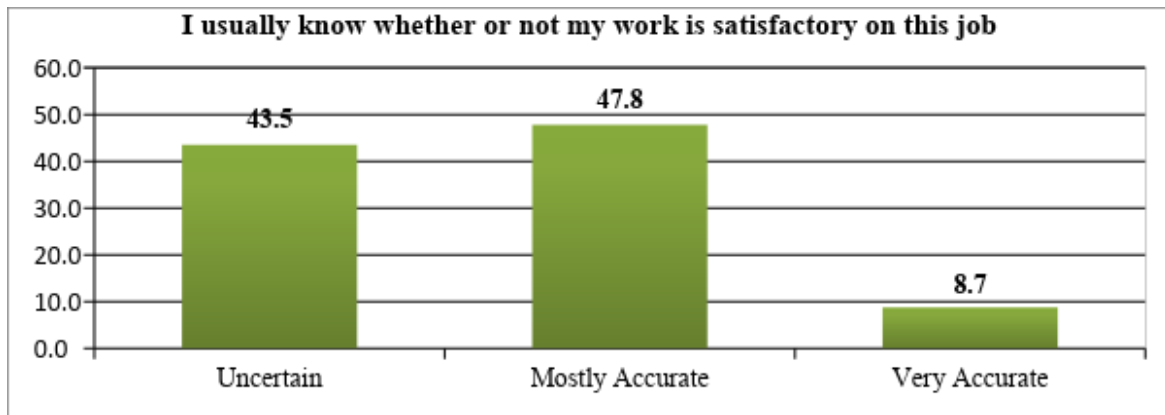
Figure 22: Knowledge of results
Source: Field Enquiry, 2016.

The majority of the respondents at 56.5% indicated that they usually know whether or not the work is satisfactory or not, with 47.8% rating this statement as 'most accurate' and 8.7% as 'very accurate'. A high percentage of the respondents at 43.5% are 'uncertain'. This aligns well with the relatively low rating of the ability of the job itself to provide feedback of how well the work is done.

Statement 6: I feel a great sense of personal satisfaction when I do this job well

Figure 23 shows how the respondents feel when they do the job well.

Figure 7: Personal satisfaction about doing the job well
Source: Field Enquiry, 2016.

A very high percentage of respondents indicated that they feel a great sense of personal satisfaction when doing this job well at 91.3%, with 52.2% rating this statement as 'mostly accurate' and 39.1% as 'very accurate'. Smaller percentages of respondents did not rate this statement positively with 4.3% remaining 'uncertain', and 4.3% viewing it as 'mostly uncertain'.

Statement 7: The work I do on this job is very meaningful to me.

Figure 24 shows how the participants evaluated the meaningfulness of the work that they do in this job.
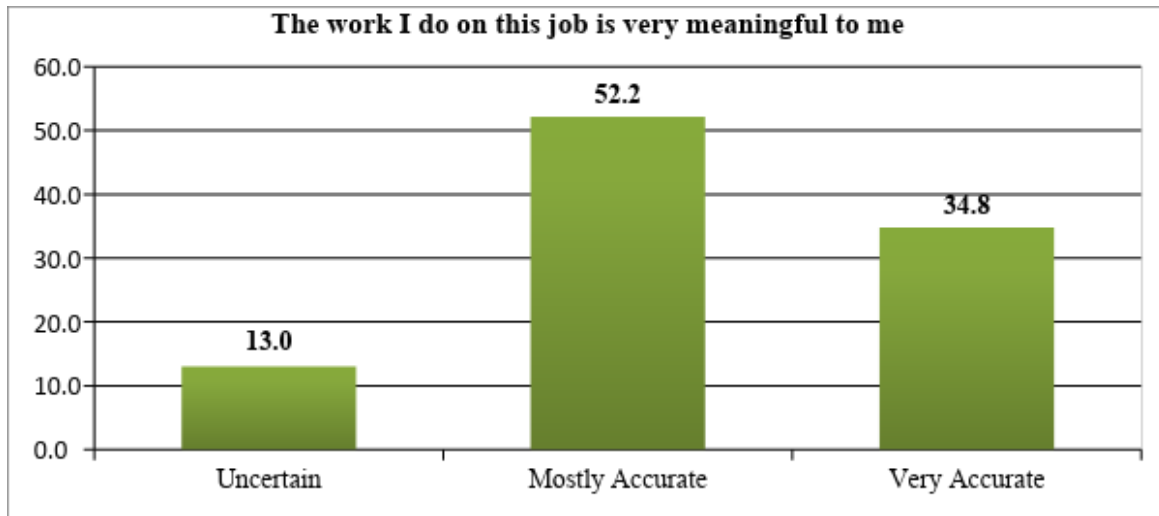
Figure 8: Sense of meaningfulness
Source: Field Enquiry, 2016.

Eighty seven percent (87%) of the respondents felt that their work is meaningful to them, with 52.2% rating the statement as 'mostly accurate' and 34.8% as 'very accurate'. Only 13% of the respondents remain 'uncertain'.

Statement 8: I feel a very high degree of personal responsibility for the work I do on this job

Figure 25 shows how the participants evaluated the degree of personal responsibility that they feel for the work that they do.

Figure 9: Personal responsibility
Source: Field Enquiry, 2016.

Seventy eight point three percent (78.3%) of the respondents felt a high degree of personal responsibility for the work they do, with 43.5% rating this statement as 'mostly accurate' and 34.8% as 'very accurate'. Only 13% of the respondents are uncertain, and 8.7% rate the statement as 'very inaccurate'.

Statement 9: I frequently think of quitting this job

Figure 26 shows how the participants felt about quitting this job.
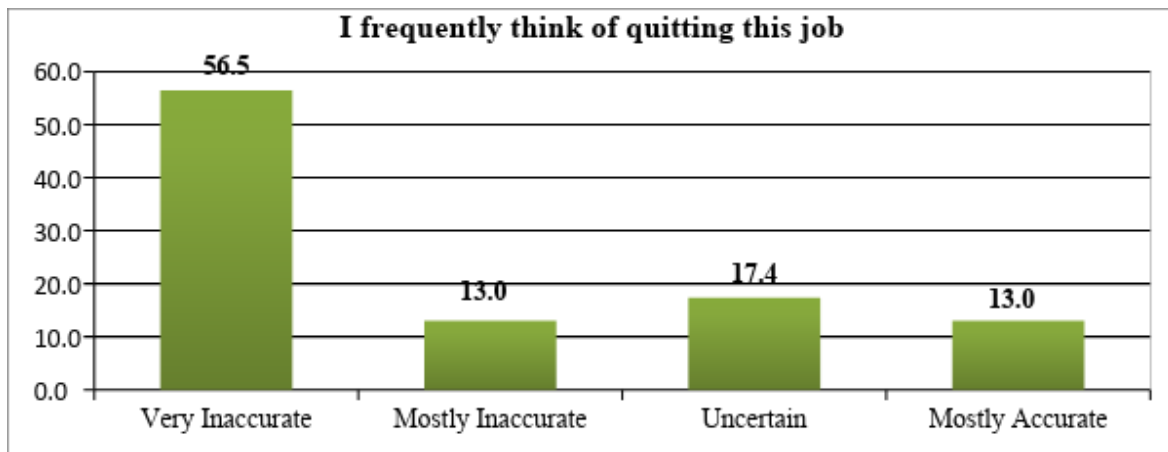
Figure 10: Thinking of quitting
Source: Field Enquiry, 2016.

Sixty five point nine percent (65.9%) of the participants disagreed with this statement that they frequently think of quitting this job, with 56.5% rating the statement as 'very inaccurate' and 13% as 'mostly inaccurate', and 17.4% are uncertain. The remaining 13% rate the statement as 'mostly accurate'.

Statement 10: I feel bad and unhappy when I discover that I have performed poorly on this job

Figure 27 shows how participants felt when they discover that they have performed poorly on this job.

Figure 11: Care about performance
Source: Field Enquiry, 2016.

Of the respondents, 87% felt bad and unhappy when they discovered that they have performed poorly on this job, with 34.8% rating this statement as 'mostly accurate' and 52.2% as 'very accurate'. Only 8.7% of the respondents rate this statement as 'mostly inaccurate' and 4.3% is 'uncertain'.

Statement 11: I often have trouble figuring out whether I am doing well or poorly on this job.

Figure 28 shows how the participants felt about getting feedback of how well or poorly they are doing on this job.
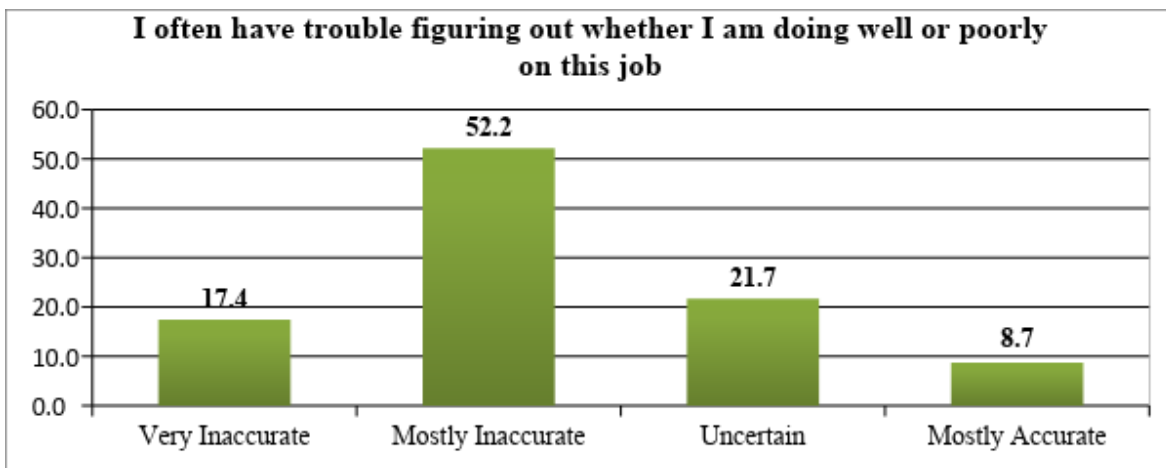
Figure 12: Knowledge of results
Source: Field Enquiry, 2016.

In figure 28, 69.6% respondents did not have trouble in finding out whether they are doing well or poorly on this job, with 52.2% rating this statement as 'mostly inaccurate' and 17.4%

as 'very inaccurate'. Only 8.7% of the respondents agreed with the statement rating it as 'mostly accurate' and 21.7% are 'uncertain'.

Statement 12: I feel I should personally take the credit or blame for the results of my work on this job.

Figure 29 shows how the participants evaluated their feelings of responsibility about the results of the work done in this job.
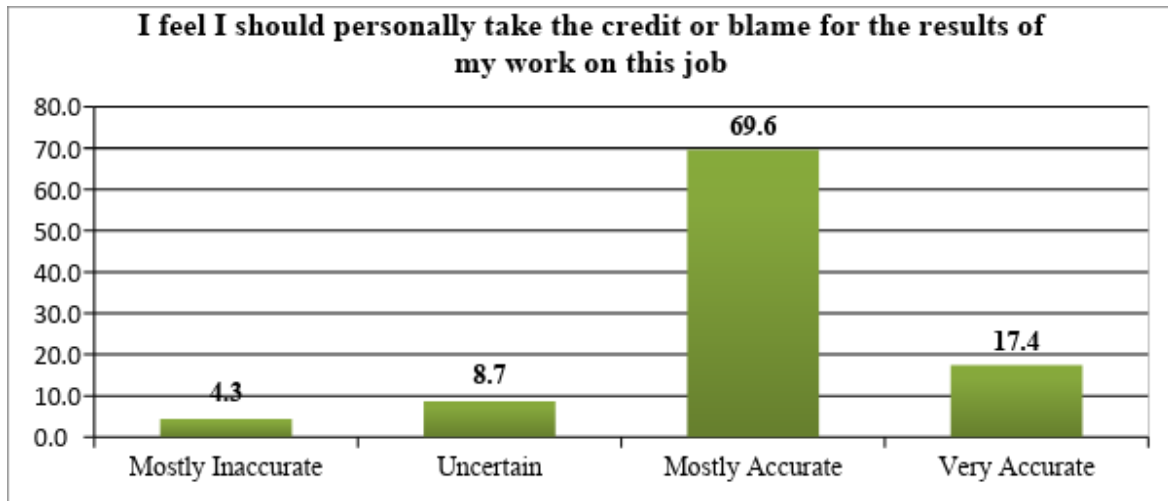
Figure 13: Responsibility for results
Source: Field Enquiry, 2016.

In figure 29, 87% respondents felt they should take personal credit or blame for the results, with 69.6% rating this statement as 'mostly accurate' and 17.4% as 'very accurate'. Only 4.3% disagreed with 8.7% remaining 'uncertain'.

Statement 13: I am generally satisfied with the kind of work I do in this job.

Figure 30 shows how participants rated their feelings of general satisfaction with the kind of work that they do in this job.
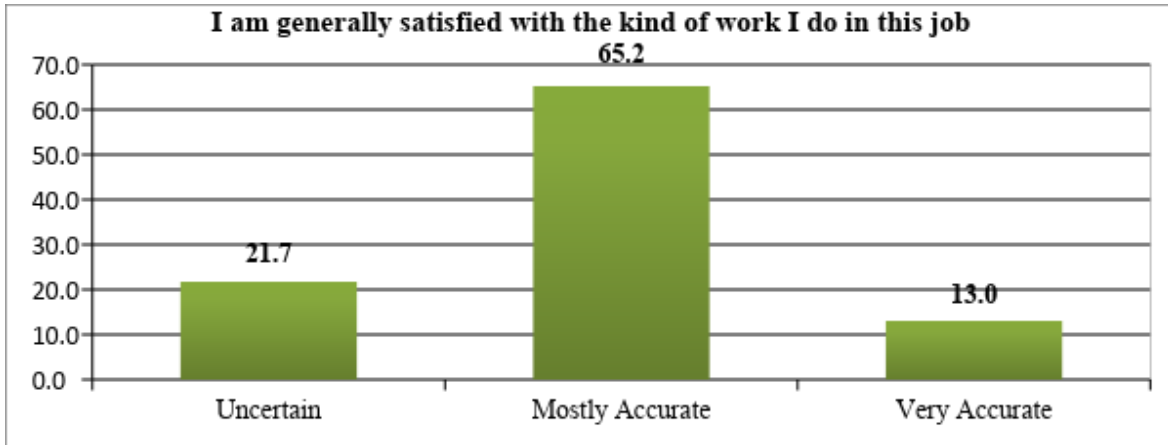
Figure 14: General job satisfaction
Source: Field Enquiry, 2016.

Figure 30 shows that 78.2% of the respondents felt generally satisfied with the kind of work they do on this job, with 65.2% rating this statement as 'mostly accurate' and 13% as 'very accurate'. Only 21.7% of the respondents remain 'uncertain'.

Statement 14: My own feelings generally are not affected much one way or the other by how well I do on this job.

Figure 31 shows how the participants evaluated their feelings on how well they do on this job.
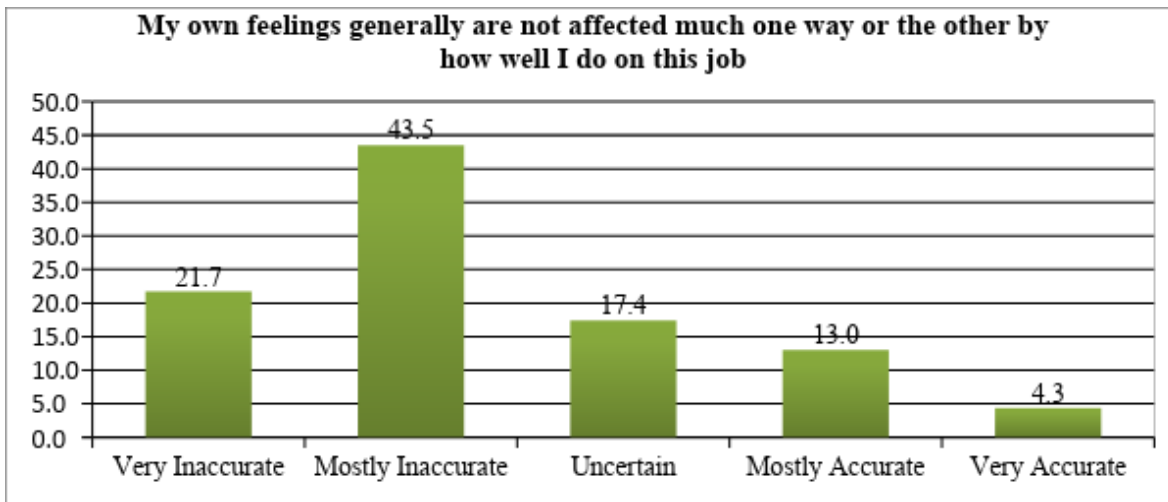
Figure 15: Care about the job
Source: Field Enquiry, 2016.

In figure 31, 65.2% of the respondents disagreed with this view that they are not affected one way or the other by how well they do on this job, with 43.5% rating the statement as 'mostly inaccurate' and 21.7% as 'very inaccurate'. Thirteen percent (13%) of the respondents agreed

with this statement and rated it as 'mostly accurate' and 4.3% as 'very accurate'. 17.4% remain 'uncertain'.

Statement 15: Whether or not this job gets done right is clearly my responsibility.

Figure 32 evaluates how the participants viewed their feeling of responsibility about getting work done on this job.
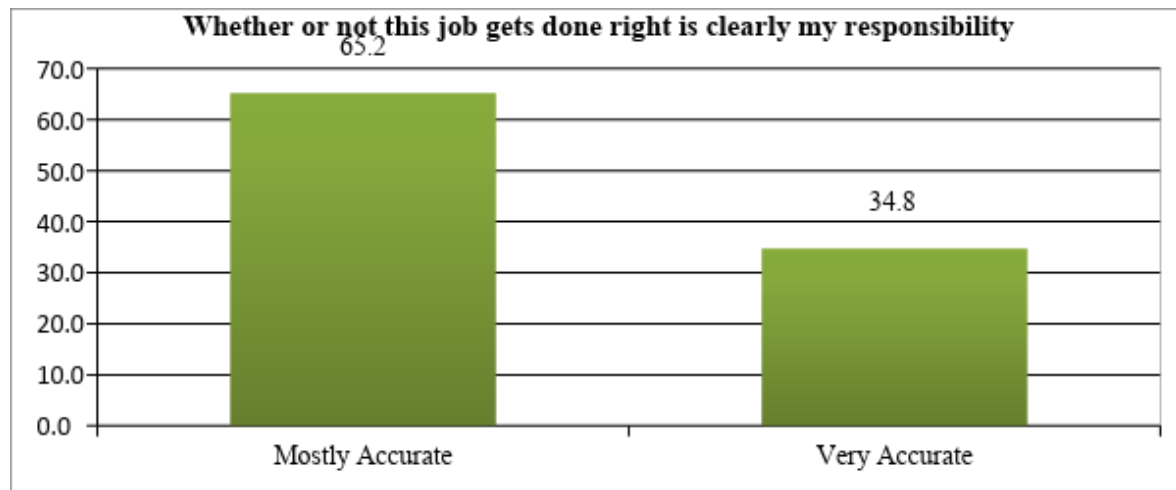
Figure 16: Feeling of responsibility about getting the job done
Source: Field Enquiry, 2016.

One hundred 100% of the respondents felt it is clearly their responsibility to ensure that this job gets done, with 65.2% of the respondents rating this statement as 'mostly accurate' and 34.8% as 'very accurate'.

The next section offers the presentation and analysis of qualitative data.

4.6 PRESENTATION OF QUALITATIVE DATA

As noted earlier, qualitative data were collected through in-depth interviews. Thirty (30) employees from Eskom KZN, HR Department, were invited to participate. Of which 19 of the 30 employees who were invited to participate availed themselves for the in-depth interviews. This represents a 63.3% participation rate. A thematic approach was used to establish themes for the study.

Qualitative data presented in this section reflect the responses of the participants to the questions or statements which formed part of the in-depth interview sessions. The interview guide is attached as Appendix 3. The responses were initially tape-recorded and then

transcribed into written notes attached as Appendix 6. Table 7 below displays the summary of recorded responses that were obtained from the participants. These are grouped in terms of the 9 categories found in the interview guide attached as Appendix 3, namely:

A. Level of satisfaction

B. The degree the job influences the strategy of the organization

C. The influence of job satisfaction performance

D. The influence of task variety on job satisfaction

E. The influence of task identity on job satisfaction

F. The influence of task significance on job satisfaction

G. The influence of autonomy on job satisfaction

H. The influence of feedback on job satisfaction

I. Any other comments

These are aligned with the three research objectives which are:

- To determine the influence of job design characteristics of HR Practitioners on job satisfaction in Eskom, KwaZulu-Natal Operating Unit.

- To explore the views of HR Practitioners regarding the importance of job satisfaction in their performance in Eskom, KwaZulu-Natal Operating Unit.

- To understand how HR Practitioners perceive the role of HRM in the strategy of the organization in Eskom, KwaZulu-Natal Operating Unit.

Table 1: Summary of data from in-depth interviews

Discussion Topics Related to Hypothesis and Research Objectives	Number of comments
Level of satisfaction	19
The degree the job influences the strategy of the organization	63
The influence of job satisfaction performance	20
The influence of task variety on job satisfaction	39
The influence of task identity on job satisfaction	22
The influence of task significance on job satisfaction	29
The influence of autonomy on job satisfaction	32
The influence of feedback on job satisfaction	39
Any other comments	58

Source: Field Enquiry, 2016.

Each participant was asked to share own views in relation to each statement in a discussion format with clarifying questions. Hence, participants gave more than just one comment as indicated in table 7 above. Most comments indicated that the job is viewed as influencing the strategy of the organization (63 comments) followed by "any other general comments" (58 comments). It is noteworthy that participants used the opportunity to indicate other sources of satisfaction or dissatisfaction that are not directly related to the characteristics of the job.

The next section presents the study results using thematic analysis.

4.6.1 Thematic Analysis of Qualitative Data

According to Clarke and Braun (2013:122), thematic analysis in qualitative research is essentially a method for identifying and analysing patterns in qualitative data. It is a form of pattern recognition within the data, where emerging themes become the categories or codes for analysis. The themes for this study emerged from the data collected through in-depth interviews.

4.6.1.1 Identification of Themes

NVIVO 10, the qualitative analysis software, was used to observe and uncover trends and words that are similar in meaning in order to identify word trees and tag clouds, described and discussed earlier, from the main themes. Core themes emerged in line with the three objectives of the study, namely:

1. To determine the influence of job characteristics of HR Practitioners on job satisfaction in Eskom, KwaZulu-Natal Operating Unit.
2. To explore the views of HR Practitioners regarding the importance of job satisfaction in their performance in Eskom, KwaZulu-Natal Operating Unit.
3. To understand how HR Practitioners perceive the role of HRM in the strategy of the organization in Eskom, KwaZulu-Natal Operating Unit.

Each theme will be discussed based on the responses obtained from the participants.

Objective one: To determine the influence of job characteristics of HR Practitioners on job satisfaction in Eskom, KwaZulu-Natal Operating Unit.

The question that is linked to this objective is "*do the job design characteristics as listed in the JCM influence the job satisfaction levels of HR Practitioners*?" These characteristics are autonomy, feedback, significance, job variety, and task identity.

- **Autonomy in the job of an HR Practitioner**

Belias, Koustelios, Sdrolias and Aspridis (2014:326) maintain that autonomy at work is important not only as a valuable reward, but as a determinant series of results, such as job satisfaction, stress, and health. They further suggest that autonomy is one of the most important

work characteristics that affect employees' job satisfaction. Autonomy and a feeling of freedom are likely to increase the employees' control and decision making, resulting to more effective conflict resolution and therefore having effect on all aspects of job satisfaction.

The work of an HR Practitioner sometimes requires the use of project management principles. Working within the project guidelines, for example, the employees have the independence to plan and execute their work. This is seen by employees as having the effect of improving job satisfaction as it allows for personal growth and taking responsibility for the results. The employee is able to establish their own schedules for the day, week, or month. The job allows for the employee's own initiative to prioritise work. This independence to prioritize and schedule work is seen as contributing positively to job satisfaction. There are no strict boundaries on how to approach certain issues. The nature of the work requires the employee to look for triggers or indicators that will suggest a need for intervention. Therefore, employees have the leeway to make their own unique contribution.

Some of the comments that were obtained from in-depth interviews include:

- o *Yes, within the guidelines of the processes and procedures. I have my job and I am left to do it, which is great. I prefer that and that if I need assistance I can look for the assistance. That is fine. There are obvious restrictions in terms of the policies. You can only have a certain amount of autonomy (*EKZNHRB, 2016).
- o *The employee relations role requires you to do your job independently, but also touch base with your manager and other stakeholders. You need to always keep them updated on how you are solving the problem. It does have positive influence on your job satisfaction (*EKZNHRE, 2016).
- o *My job does provide independence. The nature of OD is such that you don't always have another person telling you what to do. It relies on you to look for indicators or triggers so one has to be observant or be connected to the business. Quick answer is that there is lot of independence (*EKZNHRF, 2016).

It is important to note that the level of autonomy will be influenced by the experience and expertise of the individual employee. The employee with less experience will tend to rely more on the guidance of the higher level manager or a more experienced colleague. The level of autonomy is also influenced by business processes, policies and procedures. The management

style that is used by the higher level structures will also have an influence on the level of autonomy that is experienced in the job.

- **Feedback towards positive outcomes and problem resolution**

Truxillo, Cadiz, Rineer, Zaniboni and Fraccaroli (2012:13) suggest that feedback from others captures the extent to which others provide information about performance and has a positive effect on job performance. Feedback from others would be especially important to younger workers who focus their social interactions on career growth and development. Such feedback would be less valued by older workers who not only would have already achieved higher levels of job skills, but who would want to focus their social interactions less on job advancement.

Feedback is experienced more from the customers that the HR Practitioners provide services. These range from a thank you to a motivation for reward or recognition to be given to the HR Practitioner. Feedback is seen generally in a positive light whether positive or negative. Positive feedback encourages the employee to continue performing well. Negative feedback helps the employee to know what needs to be improved. Feedback from costumers can be elicited using feedback forms that customers are requested to complete. These provide good information on areas where performance needs reinforcement or improvement.

Feedback can also be obtained from own managers. This predominantly happens during performance appraisal discussions. Many HR Practitioners indicated that not enough feedback is given by their own managers.

The job itself can be source of feedback for the HR Practitioner. Human Resource Practitioners facilitate training and development initiatives. Seeing the learners completing their training programmes and obtaining qualifications is regarded as feedback to the HR Practitioner. This is experienced as leading to positive job satisfaction. Many participants indicated that the job on its own largely does not give many opportunities for feedback.

- **Feelings of significance**

According to Abiodun, Oyeniyi and Osibanjo (2013:59), task significance is a factor that is relevant to job satisfaction and as such, organizations could profit from this association if management will focus efforts on job enrichment and enlargement programmes that

significantly expands the significance of roles and capacity to deliver to outside stakeholders. This may enhance opportunities for self-direction and accomplishment through creative and innovative response to the demands of stakeholders in the organization.

One of the HR Practitioners indicated:

- *…. they experience the job as leading them to feel that they are needed in the organization, that there is a significant impact that they are making* (EKZNHRP, 2016).

As long as the HR Practitioner is performing at the appropriate level and making a worthy contribution, that motivates and leads to job satisfaction.

One participant commented:

- *I am happy about my job, it is an important job. I do wake up in the morning and look forward to do the job because it is important* (EKZNHRI, 2016).

The HR Practitioners see themselves as contributing to an improved working experience for other employees.

One participant commented:

- *an HR Practitioner gets so many queries on a daily basis, you are dealing with long range issues, if you are not there that would cause a lot of frustration to your customers. Our customers do rely on us greatly* (EKZNHRM, 2016).

Another contribution is seen in assisting elderly employees who have contributed many years of their lives in building the organization to still participate actively and in a meaningful way.

One HR Practitioner commented:

- *We have many of our customers, people who are illiterate and who depend on us as HR Practitioners to assist them in what they don't understand, especially the elderly because they have invested a lot to ensure that Eskom grows as a company to what it is today. The significance of the job contributes to job satisfaction in that it is seen as "contributing to a bigger picture* (EKZNHRM, 2016).

Ali and Zia-ur-Rehman (2014:71) support this influence of task significance on job satisfaction when they present task significance, as the extent in which a job has an effect on the life of the people. They further reason that the image of the job in the minds of people bears significant substance on how much the employee feels proud about the job while describing his job to the public.

- **Job variability, varied exposure, experiences and growth**

The job of an HR Practitioner predominantly provides varied exposure and experience with clients from different backgrounds who require assistance on varied challenges and problems. This provides continuous learning experiences for the HR Practitioner.

One HR Practitioner mentioned that:

  o *I would say I am highly satisfied in my job. It is because I don't like routine work. In my job you get to know different things, you are not bored; you get prompted to learn different things; with that I get satisfaction because you never know what kind of problem you will be facing tomorrow. It is like you are always prepared to face something new* (EKZNHRJ, 2016).

Tungkiatsilp (2013:51) subscribes to the notion that employees with higher growth needs tend to be more satisfied with a job that has a higher job enrichment compared to those with low growth needs.

Job variety requires the use of specific tools for specific clients. Human Resource Practitioners work with different stakeholders. Therefore, they need to use various methods that will achieve the desired results. For each work site the HR Practitioner must select an approach or method that will allow for a relationship to be established and that will assist in achieving a meaningful engagement and the desired results.

- **Task identity and completion**

Choge, Chepkiyeng and Chelimo (2014:74) define task identity as the degree to which the job requires completion of a whole and identifiable piece of work. Evidently, jobs that offer task identity do indeed enhance the intrinsic motivation of employees. Therefore, the job that is structured such that there are things that one can do from start to finish will have a high level

of task identity (Choge *et al*. 2014:74). The HR Practitioners make reference to the job profile as helping to clarify the scope of work. This helps to clarify for the individual what is expected. The HR Practitioners claim that the fact that the parameters of the job are clear leads to satisfaction.

This was confirmed by one study participant that:

- o *I am very satisfied in my job because when I come to work I know exactly what I need to do, what is expected of me* (EKZNHRC, 2016).

Moreover, another study participant commented:

- o *As HR Practitioners we are guided by policies and procedures. We have an understanding of what is our role, where it starts and where it ends. This has a big impact on job satisfaction because we know exactly what is in our role* (EKZNHRM, 2016).

Objective two: To explore the views of HR Practitioners regarding the importance of job satisfaction in their performance in Eskom, KwaZulu-Natal Operating Unit.
Related to objective 1, participants were asked the question: *Is there a relationship between the job satisfaction of an HR practitioner and performance?*
The responses to the question above are grouped into the following themes:

- Job satisfaction as a motivation factor towards good performance and excellence.
- Job satisfaction as a critical factor that influences performance.
- Job satisfaction is in a reciprocal causation relationship with performance.
- Job satisfaction as a catalyst to improved employee attitude, learning orientation, and customer satisfaction.

The presentation of each of the themes and responses from the participants follows hereunder:

- **Job satisfaction as a motivating factor towards good performance and excellence**

Job satisfaction is regarded by participants as a strong motivating factor towards good and excellent performance.

One participant commented:

o *if I am not satisfied with what I am doing I will not perform well, because I will say why should I perform, put more effort if I am not satisfied with my work* (EKZNHRM, 2016)

Davar and Bala, (2012:298) confirm that there is positive and significant relationship between job satisfaction and job performance. This is further confirmed by Bin (2015:6) who suggested that satisfied employees do perform better and contribute to the overall success of an organization.

One participant holds a strong view that the job itself is a greater motivator and not money, hence the comment:

o *I also tell people that for me money is not the driver of my motivation, for me the motivator is that I must be happy with my job* (EKZNHRK, 2016).

Kulchmanov and Kaliannan (2014:221) confirm the view that money serves to satisfy only extrinsic or basic needs. It does not provide motivation for employees to achieve higher level needs that motivate employees to do their best and improve productivity. This is consistent with Herzberg's Two Factor theory which suggests that the fulfilment of hygiene factors does not make the employee happy or satisfied; it just removes the unhappiness from the work environment.

One participant further remarked that job satisfaction is seen as the key motivator in the performance of the job of an HR Practitioner by noting:

o *I cannot perform at the highest level if I am not happy or not satisfied with what I am doing. If I enjoy what I am doing I am expecting to perform at the highest* (EKZNHRJ, 2016).

This resonates well with Bakotic's (2016:118) idea that there is a clear link between employees' job satisfaction and organizational performance in both directions, but the connection between job satisfaction and organizational performance is stronger than the connection between organizational performance and job satisfaction. The author maintains that job satisfaction more strongly determines organizational performance than organizational performance determines job satisfaction.

- **Job satisfaction as a catalyst to improved employee attitude, learning orientation, and customer satisfaction**

Human Resource Practitioners view job satisfaction as a catalyst that encourages them to learn and be motivated to come to work every day. This places them in a position to be able to advise and motivate other people to strive to be happy with their work in order to learn and achieve more in their jobs.

One HR Practitioner remarked:
- *If I was not happy with what I am doing I would not be able to meet my targets and the employees that I assist would not be confident enough to come to me for assistance* (EKZNHRA, 2016).

Similarly, another participant indicated:
- *I don't think if I was not satisfied with my job I would be able to come to work on time. I would not be able to spend time in the office. There would be many unhappy customers. I think it does add to my performance* (EKZNHRO, 2016).

Job satisfaction is viewed as having a big impact on the organization. If the level of job satisfaction is high, employees and customers will be happy and thus organizational performance will be high. If job satisfaction is low, you are likely to have unhappy employees, unhappy customers, and high levels absenteeism resulting in poor organizational performance. Mafini and Pooe (2013:7) conclude that positive and significant relationships were observed between organizational performance and employee satisfaction factors. This suggests that increases in organizational performance may be achieved by increasing employee satisfaction factors.

- **Job satisfaction as a critical factor that influences performance**

Ndirtagu (2013:48) notes the existence of a self-reinforcing circular relationship between performance, satisfaction, and motivation of an employee by arguing that when an employee achieves high performance, internal satisfaction arises, and the employee is motivated to perform well in the future.

Human Resources Practitioners hold a similar view in that they experience job satisfaction as a positive influencing factor on performance because employees who are satisfied tend to approach their work with greater confidence and work with a motivated spirit. People who are unhappy with their work tend to drag their feet. They find it difficult to come to work in the morning and forever complain.

One HR Practitioner revealed:

- *If I am not satisfied with what I am doing, probably not only I but many other people, then you don't give it your full attention, and you probably not apply yourself a full 100% in what you should be doing. Definitely the level of satisfaction makes me more productive* (EKZNHRB, 2016).

Therefore, without job satisfaction, motivation is likely to reduce and performance is likely to decline. The self-reinforcing circular relationship between performance, satisfaction, and motivation of an employee is likely to be broken.

- **Job satisfaction is in a reciprocal causation relationship with performance**

Human Resource Practitioners hold a view that it is almost impossible to separate job satisfaction from job performance. If performance is poor, that is likely to lead to dissatisfaction. If satisfaction is low, performance would also be low.

One HR Practitioner commented:

- *If I am not satisfied I will not be concerned about meeting targets or meeting deadlines. I have seen it with myself when my job satisfaction increased, my performance also increased, I don't mind working extra hours coming on a Sunday, coming on a Saturday, coming in early, because I really like what I am doing. So it definitely has a great impact* (EKZNHRM, 2016).

Bin (2015:6) supports this view that satisfied employees do perform better and contribute to the overall success of an organization.

Objective three: To understand how HR Practitioners perceive the role of HRM in the strategy of the organization in Eskom, KwaZulu-Natal Operating Unit.

Bagga and Srivastava (2014) define strategic human resource management (SHRM) as the linking of human resources with organizational strategic goals and objectives so as to improve business performance and develop an organizational culture that nurtures innovation, flexibility, and competitive advantage. Strategic human resource management means accepting and involving HR function as a strategic partner in the formulation and implementation of the company's strategies through HR activities such as recruiting, selecting, training, and rewarding personnel. It centers on HR programs with long term objectives. The focus is on addressing and solving problems that affect people management programs in the long run. Therefore, the primary goal of SHRM is to increase employee productivity and to identify key HR areas where strategies can be implemented in the long run to improve the overall employee motivation along with productivity.

In relation to objective two of the study, participants were asked: '*How do HR Practitioners perceive the role of HRM in the strategy of the organization*?' The following themes emerged from responses and are grouped as follows:

- HR Practitioners' job as a key strategic function.
- HR Practitioners' job as an influencing factor in the strategy of the organization.
- HR Practitioners' job as a link to the achievement of business objectives.

The discussion of these themes is deliberated next.

- **HR Practitioners' job as a key strategic function**

Participants maintain that each and every organization needs an HRM department. Schutte and Barkhuizen (2016: 494) state that HRM is a profoundly sound concept that would be sensibly taken up by any people in charge of any human enterprise in which work tasks are undertaken, and where there is concern for that enterprise to continue into the future as a viable social and economic unit. Human Resource Practitioners view this as one of the reasons for the importance of HR Practitioners in an organization. They argue that organizations cannot function without the presence of HR Practitioners. Consequently, Boninelli and Meyer (2011), cited in Abott, Goosen and Coetzee (2013:1), affirm that the HR professional has the opportunity to become central to the effectiveness not only of their organization, but to also have an impact on the social and economic environment in which they operate.

- **HR Practitioners' job as an influencing factor in the strategy of the organization**

88

Cania (2014:381-382) presents HRM strategy as an integral part of the business strategy and states that it has a clear focus towards implementing change and growing the skills base of the organization to ensure that the organization can compete well into the future. Furthermore, HRM strategy facilitates the development of human capital that meets the business competitive strategy so that the organization's goals and missions can be achieved. This view is shared by the HR Practitioners who see their role as influencing the strategy of the organization because they are at the centre of developing skills and expertise for the organization. They view HRM as providing the mechanisms for the provision of skills towards execution of the organizational strategy. Human Resource Practitioners are on the ground to translate the strategy into actual deliverables.

One HR Practitioner mentioned:

o *I see the role of HR in influencing the strategy as very high. The business comes up with a strategy; you then have to come up with a scorecard that will measure whether we are doing the right things or not* (EKZNHRE, 2016).

Moreover, another HR Practitioner noted:

o *My view is that I influence the strategy of the organization by virtue of the job that I am doing when you consider that part of the strategy of the organization will involve certain things that need to be executed towards that. In the HR space there are many of those things that fall on my domain, as far as me implementing those things to contribute towards the strategy of the organization. So I am of the view that there is substantial influence in terms of the role that I am playing* (EKZNHRM, 2016).

- **HR Practitioners' job as a link to the achievement of business objectives**

The role of HR Practitioners is viewed as impacting positively in that it contributes in ensuring that the business meets its strategic objectives by performance and gets evaluated regularly to ensure that HRM is aligned towards meeting the business strategic objectives.

One HR Practitioner commented:

o *We are the drivers of the business objectives". Another strong view that emphasizes the link with business objectives, "I think employees can make or*

break an organization. There is a strong correlation between my job design and the business objectives of the organization (EKZNHRF, 2016).

Cania (2014:381-382) agrees with the instrumentality of Human Resources in achieving business performance in that they are playing an important role in achieving performance indicators such as cost reduction, increased sales levels, increased number of customers, and increasing the market percentage.

The criticality of the Human Resources' function in executing the strategy of the organization can therefore not be doubted. Hence the levels of satisfaction of HR Practitioners who execute this strategic role of Human Resources become of utmost importance.

The next section presents the triangulation of data.

4.7 TRIANGULATION OF DATA
This section provides the triangulation of the quantitative and qualitative data on the following categories namely:
● The prevalence of core job design characteristics in the job of the HR Practitioner, and
● The job satisfaction of HR Practitioners based on the job design characteristics in their job

The quantitative data in section 4.5 triangulated with qualitative data is presented in Section 4.6.

4.7.1 Analysis of the Prevalence of Core Job Characteristics in the Job of an HR Practitioner
Figure 33 displays the summary of responses of participants when they were asked to indicate the presence or prevalence of the core characteristics of the job as suggested by the Hackman and Oldman's JCM.
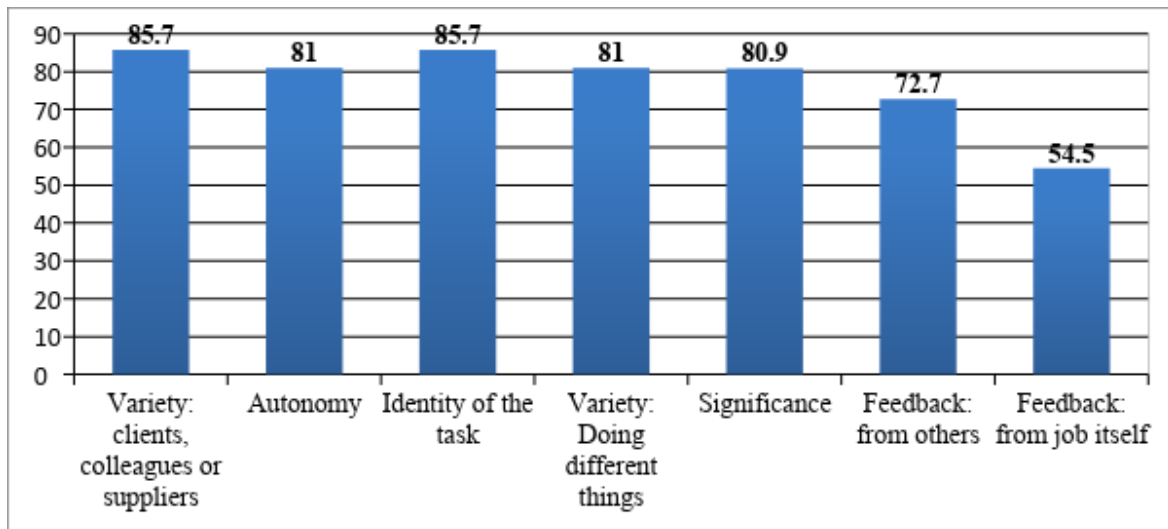
Figure 17: Summary of responses on prevalence of core job design characteristics
Source: Field Enquiry, 2016.

It is remarkable that a significant number of participants reported the presence of all these characteristics. The only characteristic whose presence is rated at less than 80% is 'feedback'. In both elements of feedback, less than 80% of the participants indicated the prevalence of this characteristic, although it still remains high at 72.7% for "feedback obtained from other stakeholders" and 54.5% for "feedback obtained from the job itself". The conclusion therefore is that the job of the HR Practitioner is viewed by the majority of participants as having the enrichment that comes with the presence of all the job design characteristics.

The analysis will now focus on each question or statement that the respondents answered.

Statement 1: Variety that comes from working closely with other people such as clients, colleagues or suppliers

Of the employees chosen for the study, 85.7% indicated that the extent the job requires them to work closely with a variety of other people such as clients, colleagues, and suppliers is "very much" so. Only 14.3 % evaluate the job as providing this element at more than moderate level. Qualitative analysis suggests that the job of an HR Practitioner predominantly provides varied exposure and experience with clients from different backgrounds who require assistance on varied challenges and problems. This provides continuous learning experiences for the HR Practitioner.

One HR Practitioner remarked:

o *I would say I am highly satisfied in my job. It is because I don't like routine work. In my job you get to know different things, you are not bored; you get prompted to learn different things; with that I get satisfaction because you never know what kind of problem you will be facing tomorrow. It is like you are always prepared to face something new* (EKZNHRJ, 2016).

Tungkiatsilp (2013:51) concurs that the employee with higher growth needs tends to be more satisfied with a job that has a higher job enrichment compared to those with low growth needs.

The following comments from the in-depth interviews further cement the statement above:
o *I am working with pensioners and active employees and people who do not work for Eskom."*
o *Also the different aspects of our job that we have to deal with, today you are dealing with disciplinary the next time is recruitment, another day is administration work".*
o *You need to create a rapport with different people invited to that meeting".*
o *You deal with very difficult managers and on the other hand you get others that are free flowing. You get a variety of cases* (EKZNHRM, 2016, EKZNHRE, 2016, EKZNHR, 2016).

Findings by Morf, Feierabend and Staffelbach (2017:589) suggest that when task variety is low, counter-productive work behaviour appears to be a higher risk for organizations than when it is high. As a result, jobs that unify a number of different tasks seem to be less likely to show counter-productive work behaviour.

Therefore, a deduction is made here that the job of an HR Practitioners provides task variety that comes with interaction with different stakeholders such as clients, colleagues, and suppliers. This element of task variety enhances the job satisfaction of HR Practitioners.

Statement 2: The extent to which the job permits the employee to decide independently on how to do the work
Eighty one percent (81%) of the participants indicated a 'more than moderate' (72.2%) or 'very much' (4.8%) on the degree to which the job of an HR Practitioner allows them to decide on their own how to do the job. The rest of the participants (19.1%) disagreed by indicating a 'moderate' (14.3%) and a 'little' rating (4.8%).

The qualitative analysis under the theme "Autonomy in the job of an HR Practitioner" revealed that the work of an HR Practitioner sometimes requires the use of project management principles. Working within the project guidelines, the employees have the independence to plan and execute their work. They establish their own schedules for the day, week, or month. The job allows for the employee's own initiative to prioritise work. The independence to prioritize and schedule work is seen as contributing positively to job satisfaction. There are no strict boundaries on how to approach certain issues.

The nature of the work requires the employee to look for triggers or indicators that will suggest a need for intervention. Employees therefore have the leeway to make their own unique contribution. This is seen by employees as having the effect of improving job satisfaction as it allows for personal growth and taking responsibility for the results. Chung (2017:13) confirms that autonomy is positively related to job satisfaction. Employees who experience more autonomy in their jobs compared to employees who do not experience that much autonomy, have higher levels of satisfaction. The author cites other researchers such as Morgeson and Humphrey (2006) and Spector (1986) that found similar results of autonomy leading to job satisfaction.

It is important to note that the level of autonomy will be influenced by the experience and expertise of the individual employee. The employee with less experience will tend to rely more on the guidance of the higher level manager or a more experienced colleague. The level of autonomy is also influenced by business processes, policies, and procedures. The management style that is used by the higher level structures will also have an influence on the level of autonomy that is experienced in the job. Hardre and Reeve (2009:179) conclude that employees benefit when managers who supervise them adopt an autonomy supportive management style. They further suggest that such autonomy-supportive management style leads to significant increase in workplace engagement that has a positive effect on employee satisfaction, performance, retention, and other outcomes that are valued by organizations.

The following comments from the in-depth interviews entrench this view:

- o *For instance, I do not need to be told every day that you need to do 1, 2 or 3. I can work independently. It does require that I work independently. Therefore, some of the decisions I have to make them on the spot. I don't have to always consult."*
- o *I get to use my discretion in determining why and what needs to be done.*

- *I have to make my own deadlines.*
- *I am able to manage my tasks, instead of someone saying: 'do these today, do that the next day'. So it is very nice to be able to manage yourself working in order of urgency and managing it.* (EKZNHRT, 2016, EKZNHRO, 2016, EKZNHRN, 2016, EKZNHRM, 2016).

According to Sonnentag (2017:14), low levels of autonomy do not provide any opportunity to bring in the self into work and it will be impossible to tailor the task-completion process according to one's values and preferences. Consequently, dedication will be low when working on a low-autonomy task.

Deduction is therefore made here that the job of an HR Practitioner provides high levels of independence in deciding how to do the work within the boundaries of policies, procedures, and restricted access.

Statement 3: The job involves doing a whole identifiable piece of work with a clear beginning and an end

Of the HR Practitioners, 85.7% indicated a 'more than moderate' rating (52.4%) or a 'very much' rating (33.3%) when asked if their job involves doing a whole identifiable piece of work with a clear beginning and end. The rest of the participants evaluated the presence of this characteristic as 'moderate' (9.5%) or 'little' (4.8%).

The qualitative analysis supports this quantitative view by noting that the HR Practitioners make reference to the job profile as helping to clarify the scope of work. This helps to clarify for the individual what is expected. The HR Practitioners further stated that the fact that the parameters of the job are clear leads to satisfaction. Sonnentag (2017:14) also supports this view in that tasks with high identity should be experienced as being more meaningful than low-identity tasks because during the process of accomplishing the task and when being occupied with single cognitive or physical operations, the person has a clear sense of the overall purpose of these single actions and operations.

The following comments from the in-depth interviews strengthen this view:
- *We have a clear understanding of what our role is, where the role ends.*

- *This does have an impact on the level of satisfaction because when you know that you have successfully finished the task, and have met the deadline, and you know that now I am done.*
- *I would say so because we do have job profile that tells exactly what is in our job* (EKZNHRN, 2016, EKZNHRP, 2016).

Deduction is made here that the job of an HR Practitioner involves doing a whole identifiable piece of work with a clear beginning and end.

Statement 4: The extent the job requires the employee to do many different things at work, using a variety of your skills and talents

A percentage of 81% of the participants indicated a 'more than moderate' rating (38.1%) or a 'very much' rating (42.9%) when asked if their job requires them to do many different things at work, using a variety of skills and talents. Only 19.0% of the participants rated this characteristic as moderate.

The following comments from the in-depth interviews support this view:
- *Yes the job does provide variety. For example when you go to a work site, you need an approach that would suit a particular group.*
- *Most definitely, my role is not an administrative role with a set routine task to be followed, quite wide in that respect. One has to come up with ideas all the time. There are no strict boundaries in terms of how you will approach certain issues.*
- *Yes I do, because I do everything that is in the job profile of an HR Practitioner. From recruitment even it is only part of the recruitment, we start the process hand over to HR Shared Services, and end the process by appointing the person on the job, induct the person into the department or organization. We advise on policies and procedures, change management, performance management, disciplinary process, everything* (EKZNHRE, 2016, EKZNHRF, 2016, EKZNHRH, 2016).

Deduction is made here that the job of an HR Practitioner is viewed as requiring the employee to do many different things at work, using a variety of skills and talents. The characteristic of variety in this job is very high.

Statement 5: The significance of this job in that it affects the lives or well-being of other people

Eighty point nine percent (80.9%) of the participants indicated a 'more than moderate' rating (33.3%) and 'very much' rating (47.6%) when asked if their work is likely to significantly affect the lives or well-being of other people. The rest of the participants (19.0%) rated this element a moderate.

The qualitative analysis under the theme "Feelings of significance", HR Practitioners indicated that they experience the job as leading them to feel that they are needed in the organization and that there is a significant impact that they are making. As long as the HR Practitioner is performing at the appropriate level and making a worthy contribution, that motivates and leads to job satisfaction.

One participant noted that:

o *I am happy about my job, it is an important job. I do wake up in the morning and look forward to do the job because it is important* (EKZNHRI, 2016).

The HR Practitioners see themselves as contributing to an improved working experience for other employees as one participant remarked that:

o *In our environment we have subject matter experts who are essentially electrician and do not have strong people management skills. So as HR we are there to offer them support. If there was no HR in Eskom there would be chaos, the element of people management would not be catered for, thus I feel as HR Practitioners in Eskom we are significant for the continuous growth of the company and to support management to fulfill Eskom's obligations.*

o *We have many of our customers, people who are illiterate and who depend on us as HR to assist them in what they don't not understand, especially the elderly because they have invested a lot to ensure that Eskom grows as the company compared to what it was before* (EKZNHRJ, 2016).

Another participant made a comment:

o *The significance of the job contributes to job satisfaction in that it is seen as contributing to a bigger picture* (EKZNHRQ, 2016).

The following comments from the in-depth interviews further entrench this view:

o *Yes I think it is significant. First of all the fact that I look after bursary students towards developing skills for the country, because when we give bursaries to students we are not only looking after the needs of Eskom. The bursar can leave Eskom and work for another organization. We are developing skills for the country.*

o *I will make an example; there is a company that I know I would not say its name that does not have an HR person. The stories that you hear of things happening make you want to say to them, can I help you because they don't seem to be going anywhere slowly.*

o *But, if HR is not there they would not be able to run their departments without HR* (EKZNHRN, 2016, EKZNHRL, 2016 and EKZNHRA, 2016).

Grant (2008:121) supports this view by stating that a mere exposure to task significance cues can enhance job performance by fostering a deeper understanding of the social impact and social values of one's work.

Deduction is therefore made that the job of an HR Practitioner is viewed as significant in that it affects the lives or well-being of other people.

Statement 6: The extent to which managers, supervisors, co-workers and clients give feedback to the employee
A percentage of 72.7% of the HR Practitioners indicated that this characteristic of providing feedback is present in the job of an HR Practitioner with 59.1% rating this as 'more than moderate' and 13.6% rating it as 'very much'. The rest of the participants rated the presence of this characteristic as moderate (22.7%) and 'little' (4.5%).

It emerged from the qualitative analysis under the theme "Feedback towards positive outcomes and problem resolution" that feedback is experienced more from the customers that the HR Practitioners provide services to. These range from a thank you to a motivation for reward or recognition to be given to the HR Practitioner. Feedback is seen generally in a positive light whether positive or negative. Positive feedback encourages the employee to continue performing well. Negative feedback helps the employee to know what needs to be improved. Feedback from costumers can be elicited using feedback forms that customers are requested to complete. These provide good information on areas where performance needs reinforcement or improvement.

Feedback can also be obtained from their own managers. This predominantly happens during performance appraisal discussions. Many HR Practitioners indicated that not enough feedback is given by their own managers. Kaymaz (2011:131) states that feedback assists to decrease performance ambiguity and this has a positive effect on motivation. He further recommends that it is necessary to ensure that feedback information is easily accessible as part of creating a culture of feedback in an organization.

The following comments from the in-depth interviews support this view:

- *But I do get feedback from line managers on my continuous interaction with them which is positive.*
- *The people would phone and ask more questions on areas we have talked about tell me if I was good or bad and ask questions where they need more clarity.*
- *We normally get feedback from customers by email or call or on the feedback forms that we send to them.*
- *At the end of each task or intervention we ask the participants to complete a customer satisfaction survey e.g. a meeting with labour, for them to indicate whether they are satisfied with the work that was done.*
- *Customers will tell me that thank you, you've done well here we appreciate your presence. That feedback works to boost your confidence that I am doing a good job. When you get positive feedback like that you then adopt the approach that says I don't want to disappoint the customer because she is already thinking highly of me, then I want to do better* (EKZNHRJ, 2016, EKZNHRJ, 2016, EKZNHRH, 2016, EKZNHRE, 2016, and EKZNHRA, 2016).

Deduction is made here that the job of an HR Practitioner does have the characteristic of providing feedback to the employee. Feedback comes predominantly from other stakeholders such as customers and suppliers.

Statement 7: The extent the job itself provides clues about how well the employee performs, aside from feedback from managers, supervisors, co-workers and clients may provide.

Of the HR Practitioners, 54.5% indicated a more than moderate rating (40.9%) and a 'very much' rating (13.6) when asked the extent to which the job itself provide them with clues about

how well they are doing aside from the feedback that managers, supervisors, co-workers and clients may provide. Forty point nine (40.9%) of the participants rate this characteristic as present only moderately and 4.5% as 'little'. This is relatively much lower that all the other dimensions that have more that 70% of the participants responding in a positive manner. It emerged from the qualitative analysis that though the job itself can be a source of feedback for the HR Practitioner, many participants indicate that the job on its own largely does not give many opportunities for feedback.

The following comments from the in-depth interviews correlated with this dim view:

- o *I can say I get feedback from the job itself by getting results from the university that all transactions have successfully gone through; normally they would not give you results unless you have completed the payments process. So, when I get positive results that is an indication that I have done the job well.*
- o *Only at PA time, seriously, with the current manager we do get feedback on areas where we have done well and where we need to improve.*
- o *My job does not always provide feedback. It depends on the manager or client I am dealing with whether he gives me feedback or not. The lack of feedback does have an impact on my job satisfaction because you need to know* (EKZNHRN, 2016, EKZNHRK, 2016, and EKZNHRM, 2016).

Deduction is made here that the job of an HR Practitioner on its own does not have a high capacity to provide the employee with feedback on performance, though this element is not very dominant as feedback is largely obtained from other sources such as customers.

The next section looks at how the HR Practitioners feel about the job design characteristics.

4.7.2 Job Satisfaction that is stimulated by Job Design Characteristics

This JCM model suggests that the existence of the core job characteristics leads to certain psychological states in the following manner:

- A state of meaningfulness arising from skill variety, task identity and task significance.
- A sense of responsibility arising from autonomy.
- Knowledge of results obtained from feedback.

As previously indicated, it is again reiterated that the JCM model suggests that job satisfaction is achieved by an individual when he is made aware of the results of the task that he personally performed well and that he cares about.

The summary of the participants' responses is depicted in Figure 34 focuses on whether job satisfaction was achieved.
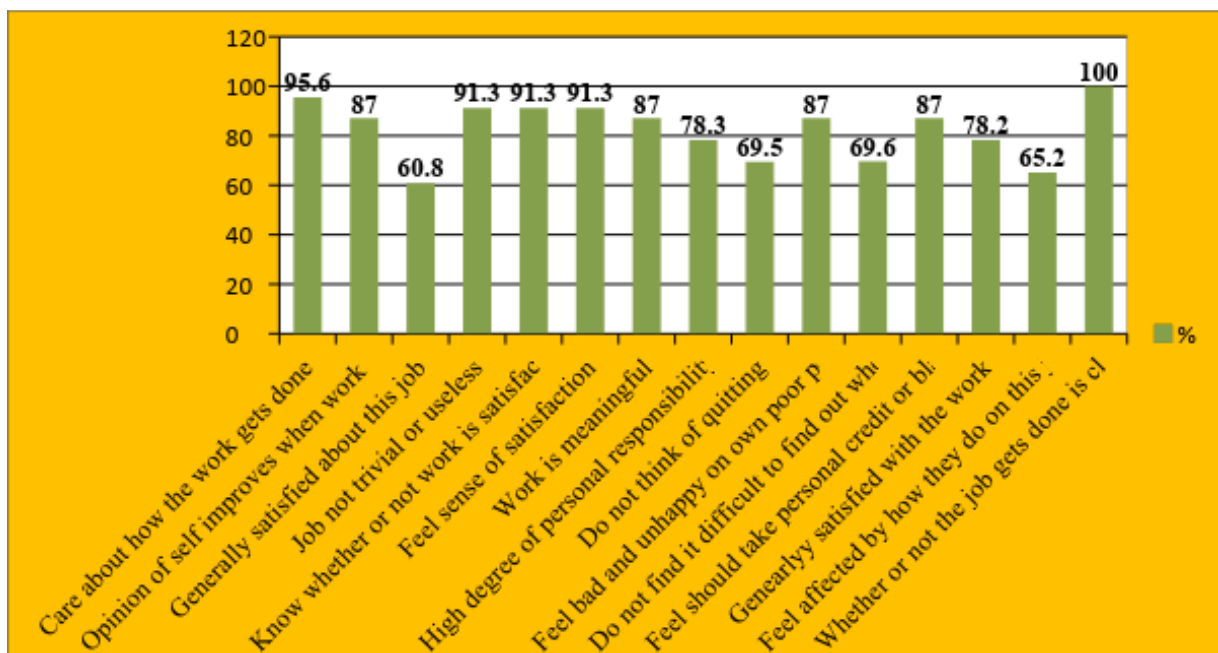
Figure 18: The summary of the participants' responses on how they feel about their job
Source: Field Enquiry, 2016.

All the statements that the participants were asked to respond to will be analysed. Qualitative comments that were obtained from in-depth interviews will also be presented.

Statement 1: It is hard on this job for me to care very much about whether or not the work gets done.

A percentage of 95.6% of the participants disagreed with this statement, with 21.7 indicating that it is mostly inaccurate and 73.9 as very inaccurate. Only a small percentage at 4.3% viewed it as very accurate. Their responses indicated that the majority of the employees care very much about whether the job gets done or not.

The qualitative analysis complements the above quantitative analysis when it is noted that HR Practitioners are motivated to feel good with what they are doing and to always look forward for more such opportunities. The knowledge that whatever they do in this job has an impact on other employees that they call clients leads them to care how the job is done.

One of the HR Practitioners made an emphasis:

- o *the value that I add by doing this job, interacting with ordinary employees, managers and supervisors in any of the issues such as giving advice on recruitment, disciplinary hearings and grievances processes, I wake up knowing that if I am not there things are not going to move* (EKZNHRO, 2016).

A deduction is therefore made here that the HR Practitioners care about how well the work gets done.

Statement 2: My opinion of myself goes up when I do this job well.

Of the participants, 87% agreed with this statement that their opinion of themselves improves when the job gets done well, with 52.2% rating this statement as 'mostly accurate' and 34.8% as 'very accurate'. Only 4.3% evaluated the statement as 'mostly inaccurate' and another 4.3% as 'very inaccurate'.

One comment from the qualitative interviews supports this view by noting that:

- o *This gives me the growth and the confidence that I am able now to move to another level because I know how to deal with people in certain ways, people who are at different levels from lower levels to management levels* (EKZNHRP, 2016).

A deduction is made here that doing the job well leads to a feeling of importance to the HR Practitioners.

Statement 3: Generally speaking, I am satisfied with this job.

The majority of the participants responded positively with 60.8% indicating that they are generally satisfied about this job. Out of these, 47.8% rate this statement as 'mostly accurate' and 13% as 'very accurate'. A relatively high percentage of participants indicated that they are 'uncertain' at 34.8%. Only 4.3% rate this statement as mostly inaccurate. Some of the comments about general satisfaction revealed that:

- o *With the job itself I am definitely satisfied, with what I have to do, personally I am not satisfied when I don't have enough to do, you know in our roles there are times when we are extremely busy and times when things slack off a bit. It is in those slacking off times that I am not happy.*

- *I am very satisfied in my job, because when I come to work I know exactly what I need to do, what is expected of me. I also get satisfaction when other people are satisfied with my job.*
- *Whatever I do, whoever I do the job for, if I do it well, that makes me happy.*
- *Currently 100% satisfied. Highly satisfied. Reason being the influence that I have in my job and the people that I assist. The more my customers complement me on what I do the more I am satisfied*
- *My level of satisfaction would rate as above average. The reason being, that my current job allows me to use my skills to the optimum level, also my experience, the whole package (*EKZNHRB, 2016, EKZNHRC, 2016, EKZNHRC, 2016, EKZNHRE, 2016, and EKZNHRF, 2016).

A deduction is made here that the majority of the HR Practitioners are generally satisfied with the job. A significant percentage at 34.8 is uncertain. This feeling of uncertainty is supported by the long list that was submitted by the participants of areas that they feel lead to dissatisfaction.

Even though the job design factors lead to satisfaction, there are other factors that cause dissatisfaction that should be addressed.

Statement 4: Most of the things I have to do on this job seem useless or trivial.
Ninety one point three percent (91.3%) of the participants disagreed with this statement, with 34.8% rating this statement as 'mostly inaccurate' and 56.5% as 'very inaccurate'. A small percentage of participants at 4.3% are 'uncertain' and 4.3% view the statement as 'mostly accurate'. This affirms the view that this job is significant to the employees.

Some of the relevant comments from the participants include:
- *I have had a lot of comments in the past when customers said thanks to me because the job I am doing is excellent, if it was not for me they would not have this or that.*
- *There are very few people who are involved in facilitating resolution of conflict. From time to time you are requested to facilitate resolution of conflict .... The job is very demanding requiring influence from you as a mediator to be well informed in order to be able to facilitate such situations.*

o *……. we as HR are the first point of contact with employees in the organization to inform and advise them about policies and procedures. We are change agents ….* (EKZNHRQ, 2016, EKZNHRE, 2016, and EKZNHRH, 2016).

A deduction is made that HR Practitioners feel that their job is significant and of great importance to the organization.

Statement 5: I usually know whether or not my work is satisfactory on this job

The majority of the participants at 56.5% indicated that they usually know whether or not the work is satisfactory or not, with 47.8% rating this statement as 'most accurate' and 8.7% as 'very accurate'. A high percentage of the respondents at 43.5% are 'uncertain'. This aligns well with the relatively low rating of the ability of the job itself to provide feedback of how well the work is done.

A deduction is made here that other than getting feedback from other people, HR practitioners feel that their work does not give them much feedback.

Statement 6: I feel a great sense of personal satisfaction when I do this job well

A very high percentage of participants indicated that they feel a great sense of personal satisfaction when doing this job well at 91.3%, with 52.2% rating this statement as 'mostly accurate' and 39.1% as 'very accurate'. Smaller percentages of respondents did not rate this statement positively with 4.3% remaining 'uncertain' and 4.3% viewing it as 'mostly uncertain'.

One comment that is related to this statement is:
o *The satisfaction comes from the fact that my job is very clear. I have a job profile, before you are required to do the job you get training, you know exactly what you are expected to do. That is why I say I am satisfied with my job* (EKZNHRN, 2016).

A deduction is made here that the job gives HR Practitioners a great sense of personal satisfaction when it is done well.

Statement 7: The work I do on this job is very meaningful to me.

According to Gatti, Ghislieri and Cortese (2017:4), work is meaningful when it has a purpose that is greater than the extrinsic outcomes that a person can obtain through it. They further state that the Job Characteristic Model (JCM) emphasizes the link between the experienced meaningfulness of the work, as a psychological state influenced by the core job characteristics. Of the participants, 87% felt that the work is meaningful to them, with 52.2% rating the statement as 'mostly accurate' and 34.8% as 'very accurate'. Only 13% of the respondents remained 'uncertain'.

Some of the relevant comments are:

- *When I see students who start with me as first year students …… complete their training and being appointed into positions, that makes me feel proud that I have done a good job.*
- *This does influence job satisfaction in the sense that as the HR Practitioner you have to conduct yourself as a professional every day in how you address your customers. We have many of our customers, people who are illiterate and who depend on us as HR to assist them in what they don't understand, especially the elderly because they have invested a lot to ensure that Eskom grows as the company compared to what it was before* (EKZNHRN, 2016 and EKZNHRJ, 2016).

A deduction is made that HR Practitioners feel that their work is meaningful.

Statement 8: I feel a very high degree of personal responsibility for the work I do on this job.

Seventy eight point three percent (78.3%) of the participants felt a high degree of personal responsibility for the work they do, with 43.5% rating this statement as 'mostly accurate' and 34.8% as 'very accurate'. Thirteen percent (13%) of the respondents were uncertain and 8.7% rated the statement as 'very inaccurate'.

One statement that shows the feelings of participants are:

- *The nature of Organizational Development is such that you don't always have another person telling you what to do. It relies on you to look for indicators or triggers so one has to be observant or be connected to the business. Sometimes it can lead to less job satisfaction but generally it should lead to job satisfaction* (EKZNHRF, 2016).

A deduction is made that HR Practitioners derive a high level of personal responsibility for the work they do on the job.

Statement 9: I frequently think of quitting this job

Suadicani, Bonde, Olesen and Gyntelberg (2013:98) established that psychosocial work conditions, in particular meaningfulness of the job, were independently associated with intention to quit the job. Abu Elanain, (2009:458) agreed that job characteristics have a positive relationship with job satisfaction, organizational commitment, and a negative correlation with turnover intentions. In this study, 65.9% of the participants disagreed with this statement that they frequently think of quitting this job, with 56.5% rating the statement as 'very inaccurate' and 13% as 'mostly inaccurate'. A percentage of 17.4% are uncertain. The remaining 13% rated the statement as 'mostly accurate'.

A deduction is made that the majority of the HR Practitioners do not frequently think of quitting this job.

Statement 10: I feel bad and unhappy when I discover that I have performed poorly on this job

Fishbach, Eyal and Finkelstein (2010:529) propose that positive feedback motivates goal pursuit when it signals an increase in goal commitment, whereas negative feedback motivates goal pursuit when it signals insufficient goal progress. A percentage of 87% of the respondents felt bad and unhappy when they discovered that they have performed poorly on this job, with 34.8% rating this statement as 'mostly accurate' and 52.2% as 'very accurate'. Only 8.7% of the respondents rated this statement as 'mostly inaccurate and 4.3% is 'uncertain'.

One relevant comment from a participant is:
- *For example if I should be at half way point and I am at 25% I would be dissatisfied but it would motivate me to work harder to get to the end point. It is when you get that negative feedback and you know it is your own fault; it does not make me dissatisfied with the job but with the person, with myself* (EKZNHRJ, 2016).

A deduction is made that most HR Practitioners felt bad and unhappy when they discovered that they have performed poorly on this job.

Statement 11: I often have trouble figuring out whether I am doing well or poorly on this job.

McCarthy and Garavan (2001:13) argue that performance feedback increases job satisfaction and motivation and that feedback is an essential component of an effective performance improvement strategy. A percentage of 69.6% of the respondents did not have trouble in finding out whether they are doing well or poorly on this job, with 52.2% rating this statement as 'mostly inaccurate' and 17.4% as 'very inaccurate'. Only 8.7% of the participants agreed with the statement rating it as 'mostly accurate' and 21.7% are uncertain.

One participant revealed:

- o *We do get feedback from some of our customers and employees. But, we do ask for feedback at the end of the performance from our customers* (EKZNHRJ, 2016).

A deduction is made that the majority of the HR Practitioners are able to find out how they are performing on this job from others such as clients, co-workers, and suppliers.

Statement 12: I feel I should personally take the credit or blame for the results of my work on this job.

Only 87% respondents felt they should take personal credit or blame for the results, with 69.6% rating this statement as 'mostly accurate' and 17.4% as very accurate'. The rest 4.3% disagreed with 8.7% remaining uncertain.

One relevant comment from a participant is:

- o *For example if I should be at half way point and I am at 25% I would be dissatisfied but it would motivate me to work harder to get to the end point. It is when you get that negative feedback and you know it is your own fault; it does not make me dissatisfied with the job but with the person, with myself* (EKZNHRJ, 2016).

A deduction is made that HR Practitioners feel that they should personally take credit of or the blame for the results of their work on this job.

Statement 13: I am generally satisfied with the kind of work I do in this job.

Belias and Sklikas (2013:85) conclude that job design, if effective, manages to stimulate employees' interest to work and to increase their job satisfaction, leading to high levels of performance and productivity. This aligns well with the experiences of HR Practitioners with 78.2 of the respondents indicating that they are generally satisfied with the kind of work they do on this job, with 65.2% rating this statement as 'mostly accurate' and 13% as 'very accurate'. Only 21.7% of the respondents remained 'uncertain'.

Some of the relevant comments are:
- o *I can say because of the experience that I have, I am satisfied.*
- o *With the job itself I am definitely satisfied*
- o *Currently 100% satisfied. Highly satisfied.*
- o *My level of satisfaction would rate as above average. The reason being, that my current job allows me to use my skills to the optimum level, also my experience, the whole package.*
- o *It is moderate, because of the things that were taken away from us that we were doing before, duties that were taken to HR Shared Services* (EKZNHRN, 2016, EKZNHRB, 2016, EKZNHRE, 2016, EKZNHRF, 2016, and EKZNHRH, 2016).

A deduction is made that HR Practitioners are satisfied with the kind of work that they do on this job.

Statement 14: My own feelings generally are not affected much one way or the other by how well I do on this job.

A percentage of 65.2% of the participants disagreed with this view that they are not affected one way or the other by how well they do on this job, with 43.5% rating the statement as 'mostly inaccurate' and 21.7% as 'very inaccurate'. Only 13% of the respondents agreed with this statement and rate it as 'mostly accurate and 4.3% as 'very accurate'. The rest 17.4% remain 'uncertain'. Sharma, Chevidikunnan, Khan and Gaowgzeh (2016:1485) emphasize that adding feedback can enhance the effectiveness of performance in all individuals.

One comment that is relevant to this statement about feedback is:
- o *It impacts my level of satisfaction positively in a way, especially when I am told that I did not explain something very well which will prompt me to do more research. If on*

arbitration awards it is said that my point of argument was not presented well I would go back to case law and find out more about the matter (EKZNJ, 2016).

A deduction is made here that the feelings of the majority of HR Practitioners are affected by how well they do on this job.

Statement 15: Whether or not this job gets done right is clearly my responsibility.
A percentage of 100% of the participants felt it is clearly their responsibility to ensure that this job gets done, with 65.2% rating this statement as 'mostly accurate' and 34.8% as 'very accurate'. Bivins (2006:20) entrenches the relationship between autonomy and the feeling of responsibility by stating that responsibility is viewed as having a higher level of autonomy in that it implies the actor is able to self-oversee, self-regulate, and self-motivate to maintain appropriate moral standards and actions.

One relevant comment from a participant:

  o *In my job as HR Practitioner I interact with Eskom employees. It is a fact that many of them are not happy. In my interaction as HR personnel I have to ensure that in their unhappiness they still need to see why we have Eskom as an organization* (EKZNJ, 2016).

A deduction is made that the HR Practitioners feel it is their responsibility to ensure that the job gets done right.

4.8 CHAPTER SUMMARY
In presenting the results of the research, this chapter gave a detailed account on the collection of the data, the analysis of the data, and the emerging findings. The influence of the biographical characteristics were not the main focus of this research, however they suggest other areas that may require further research such as the impact of age and length of service on the level of job satisfaction of HR Practitioners.

Findings that were obtained from the qualitative data analysis generally support the conclusion that HR Practitioners in Eskom KZN positively identify the core characteristics as expounded in the JCM model as existing in their job and that they contribute in influencing their level of job satisfaction.

However, participants made additional comments on sources of dissatisfaction and submitted suggestions towards improving job satisfaction in their work environment such as more feedback from their line managers, opportunities for continued development and networking with other HR professionals. These comments and suggestions can be the subject of further research on job satisfaction of HR Practitioners. Chapter 5 will present the final concluding remarks and recommendations.

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

5.1 CHAPTER INTRODUCTION

This is the final chapter of this study. It brings together a summary of conclusions made in the preceding chapters. The findings of the study and recommendations will also be amplified in relation to each study objective. This chapter will also identify the significance of the study to the body of knowledge regarding the influence of job design on job satisfaction. This chapter further presents the overarching recommendations, areas for future research, and concludes with limitations of the study.

5.2 SUMMARY OF CONCLUSIONS

The introductory chapter of this study presented the background, and provided the rationale of the study based on preliminary study of literature. The hypothesis, the research objectives, and the research questions were also outlined in the introductory chapter. The study is presented as having a significant impact on an organization that has its human resources as an important component that keeps the business running.

Based on in-depth literature review, chapter two noted that the influence of job design on job satisfaction is in line with the first objective of this study: To determine the influence of job characteristics of HR Practitioners on job satisfaction in Eskom, KwaZulu-Natal Operating Unit. This chapter suggested that jobs can be designed such that they carry the job design characteristics that will lead to a healthy level of employee satisfaction. It concludes that HR is a critical tool that gives an organization a critical advantage in the provision of goods and services. In addition, a conclusion is made that an important component towards achieving excellent human performance is the level of employee satisfaction, in line with the second objective of this study: To explore the views of HR Practitioners regarding the importance of job satisfaction in their performance in Eskom, KwaZulu-Natal Operating Unit. Thus, the critical role of the way the job is designed in relation to employee satisfaction.

Chapter three provides the roadmap and the tools that were used to collect the data for the study. The chapter thereafter presents, analyses, and discusses the data collected towards

confirming or rejecting the hypothesis: 'Job design increases job satisfaction of HR Practitioners'.

Chapter 4 further establishes that:

- Human Resource Practitioners experience job design characteristics as an influencing factor in their job satisfaction,
- Human Resource Practitioners view job satisfaction as an influencing factor of their performance; and
- Human Resource Practitioners view their job as having an impact on the strategy of the organization.

However, study participants had contrary views regarding the sources of dissatisfaction and submitted suggestions towards improving job satisfaction in their work environment. These comments and suggestions also constitute areas for further research on job satisfaction of HR Practitioners.

5.3 FINDINGS

The study findings will aim to respond specifically to the hypothesis and the confirmation of the achievement of the research objectives.

5.3.1 Confirmation or rejection of the hypothesis: Job design characteristics increase job satisfaction of HR Practitioners.

Based on the picture depicted in Figure 34, it is worth noting that the percentages of the participants who positively rated statements of job design characteristics that lead to job satisfaction range from 60.8% for being generally satisfied about this job to 100% for taking full responsibility for getting the job done. The average positive rating of feelings about this job is 82.61%.

It has been illustrated in Figures 33 and 34 that:

- The core characteristics of job design are present in the job of an HR Practitioner.

- The HR Practitioners experience the impact of the presence of the core characteristics of job design in their job in a positive manner.
- The presence of the core characteristics of job design in the job of HR practitioners leads to the feelings of meaningfulness arising from skill variety, task identity, and task significance, a sense of responsibility arising from autonomy, and knowledge of results obtained from feedback.

The hypothesis is therefore confirmed that: Job design characteristics increase job satisfaction of HR Practitioners.

5.3.2 Research Objective 1: To determine the influence of job design characteristics of HR Practitioners on job satisfaction.

The corresponding question that participants were asked to respond to is: '*How do the job characteristics of HR Practitioners influence job satisfaction?*' It has been illustrated that:

- The core characteristics of job design are present in the job of an HR Practitioner.
- The HR Practitioners experience the impact of the presence of the core characteristics of job design in their job in a positive manner.
- The presence of the core characteristics of job design in the job of HR practitioners leads to the feelings of meaningfulness arising from skill variety, task identity, and task significance, a sense of responsibility arising from autonomy, and knowledge of results obtained from feedback.

Therefore, job design of HR Practitioners' job influences job satisfaction in a positive manner.

5.3.3 Research Objective 2: To explore the views of HR Practitioners regarding the importance of job satisfaction in their performance.

The corresponding research question that participants were asked to respond to is: '*Is there a relationship between the job satisfaction of an HR practitioner and performance?*' The responses that were given are grouped into the following themes:
- Job satisfaction is a motivating factor towards good performance and excellence.
- Job satisfaction is a critical factor that influences performance.
- Job satisfaction has a reciprocal causation relationship with performance.

- Job satisfaction is a catalyst to improved employee attitude, learning orientation, and customer satisfaction.

Responses that leading to the abovementioned themes correlate positively with the high percentage of participants who show positive feelings towards ensuring that they positively contribute to the performance of the organization. Some of the performance related statements that were scored high in the quantitative survey include:

- It is hard on this job for me to care very much about whether or not the work gets done. A percentage of 95.6 % of the participants disagreed with this statement.
- A percentage of 87% respondents feel they should take personal credit or blame for the results.
- A percentage of 87% respondents feel bad and unhappy when they discover that they have performed poorly on this job.

Based on the above findings there is a relationship between the job satisfaction of an HR Practitioner and performance.

5.3.4 Research Objective 3: To understand how HR Practitioners perceive the role of HRM in the strategy of the organization.

The participants were asked a corresponding research question, namely: '*How do HR Practitioners perceive the role of HRM in the strategy of the organization?*' The following themes emerged from the participants' responses:

- HR Practitioners' job is a key strategic function
- HR Practitioners' job influences strategy
- HR Practitioners' job is related to business objectives

The responses that lead to the abovementioned themes correlate positively with the high percentage of participants who identify the job of an HR Practitioner as positively contributing to the strategy of the organization. Some of the statements that were scored high in the quantitative survey in relation to the job being regarded as contributing to the strategy include:

- A percentage of 80.9% of the HR Practitioners indicating a more than moderate or higher rating when asked if their work is likely to significantly affect the lives or well-being of other people.

113

- A percentage of 86.9% of the respondents experiencing the job as significant or important in the broader scheme of things.
- A percentage of 87% of the respondents believing that this job is one where a lot of other people can be affected by how well the work is done.

Based on the abovementioned findings, the role of HR Practitioner contributes to the strategy of the organization.

5.4 SIGNIFICANCE OF THE STUDY TO THE BODY OF KNOWLEDGE OF THE INFLUENCE OF JOB DESIGN ON JOB SATISFACTION

This study suggests that in a depressed work environment where other factors that are normally used to influence job satisfaction such as leadership, work conditions, remuneration, and co-workers cannot be relied upon, the job itself through job re-design can be used to improve job satisfaction towards performance. The five job characteristics that are found in the JCM namely: task variety, job identity, task significance, autonomy, and feedback are very much relevant in providing the foundation for job redesign towards job satisfaction. The job of an HR Practitioner is experienced as exhibiting most of the job characteristics that can lead to increased job satisfaction. The job of an HR Practitioner is more orientated towards getting feedback from interactions with other stakeholders such as customers, suppliers, or colleagues, and less from the job itself. There is therefore a need to explore how feedback can be generated from the job itself.

5.5 OVERACHING RECOMMENDATIONS OF THE DISSERTATION

The overarching recommendations of the dissertation are based on the findings, that:
- Job design characteristics are a contributing factor to job satisfaction;
- Job satisfaction is a factor that leads to improved performance; and
- HR has a strategic role in the organization.

5.5.1 Job design characteristics as a factor that contributes to job satisfaction

Onimole (2015:202) refers to various psychological literature on employee motivation that support the view that job design produces better employee job performance and job satisfaction. These include Hepworth (1982) who advocated adding more varied tasks and broader responsibility. Hepworth, however, criticized job enlargement in that, adding more of the same tasks to an already routine job is unlikely to lead to increased job satisfaction. The

author further refers to Herzberg (1966) who advocates job enrichment upon which the JCM model is largely based. Job enrichment proposes that work should be specifically designed to use a variety of skills, to be worthwhile on its own, be supported by clear feedback and involve employees in exercising substantial autonomy and decision making in their work activities. Generally, there is consensus among researchers that by allocating responsibilities according to interests, skills, and expertise of employees, job design helps to make jobs more interesting and challenging. This provides avenues for personal growth, motivation, increase level of satisfaction and improved organizational performance. It can be safely concluded that good job design brings more job satisfaction and poor job design brings job dissatisfaction for the employee. Therefore it is the recommendations of this study that:

- Job design as expounded in the JCM provides a firm foundation for an organization to ensure that employees are utilized optimally at the workplace.
- However, employers in using job design techniques such as job enlargement should be careful not to overwork their employees.
- Techniques such as job rotation should be adopted as a routine and employers should consider giving employees some sort of control over their work and more discretion over how it gets done.

5.5.2 Job satisfaction as a factor that leads to improved performance

Human Resource Practitioners hold a strong view that job satisfaction leads to improved performance. This view is supported by scholars, including Davar and Bala (2012:298) who allege that there is positive and significant relationship between job satisfaction and job performance. Bin (2015:6) also contends that satisfied employees do perform better and contribute to the overall success of an organization. It will be a fallacy to expect job satisfaction to result into improved performance without other organizational factors complementing it. These include some of the factors that were listed as causing dissatisfaction, such as restricting access to important HR systems, perceived lack of trust, lack of opportunities for continued development and certainty regarding opportunities for upwards or lateral career movement. It is therefore recommended that job satisfaction should be pursued as a moderating factor towards improved performance as part of a holistic intervention that takes into consideration other factors that were listed by employees as causing dissatisfaction.

5.5.3 The strategic role of HRM in an organization

Abott, Goosen and Coetzee (2013:1) maintain that the HRM as a profession has the unique opportunity to become central not only to the effectiveness of the organization but also have an impact on the wider socio-economic environment. Although HR Practitioners overwhelmingly agree on the contribution of HRM to the strategy of the organization, it is interesting to note that they do not view the role of HRM as initiating and leading the strategy of the organization. They are restricting HRM to the role of a key strategic function, an influencing factor in the strategy and a link to the achievement of business objectives. In a world where ethical conduct, leadership, and good governance have become serious weaknesses in organizations, there is a huge vacuum that needs to be filled. It is recommended that HRM should be repositioned to take a more leading role in devising and monitoring the implementation of the strategy of the organization in a way that responds to the challenges of the lack of sound corporate governance, poor ethical conduct, and leadership ineffectiveness. This is another area that requires more in-depth research.

5.6 FUTURE RESEARCH

This study clearly indicates a strong relationship between job design and job satisfaction. However, it also emerges that there are other factors that cannot be ignored that have significant impact on the level of satisfaction of HR Practitioners. These factors provide areas that may require further research.

Human Resources Practitioners highlighted changes in their work that have the effect of reducing access to important HR systems. This may cause perceptions of lack of trust and reduced significance of HR Practitioners. Facilitation of leadership engagements with employees has always been an important component of the role of HRM. However, HR Practitioners caution that this must not be reduced to only communicating bad news to employees, as this would lead to further undermining of the strategic role of HRM.

Other areas that were identified as gaps that may lead to dissatisfaction included feedback from own managers which was identified as insufficient, opportunities for growth, further development, networking with other HR Professionals, and upward movement. The impact of these factors on job satisfaction and performance of HR Practitioners can be subject for further research.

5.7 LIMITATIONS OF THE STUDY

The lessons from this case study are based on the experiences of one HRM team in one organization. This narrow focus may negatively impact the validity of the findings for application to other teams and organizations. The JCM model is often criticized as based on the subjective perceptions of the participants. These shortcomings have been mitigated by the more rigorous triangulated approach that was adopted in this study.

5.8 CHAPTER SUMMARY

This chapter first gave a summary of conclusions made in the preceding chapters in relation to the research objectives. This study strongly proposes job redesign based on the five JCM characteristics as a lever that can ignite job satisfaction in a challenging work environment that is often experienced in the public sector. Recommendations are centred around the findings that job design contributes to job satisfaction, that job satisfaction is a factor that leads to improve performance and that HRM has a strategic role in the organization. Factors that may need further research are indicated. Finally, some limitations to the study are highlighted.

REFERENCES

Abend, G. 2008. The Meaning of "Theory". *American Sociological Association*, (26)2: 173 - 199.

Abiodun, A.J., Oyeniyi, J.O. and Osibanjo, A.O. 2013. Job Satisfaction, Task Significance and Value: An Investigation of Relationship among Salesmen in Transition Economy. *Redeemer's University Journal of Management and Social Sciences,* 1(1): 53-61.

Abid, A.M., Sarwar, A., Imram, K., Jabbar, A. and Hannan, A. 2013. Effect of Job Design on Employee Satisfaction (A study of Fertilizer Companies Listed in Lahore Stock Exchange). *European Journal of Business and Management*, 5(19): 1-7.

Abott, P., Goosen, X. and Coetzee, J. 2013. The Human Resource function contribution to human development in South Africa. *SA Journal of Human resource management,* 11(1): 1-14.

Abu Elanain, M.H. 2009. Job characteristics, work attitudes and behaviors in a non-Western context. *Journal of Management Development*, 28(5): 457-477.

Ahmad, W., Hassain, S., Sanaullah, Jafar, M.S., Latif, W.U., Sultan, M.U. and JianZhou, Y. 2017. Impact of E-Service Quality on Purchase Intention Through Mediator Perceived Value in Online Shopping. *Journal of Information Engineering and Application*, 7(8): 24-28.

Ajusa, R.K. and Atambo, W.N. 2016. Influence of Job Rotation on Organizational Productivity: A Case of Mount Kenya University. *Imperial Journal of Interdisciplinary Research.* 2(10): 1358-1395.

Ali, N. and Zia-ur-Rehman, M. 2014. Impact of Job Design on Employee Performance, Mediating Role of Job Satisfaction: A study of FMCG's Sector in Pakistan. *International Journal of Business and Management*, 9(2): 70-79.

Arsham, H. 2018. Excell for Statistical Data Analysis. *Business Statistics.* home.ubalt.edu/ntsbarsh/excel/excel.htm.http;/home (Accessed 24 June 2017).

Asegid, A., Belachew, T. and Yimam, E. 2014. Factors Influencing Job Satisfaction and Anticipated Turnover among Nurses in Sidama Zone Public Health Facilities, South Ethiopia. Nursing Research and Practice: 1-26.

Azeem, S.M. 2010. Job Satisfaction and Organizational Commitment among Employees in the Sultanate of Oman. *Psychology*, Scientific Research: 295-299.

Bagga, T. and Srivastava, S. 2014. SHRM: alignment of HR function with business strategy. *Strategic HR Review*, 13(4/5).

Bakotic, D. 2016. Relationship between job satisfaction and organizational performance. *Economic Research-Ekonomska Istrazivanja,* 29 (1): 118 – 130.

Baxter, G.D. and Sommerville, I. 2011. Socio-technical systems: From design methods to systems engineering. *Interacting with Computers,* 23: 4-17.

Belias, D. and Sklikas, B. 2013. Aspects of Job Design. *International Journal of Human Resource Management and Research*, 3: 85-94.

Belias, D., Koustelios, A., Sdrolias, L. and Aspridis, G. 2014. Job Satisfaction, Role Conflict and Autonomy of employees in the Greek Banking Organization. International Conference on Strategic Innovative Marketing. *Procedia – Social and Behavioural Sciences*, 324 -333.

Bhattacherjee, A. 2012. *Social science research: principles, methods, and practices*. Creative Commons Attribution-NonCommercial-ShareAlike.

Bin A.S. 2015. The relationship between job satisfaction, job performance and employee engagement: An explorative study. *Issues in Business Management and Economics*, 4(1):1-8.

Bisman, J.E. and Highfield, C. 2012. The Road Less Travelled: An Overview and Example of Constructivist Research in Accounting. *Australian Accounting, Business and Finance Journal*, 6(5): 5-20.

Bivins, T. 2006. 'Responsibility and Accountability' In: K.Kirkpatrick and C.Bodenstein (eds.). Ethics in Public Relations: *Responsible Advocacy*. London: SAGE Publications. 19-38.

Boon, C., Eckardt, R., Lepak, D.P. and Boselie, P. 2018. Integrating strategic human capital and strategic human resource management. *The International Journal of Human Resource Management*. 29(1): 34-67.

Boyd, M., Huang, S., Jiang, J.J. and Klein, G. 2007. Discrepancies between desired and perceived measures of performance of IS professionals: Views of the IS professionals themselves and the users. *Information and Management,* 44(2): 188-195.

Braun, V. and Clarke, V. 2006. Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3: 77-101.

Bryman, A. 2007. The Research Question in Social Research: What is its role? *International Journal of Social Methodology*, 10: 5-20.

Cania, L. 2014. The Impact of Strategic Human Resource Management on Organizational Performance. *Economia. Seria Mananagement*, 17(2): 373-383.

Casey, R and Robbins, J. 2018. Impact of Culture on Worker Motivation in Selected Economic Sectors of the United States and Latin American Countries. Journal of Business and Behavioral Sciences. 30(1): 72-87.

Charness, G., Gneezy, U. and Kuhn, A. 2011. Experimental methods: Between–subject and within-subject design. *Journal of Economic Behaviour and Organization*, 1: 1-8.

Chen, H.M. and Chang, W.Y. 2011. Core Competence: From strategic human resource management perspective. *Africa Journal of Business Management*, 5(14): 5738-5745.

Choge, P.J., Chepkiyeng, F. and Chelimo, K.K. 2014. Effects of task identity on employee motivation: A survey of Eldoret Polytechnic, Kenya. *European Journal of Business and Management,* 6(33): 72 – 78.

Christensen L.B. 2011. *Experimental Methodology*. 6th Edit. Boston: Allyn and Bacon.

Chu, H. and Kuo, T.Y. 2015. Testing Herzberg's Two-Factor Theory in Educational Settings in Taiwan. *The Journal of Human Resource and Adult Learning,* 11(1): 54-65.

Chung, E. 2017. *The relationship between Job Autonomy, Job Satisfaction and the mediating role of Job Crafting.* School of Social Behavioral Sciences. Tilburg University.

Clarke, V. and Braun, V. 2013.Teaching thematic analysis: Over- coming challenges and developing strategies for effective learning. *The Psychologist*, 2 (26): 120-123.

Creswell, J.W. 2014. *Research Design: Qualitative, quantitative and mixed method approaches*. 4th Edit. Los Angeles Sage Publishers.

Crowe, S., Cresswell, K., Robertson, A., Huby, G., Avery, A. and Sheikh, A. 2011. The case study approach. *BMC Medical Research Methodology*, *11*(100): 1-9.

Davar, S.C. and Bala R. 2012. Relationship between Job Satisfaction and Performance: a Meta-analysis. *Indian Journal of Industrial Relations,* 48(2): 290-305.

De Lange, A. 2009. *Nurses' opinion of pain in patients who suffer from dementia*. Master's dissertation: University of South Africa. Pretoria.

Du Plooy-Cilliers, F., Davis, C. and Bezuidenhout, R. 2014. *Research Matters*. Cape Town. Juta and Company Limited.

Eskom. 2015. *Eskom Corporate Plan.* [Online] Available at http://intranet.eskom.co.za. [Accessed 15 February 2016].

Eskom Job Profile. 2017. *Job Profile: Officer Human Resources*.

Etikan, I., Musa, S.A. and Alkassim, R.S. 2016. Comparison of Convenience Sampling and Purposive Sampling. *American Journal of Theoretical and Applied Statistics,* 5(1): 1-4.

Farouk, S., Abu Elanain, H.M., Obeidat, S.M. and Al-Nahyan, M. 2016. HRM practices and organizational performance in the UAE banking sector: The mediating role of organizational innovation. *International Journal of Productivity and Performance Management*. 65(6): 773-791.

Ferreira, E. and Van Antwerpen, S. 2011. Productivity and Morale of Administrative Employees in the South African Public Service. *African Journal of Business Management*, 5(32): 12606-12614.

Fincham, J.E. 2008. Response Rates and Responsiveness for Surveys, Standards and the Journal. *American Association of Colleges of Pharmacy*, 72(2) 43.

Fishbach, A., Eyal, T. and Finkelstein, S.R. 2010. How Positive and Negative Feedback Motivate Goal Pursuit. *Social and Personality Psychology Compass,* 4(8): 517-530.

Gatti, P., Ghislieri, C. and Cortese, C.G. 2017. Relationships between followers' behaviors and job satisfaction in a sample of nurses. *PLoS ONE*, 12(10).

Gibson, J.L., Ivancevich, J.M. and Donnelley, J.H. 1994. *Organizations: Behavior, Structure, Processes*. Illinois.

Grant, A.M. 2008. The Significance of Task Significance: Job Performance Effects, Relational Mechanisms and Boundary Conditions. *Journal of Applied Psychology*, 93(1): 108 -124.

Grant, C. and Osanloo, A. 2014. Understanding, Selecting and Integrating a Theoretical Framework in Dissertation Research: Creating the Blueprint for your "House". *Administrative Issues Journal: Connecting Education, Practices and Research*, 4(2): 12-26.

Grant, A.M., Fried, Y., Parker, S.K. and Frese, M. 2010. Putting Job Design in Context: Introduction to the Special Issue. *Journal of Organizational Behaviour*, 31: 145-157.

Gregory, K. 2009. *The importance of employee satisfaction.* [Online] Available at http://job.satisfaction/_ [Accessed 19 February 2016].

Hadi, R. and Adil, A. 2010. Job Characteristics as Predictors of Work Motivation and Job Satisfaction of Bank Employees. *Journal of the Indian Academy of Applied Psychology*, 36 (2): 294-299.

Hardre, P.L. and Reeve, J. 2009. Training corporate managers to adopt a more autonomy-supportive motivating style towards employees: an intervention study. *International Journal of Training and Development*, 13(3): 165-184.

Hart, G. 2010. Job Satisfaction in a South African Academic Library in Transition. *Journal of Academic Librarianship,* 36(1): 53-62. UWC Research Repository.

Hossam, M. and Elanain, A. 2009. Job characteristics, work attitudes and behaviors in a non-western context: Distributive justice as a mediator. *Journal of Management Development,* 28(5): 457-477.
.
Inglesi, R. and Pouris, A. 2010. Forecasting electricity demand in South Africa: A critique of Eskom's projections. *South African Journal of Science,* 106 (1/2): 1-4.

Jarvalt, J. 2012. *Strategic Human Resource Management in the Public Service: Evidence from Estonia and Other Central European Countries.* Unpublished Thesis (PhD in Public Administration). Tallinn University of Technology.

Jin, M.H. and Lee, M.Y. 2012. The Effects of Autonomy, Experience and Person-Organization Fit on Job Satisfaction: The Case of Public Sector. *The International Journal of Social Sciences*, 6(1): 18-44.

Judge, T. A. and Klinger, R. 2008. *Job satisfaction: Subjective well-being at work.* In Eid, M. & Larsen, R. eds. *The Science of Subjective Well-Being*. New York: Guilford Publications.

Kariuki, N.W. and Makori, M. 2015. Role of Job Design on Employee Engagement in Private Universities in Kenya: A Case of Presbyterian University of East Africa. *The Strategic Journal of Management*, 2(60): 365-385.

Kaymaz. K. 2011. Performance Feedback: Individual Based Reflections and the Effect on Motivation. *Business and Economic Research Journal*, 2(4): 115-134.

Kemboi, A., Burrot, G., Chenuos, N. and Rutto, A. 2013. Skill Variety, Feedback and Employee Performance: A Case of Moi Teaching and Referral Hospital Eldoret. *European Journal of Business and Management,* 5(19): 151-155.

Khan, S.N. 2014. Qualitative Research Method: Grounded Theory. *International Journal of Business Management*, 9(11): 224-232.
Kim, S. 2016. Job characteristics, Public Service Motivation and work performance in Korea. *Gestion et management public*, 3(5): 7 – 24.

Kleynhans, R., Markham, L., Meyer, W., Van Aswegen, S. and Pilbeam, E. 2006. *Human Resource Management*: Fresh Perspective. Cape Town. Maskew Miller Longman.

Kothari, C.R. 2004. *Research Methodology: Methods and Techniques*. 2nd edit. New Age International Publishers.

Kulchmanov, A. and Kaliannan, M. 2014. Does Money Motivate Employees? Empirical Study of Private and Public Financial Sector in Kazakhstan. *International Journal of Business Management,* 9(11): 2014-223.

Leblanc, C. M. 2013. *The Relationships between Job Characteristics and Job Satisfaction among Call Center Workers*. Thesis (Ed D in Executive Leadership). St. John Fisher College.

Leroy, H., Segers, J., Van Dierendonck, D. and Den Hartog, D. 2018. Managing people in organizations: Integrating the study of HRM and leadership. *Human Resource Management Review*. *28*(3): 249-257.

Mafini, C. and Pooe, D.R.I. 2013. The relationship between employee satisfaction and organizational performace: Evidence from a South African government department. *South African Journal of Industrial Psychlogy,* 39(1): 1-9.

Mafuwane, B.M. 2012. *The Contribution of Instructional Leadership to Learner Performance* (Doctoral thesis). University of Pretoria. Pretoria, South Africa.

Mallikarjuna, N.L. 2012. Human Resources Responsibility on Job Satisfaction. *Journal of Business and Management,* 2(1): 11-14.

Mantshantsha, S. 2014. Eskom's power crisis is far from over. *Financial Mail*, Retrieved 15th June 2016 from http://www.financialmail.co.za/coverstory/2014/03/13/ (Accessed 17 August 2017).

Marwa, M.S. and Muathe, S.M.A. 2014. A Critical Review of Literature on Job Designs in Sociotechnical Systems. *Global Journal of Commerce and Management Perspective*, 3(6): 44-49.

Mbambo, D.E. 2009. *Factors contributing to adolescent mothers' non-utilization of contraceptives in the Piet Retief area*, University of South Africa, Pretoria.

McCarthy, A.M. and Garavan, T.N. 2001. 360° Feedback process: Performance improvement and employee career development. *Journal of European Industrial Training,* 25(1): 5-32.

Morales, M.P.E. 2016. Participatory Action Research (PAR) cum Action Research (AR) in teacher professional development: A literature review. *International Journal of Research in Educational and Science,* 2(1): 156-165.

Morf, M., Feierabend, A. and Staffelbach, B. 2017. Task variety and counterproductive work behaviour. *Journal of Managerial Psychology*, 32(2): 581-592.

Morris, M.G. and Venkatesh, V. 2010. Job Characteristics and Job Satisfaction: Understanding the Role of Enterprise Resource Planning System Implementation. *MIS Quarterly*. 34(1): 143-161.

Moser, A. and Korstjens, I. 2018. Series: Practical guidance to quantitative research. Part 3: Sampling, data collection and analysis. *European Journal of General Practice*. 24(1): 9-18.

Mugera, W. 2013. *Non- Probability Sampling Techniques*. University of Nairobi.

Mukul, A.F.M., Rayhan, S.N., Hoque, F. and Islam, F. 2013. Job Characteristic Model of Hackman and Oldman in garment sector in Banglandesh: a case study at Savar area in Dhaka district. *International Journal of Economics, Finance and Management Sciences*, 1(4): 188-195.

Naidoo, L. 2014. Ethnography: An Introduction to Definition and Method. In L. Naidoo (Ed). *Ethnography of global landscapes and corridors*. 1-8.

Ndirtagu, G. 2013. Employee Motivation and Performance as a Catalyst for Organizational Growth. *Academic Journal of Interdisciplinary Studies*, MCSER Publishing. 2(7): 41–50.

Needham, D. M., Sinopoli, D. J., Dinglas, V. D., Berenholtz, S. M., Korupolu, R., Watson, S. R., Lubomski, L., Goeschel, C. and Pronovost, P. J. 2009. Improving data quality control in quality improvement projects. *International Journal for Quality in Health Care*, 21(2): 145–150.

Nel, P.S., Werner, P.S., Poist, P., Schultz, H.B., Sono, T., Du Plessis, P. and Ngalo, T. 2011. *Human Resources Management*. 8th edit. Cape Town. Oxford University Press.

Noe, R.A., Hollenbeck, J.R., Gerhart, B. and Wright, P.M. 2006. *Human Resource Management: Gaining a competitive advantage*. 5th edit. McGraw-Hill.

Nurse, J.R.C., Agrafiotis, I., Goldsmith, M., Creese, S. and Lamberts, K. 2015. Tag Clouds with a twist: Using tag clouds coloured by information's trustworthiness to support situational awareness. *J Trust Manag*, 2(1): 1-22.

Oliver, P. 2012. *Succeeding with Your Literature Review. A handbook for students*. Mc Graw-Hill. New York.

Omair A. 2014. Sample size estimation and sampling techniques for selecting a representative sample. *J Health Spec,* 2: 142-7**.**

Onimole, S.O. 2015. Work Design and Job Satisfaction**.** *International Journal of Humanities and Social Science,* 10(5): 202-207.

Olorunsola, E.O. 2012. Job Satisfaction and Personal Characteristics of Administrative Staff in South West Nigeria Universities. *Journal of Emerging Trends in Educational Research and Policy Studies,* 3(1): 46-50.

Ouye, J. 2011. *Five Trends that are Dramatically Changing Work and the Workplace*. Knoll Workplace Research.

Ozguner, Z. and Ozguner, M. 2014. A Managerial Point of View on the Relationship between of Maslow's Hierarchy of Needs and Herzberg's Dual Factor Theory. *International Journal of Business and Social Science*, 5(7): 213.

Paradis, E., O'Brien, B., Nimmon, L., Bandiera, G. and Martimianakis, M.A. 2016. Design: Selection of Data Collection Methods. *Journal of Graduate Medical Education*, 8(2): 263-264.

Parker, S.K., Morgeson, F.P. and John, G. 2017. One hundred years of work design research: Looking back and looking forward. *Journal of Applied Psychology*, 102: 403-420.

Ponto, J. 2015. Understanding and Evaluating Survey Research. *Journal of the Advanced Practitioner in Oncology*, 6(2): 168–171.

Potgieter, T. 2003. Stress Management Well-being and Job Satisfaction. In Schultz, H. edit. *Organizational Behaviour: A Contemporary South African Perspective*. Pretoria. Van Schaik Publishers. 206-226.

Probert, A. 2006. Searching for an appropriate research design: A personal journey. *Journal of Research Practice,* 2(1): 1-12.

Raudeliuniene, J and Meidute-Kavaliauskiene, I. 2014. Analysis of factors motivating human resources in public sector. *Procedia – Social and Behavioural Sciences*, 110: 719–726.

Rajasekar, S., Philominaathan, P. and Chinnathambi, V. 2013. *Research Methodology*. Retrieved: April 1, 2018, from http://arxiv.org/pdf/physcics/0601009.pdf.

Ray, S and Ray, I.A. 2011. Human Resource Management Practices and Its Effect on Employees' Job Satisfaction: A Study of Selected Small and Medium Sized Iron and Steel Firms in India. *Public Policy and Administration Research*, 1(1): 1-12.

Redmond, B.F. 2015. *Work Attitudes and Job Motivation*. Retrieved on 25th April 2015 from https://wikispaces.psu.edu/display/ PSYCH484/

Ritz, A., Brewer G. A. and Neumann, O. 2016. Public Service Motivation: A Systematic Literature Review and Outlook. *Public Administration Review*, 76(3): 414-426.

Saari, L.M. and Judge, T.A. 2004. Employee Attitude and Job Satisfaction. *Human Resources Management*, 43(4): 395-407. Wiley Periodicals Inc.

Saleem, S., Shaheen, W.A. and Saleem, R. 2012. The Impact of Job Enrichment and Job Enlargement on Employee Satisfaction Keeping Employee Performance as Intervening Variable: A Correlational Study From Pakistan. *Kuwait Chapter of Arabian Journal of Business and Management Review,* 9(1): 145 -165.

Saravani, S.R. and Abbasi, B. 2013. Investigating the Influence of Job Rotation on Performance by Considering Skill Variation and Job Satisfaction of Bank Employees. *Technical Gazette*, 20(3): 473-478.

Schroeder, H. 2012. The Importance of Human Resource Management in Strategic Sustainability: An Art and Science Perspective. *Journal of Environmental Sustainability*, 2(2): 74-82.

Schultz, H., Bagraim, J., Potgieter, Y., Viedge. C. and Werner, A. 2003. *Organizational Behaviour: A contemporary South African Perspective*. Pretoria: Van Schaik Publishers.

Schutte, N. and Barkhuizen, N. 2016**.** The Reciprocal Relationship Between Human Resource Management Professionalism And A Diverse South African Workplace Context. *Journal of Applied Business Research*, 32(2): 493 – 506.

Schutte, N., Barkhuizen, N. and Van der Sluis, L. 2015. Exploring the current application of professional competencies in human resource management in the South African context. *SA Journal of Human Resource Management*, 13(1): 1-9.

Setia, M. S. 2016. Methodology Series Module 5: Sampling Strategies. *Indian Journal of Dermatology*, 61(5): 505–509.

Sharma, D. A., Chevidikunnan, M. F., Khan, F. R., and Gaowgzeh, R. A. 2016. Effectiveness of knowledge of result and knowledge of performance in the learning of a skilled motor activity by healthy young adults. *Journal of Physical Therapy Science*, 28(5): 1482–1486.

Sonnentag, S. 2017. A task-level perspective on work engagement: a new approach that helps to differentiate the concepts of engagement and burnout. *Burnout Research,* 5(1): 12-20.

South Africa (1996) *Constitution of the Republic of South Africa* (Act No 108 of 1996). Pretoria: Government Printer.

South Africa (1998) *Employment Equity Act* (Act No 55 of 1998) Pretoria: Government Printer.

South Africa (1995) *Labour Relations Act* (Act No 66 of 1995) Pretoria: Government Printer.

South Africa (1998) *Skills Development Act* (Act No 97 of 1998) Pretoria: Government Printer.

Suadicani, P., Bonde, J.P., Olesen, F. and Gyntelberg, F. 2013. Job Satisfaction and Intention to quit the job. *Occupational Medicine*, 2(63): 96–102.

Takavol, M. and Dennick, R. 2011. Making sense of Cronbach's Alpha. *International Journal of Medical Education,* 2. 53-55.

Taylor-Powell, E. and Renner, M. 2003. *Analyzing Qualitative Data*. Madison, WI: University of Wisconsin Extension.

Tims, M. and Bakker, A.B. 2014. Job Design and Employee Engagement. Chapter in Truss, C., Delbridge, R., Alfes, K., Shantz, and Soane, E. Edits. *Employee Engagement in theory and practice.* London: Routlege. 131–148.

Torrington, D., Hall, L., Taylor, S., and Atkinson, C. 2011. *Human Resource Management.* 8th Edit. Harlow: Pearson.

Truxillo, D.M., Cadiz, D.M., Rineer, J.R., Zaniboni, S. and Fraccaroli, F. 2012. A lifespan perspective on job design: Fitting the job and the worker to promote job satisfaction, engagemen, and performance. *Organizational Psychology Review*. 2(4): 340-360.

Tsuma , J. and Omondi, M. 2015. Effect of Job Design on Employee Satisfaction Levels in Private Universities in Kenya; A case Study of Mount Kenya University. *The Strategic Journal of Management*, 2(92) 1314-1340.

Tuang, L.T. 2011. Convergence of Antecedents on Work Motivation and Work Outcomes. *Mediterranean Journal of Social Sciences,* 2(2): 54 – 64.

Tungkiatskilp, A. 2013. The effects of job characteristics and job satisfaction on job performance in the restaurant industry. *A dissertation submitted for the partial fulfilment of the requirement for the degree of Doctor of Philosophy program in business administration.* Rajamal University of Technology. Thanyaburi.

Veeran, P. 2012. *The Impact of Globalisation on Human Resources Management Policies and Procedures in the South African Public Service: A study of selected government departments.* Unpublished Thesis. (DTech in Public Management). Cape Peninsula University of Technology.

Vijay, M.V. and Indradevi, R. 2015. A Study on Job Enrichment and Individual Performance among Faculties with Special Reference to a Private University. *Mediterranean Journal of Social Sciences,* 1(6): 252 – 260.

Wagner, J.A. and Hollenbeck, J.R. 2005. *Organizational behaviour: securing competitive advantage*. Mason: South Western.

Wang, D. and Shyu, C. 2008. Will the strategic fit between business and HRM strategy influence HRM effectiveness and organizational performance? *International Journal of Manpower*. 29(2): 92-110.

Walsh, K., Stuurman, M. C. and Longstreet, J. 2010. *Key issues in strategic human resources*. Retrieved on 17th February 2016 from http://scholarship.sha.cornell.edu/articles

Wattenberg, M. and Viegas, F.B. 2008. The Word Tree, an Interactive Visual Concordance. *IEEE Transactions on Visualisation and Computer Graphics*, 14(6): 1221 -1228.

Wedawatta, G., Ingirige, B. and Amaratunga, D. 2011. Case Study as a Research Strategy: Investigating Extreme Weather Resilience of Construction SMEs in the UK. *7th Annual International Conference of International Institute for Infrastructure*, Kandalama, 1-9.

Wisdom J. and Creswell J.W. 2013. Mixed Methods: Integrating Quantitative and Qualitative Data Collection and Analysis While Studying Patient-Centered Medical Home Models.
Wright, B.E. 2001. Public Sector Work Motivation: A Review of the Current Literature and a Revised Conceptual Model. *Journal of Public Administration Research and Theory.* 11(4): 559-586.

Wright, B.E. and Grant, A.M. 2010. Unanswered questions about public service motivation: Designing research to address key issues of emergence and effects. *Public administration review*, 70(5): 691-700.

Yang, K. and Banamah, A. 2014. Quota Sampling as an Alternative to Probability Sampling? An Experimental Study. *Sociological Research Online,* 19(1): 1-11.

Yeasmin, S. and Rahman, K.F. 2012. 'Triangulation' Research Method as the Tool of Social Science Research. *BUP Journal*, 1(1): 154-163.

Zareem, M., Razzaq, K. and Mujtaba, B.G. 2013. Job Design and Employee Performance: the Moderating Role of Employee Psychological Perception. *European Journal of Business and Management.* 5(5): 45-55.

Zohrabi M. 2013. Mixed Method Research: Instruments, Validity, Reliability and Reporting Findings. *Theory and Practice in Language Studies*, 3(2): 254–262.

TEST OF ASSUMPTIONS

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
A1 Job Grading	0.314	17	0.000	0.702	17	0.000
A2 Gender	0.349	17	0.000	0.642	17	0.000
A3 Age	0.309	17	0.000	0.850	17	0.011
A4 Length of service in HRM	0.269	17	0.002	0.791	17	0.002
A5 Highest level of education	0.219	17	0.030	0.827	17	0.005
A6 Professional Affiliation	0.260	17	0.003	0.789	17	0.001
B1 To what extent does your job require you to work closely with other people such as clients, colleagues or suppliers?	0.497	17	0.000	0.470	17	0.000
B2 To what extent does your job permit you to decide on your own how to do the work?	0.403	17	0.000	0.730	17	0.000
B3 To what extend does your job involve doing a whole identifiable piece of work with a clear beginning and an end?	0.296	17	0.000	0.782	17	0.001
B4 To what extent does the job require you to do many different things at work, using a variety of your skills and talents?	0.290	17	0.000	0.780	17	0.001
B5 Are the results of your work likely to significantly affect the lives or well-being of other people?	0.292	17	0.000	0.774	17	0.001
B6 To what extent do managers, supervisors, co-workers and clients let you know how well you are doing?	0.295	17	0.000	0.859	17	0.015
B7 To what extent does doing the job itself provide you with clues about how well you are doing aside from feedback managers, supervisors, co-workers and clients may provide?	0.273	17	0.001	0.848	17	0.010
C1 It is hard on this job for me to care very much about whether or not the work gets done.	0.497	17	0.000	0.470	17	0.000
C2 My opinion of myself goes up when I do this job well.	0.324	17	0.000	0.776	17	0.001
C3 Generally speaking, I am satisfied with this job.	0.295	17	0.000	0.859	17	0.015
C4 Most of the things I have to do on this job seem useless or trivial.	0.339	17	0.000	0.710	17	0.000
C5 I usually know whether or not my work is satisfactory on this job.	0.292	17	0.000	0.776	17	0.001
C6 I feel a great sense of personal satisfaction when I do this job well.	0.268	17	0.002	0.765	17	0.001
C7 The work I do on this job is very meaningful to me.	0.273	17	0.002	0.809	17	0.003
C8 I feel a very high degree of personal responsibility for the work I do on this job.	0.287	17	0.001	0.808	17	0.003
C9 I frequently think of quitting this job.	0.385	17	0.000	0.658	17	0.000
C10 I feel bad and unhappy when I discover that I have performed poorly on this job.	0.262	17	0.003	0.766	17	0.001
C11 I often have trouble figuring out whether I am doing well or poorly on this job.	0.260	17	0.003	0.872	17	0.023
C12 I feel I should personally take the credit or blame for the results of my work on this job.	0.366	17	0.000	0.732	17	0.000
C13 I am generally satisfied with the kind of work I do in this job.	0.300	17	0.000	0.798	17	0.002

C14 My own feelings generally are not affected much one way or the other by how well I do on this job.	0.330	17	0.000	0.813	17	0.003
C15 Whether or not this job gets done right is clearly my responsibility.	0.410	17	0.000	0.611	17	0.000

a. Lilliefors Significance Correction

RESEARCH INSTRUMENT

Section B	
Reliability Statistics	
Cronbach's Alpha	N of Items
0.644	7

Section B is unreliable, Cronbach's Alpha is < 0.7 (α = 0.644, N = 7)

Section C	
Reliability Statistics	
Cronbach's Alpha	N of Items
0.760	15

Section is reliable, Cronbach's Alpha is > 0.7 (α = 0.760, N = 15)

APPENDIX 2

RESEARCH QUESTIONNAIRE

THE INFLUENCE OF JOB DESIGN ON JOB SATISFACTION OF HUMAN RESOURCES PRACTITIONERS AT ESKOM IN KWAZULU NATAL.

The information contained in this questionnaire is confidential information which is intended only for this research. The responses and the names of each respondent will be treated with strict confidentiality. No personal identifiers have been used; therefore strict anonymity will be maintained. If the receiver of this questionnaire is not the intended recipient, the receiver is hereby notified that any dissemination, distribution, copy or publication of the questionnaire is strictly prohibited.

SECTION A:

Biographical Information

Please, put a cross [X] **in the space provided next to the most accurate description of your job**

1. Job Grading

- M/P/S/G Band ☐
- Grade T10 ☐
- Grade T12 ☐

3. Age

- 20 – 35 ☐
- 36 – 45 ☐
- 46 – 55 ☐
- 56 - Above ☐

2. Gender

- Female ☐
- Male ☐

4. Length of service in HRM

- Less than 1 year ☐
- 1 – 5 years ☐
- 6 – 10 years ☐
- 11 – 15 years ☐
- 16 – 20 years ☐
- 21 years and above ☐

5. Highest level of education

- Senior Certificate ☐   **6. Professional Affiliation**

- N4 – N6 ☐   - None ☐

- National Diploma ☐

- Bachelor's Degree ☐   - Member of SABPP ☐

- Postgraduate Degree ☐   - Member of other organization ☐

SECTION B:

This part of the questionnaire asks you to describe your job as accurately and objectively as you can.

Following each statement, please circle the number which is the most accurate description of your job.

1. To what extent does your job require you to work closely with other people such as clients, colleagues or suppliers?

1--------------------2--------------------3--------------------4--------------------5

Very Little   **Moderately**   **Very Much**

2. To what extent does your job permit you to decide on your own how to do the work?

1--------------------2--------------------3--------------------4--------------------5

Very Little   **Moderately**   **Very Much**

3. To what extend does your job involve doing a whole identifiable piece of work with a clear beginning and an end?

1--------------------2--------------------3--------------------4--------------------5

Very Little   **Moderately**   **Very Much**

4. To what extent does the job require you to do many different things at work, using a variety of your skills and talents?

1--------------------2--------------------3--------------------4--------------------5

Very Little   **Moderately**   **Very Much**

5. Are the results of your work likely to significantly affect the lives or well-being of other people?

1--------------------2--------------------3--------------------4--------------------5

Very Little   **Moderately**   **Very Much**

6. To what extent do managers, supervisors, co-workers and clients let you know how well you are doing?

1--------------------2--------------------3--------------------4--------------------5

Very Little   **Moderately**   **Very Much**

7. To what extent does doing the job itself provide you with clues about how well you are doing aside from feedback managers, supervisors, co-workers and clients may provide?

1--------------------2--------------------3--------------------4--------------------5

Very Little   **Moderately**   **Very Much**

SECTION C:

Each of the statements below is something that a person might say about his or her job. Please indicate how you personally feel about your job by marking how much you agree with each statement:

Write a number in the blank spaces provided on the right of each statement that corresponds with your choice, based on the scale indicated below:

1	2	3	4	5
Very Inaccurate	Mostly Inaccurate	Uncertain	Mostly Accurate	Very Accurate

1. It is hard on this job for me to care very much about whether or not the work gets done.	
2. My opinion of myself goes up when I do this job well.	
3. Generally speaking, I am satisfied with this job.	
4. Most of the things I have to do on this job seem useless or trivial.	
5. I usually know whether or not my work is satisfactory on this job.	
6. I feel a great sense of personal satisfaction when I do this job well.	
7. The work I do on this job is very meaningful to me.	
8. I feel a very high degree of personal responsibility for the work I do on this job.	
9. I frequently think of quitting this job.	
10. I feel bad and unhappy when I discover that I have performed poorly on this job.	
11. I often have trouble figuring out whether I am doing well or poorly on this job.	
12. I feel I should personally take the credit or blame for the results of my work on this job.	
13. I am generally satisfied with the kind of work I do in this job.	
14. My own feelings generally are not affected much one way or the other by how well I do on this job.	
15. Whether or not this job gets done right is clearly my responsibility.	

Thank you

APPENDIX 3

INTERVIEW GUIDE

RESEARCH TOPIC: The influence of job design on job satisfaction of Human Resources Practitioners at Eskom in KZN

SECTION A:

1. Job grade:

   ❑ MPS
   ❑ T12
   ❑ T10
   ❑ Other (specify): _____

2. Experience in HRM?

   ❑ 30 years +
   ❑ 20 -29
   ❑ 10 - 19
   ❑ 5 - 9
   ❑ 1 - 4
   ❑ Other (specify): _____

3. Age:

   ❑ 50 years +
   ❑ 40 - 49
   ❑ 30 - 39
   ❑ 20 - 29
   ❑ Other (specify): _____

4. Gender:

   ❑ Male
   ❑ Female

SECTION B:

1. Describe your current level of satisfaction with your job?

2. Please explain why your job satisfaction is at this level? (Ask for clarification and probe for deeper answers if possible):

3. What factors then would you specifically identify as influencing your job satisfaction arising out of your job? Please explain why you think these are the factors. (List responses, assess if positive or negative influences and reasons why):

SECTION C:

1. Describe the degree your current job influences the strategy of the organization?

2. Please explain why you view the influence of your job on the strategy of the organization as at this level? (Ask for clarification and probe for deeper answers if possible):

3. What are the factors in your job would you specifically identify as influencing the strategy of the organization. Please explain why you think these are the factors. (List responses, assess if positive or negative influences and reasons why):

SECTION D:

1. Describe the influence of job satisfaction on your performance? (circle response):

2. Please explain why you view the influence of job satisfaction on your performance in this way? (Ask for clarification and probe for deeper answers if possible):

3. What are the factors in your job would you specifically identify as influencing your performance. Please explain why you think these are the factors. (List responses, assess if positive or negative influences and reasons why):

SECTION E:

Among the factors the literature reports as being influences on job satisfaction are **task variety,** identity **of the task, significance of the task, autonomy and feedback.**

 I would like to discuss these factors with you specifically. (If already covered above, skip or elaborate as needed).

  1. **Variety:** Do you think the task variety that you get in your job influences your job satisfaction? Why or why not?

  2. **Identity of task**: Do you think the ability of your job to have its own identity from start to finish influences your job satisfaction? Why or why not?

  3. **Significance of task**: Do you think the level of significance that is carried by the job internal or external to the organization influences your job satisfaction? Why or why not?

4. **Autonomy:** Do you think the amount of independence that you have in your job to determine areas such as scheduling of the work and deciding what to do influences your job satisfaction? Why or why not?

5. **Feedback:** Do you think the ability of the job on its own to provide you with information on how well it is done in terms of achieving desired job and performance outcomes influences your job satisfaction? Why or why not?

SECTION F:

Thank you for sharing about your job and job satisfaction. Before we conclude this interview, is there anything else you would like to share?

Thank the participant for his/her participation.

APPENDIX 4

School of Management, IT and Governance
College of Law and Management Studies
School of Management, Information Technology and Governance
Masters in Public Administration
Researcher:
Supervisor:
Research Office: Ms P.Ximba (031 260 3587)

Dear Respondent

I, Charles Ndhlovu am a Master's in Public Admin student in the School of Management, Information Technology and Governance, Discipline of Public Governance, at the University of KwaZulu-Natal. You are invited to participate in a research project entitled:

The influence of job design on job satisfaction of Human Resources Practitioners at Eskom in KZN

The aim of this study is to:

- To determine the influence of job characteristics of HR Practitioners on job satisfaction in Eskom, KwaZulu-Natal Operating Unit.

- To explore the views of HR Practitioners regarding the importance of job satisfaction in their performance in Eskom, KwaZulu-Natal Operating Unit.

- To understand how HR Practitioners perceive the role of HRM in the strategy of the organization in Eskom, KwaZulu-Natal Operating Unit.

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 research project. Confidentiality and anonymity of records identifying you as a participant will be maintained by the School of Management, Information Technology and Governance, Discipline of Public Governance at UKZN. Your identity will not be revealed or your name used in connection with this study. The interview will be recorded to allow you to listen to your responses after the interview and to assist the interviewer to capture your actual responses. Kindly indicate on the consent form whether you agree or disagree to have your interview recorded or not by ticking your choice.
If you have any questions or concerns about participating in this study, please contact me or my supervisor at the numbers listed above.

It should take you about 20 minutes to complete the interview with me. I hope you will take the time to participate in the interview.

Sincerely
Investigator's signature: _____ Date: _____
This page is to be retained by participant

APPENDIX 5

School of Management, Information Technology and Governance

Master's in Public Administration

Researcher:

Supervisor:

Research Office:

CONSENT

I, _____ (full name of participant) 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.

I agree to my interview being recorded.

I agree to have my interview recorded.

_____   _____

Signature of Participant   Date

APPENDIX 6

RECORDED IN-DEPTH INTERVIEWS

Age category: 40- 49

Years of experience: 10– 19

Job Grade: Non-Managerial T12

Gender: Female

General Level of Satisfaction

How can you describe your level of satisfaction in your job?

I would say it is good. I am fairly satisfied with my job. I wake up in the morning and look forward to do my job.

The nature of the job and I think my customers as well. It is fulfilling and the feedback that I get from my customers I know that they are happy, that I am doing the right job, in giving them the service. Even with the job content I would say with the projects that keep coming up, they give me exposure and a room to learn.

Degree the current job influences the strategy of the organization.

Do you see the role of the HR Practitioner contributing to the strategy of the organization?

I would say there is because for starters every organization needs human resources to build up the organization, you need resources for any organization. To achieve the vision of any organization, you need to plan as to how many people you need, what they will do. As a support section, HR becomes important to the organization hence you need to think carefully when you plan around that and make sure you take care of them.

What is the role of the job of the HR Practitioner in influencing the strategy of the organization?

In terms of HR Practitioner they play a gatekeeper role for the correct implementation of policies and procedures. They are there to ensure that they are adhered to. They also guide the organization

with regards to those policies. We come in to ensure that the business is well run because everyone is abiding with those policies and the company is performing or going towards the direction that they are looking for. It is therefore important for us to know the business, to know our story in order to assist the business achieve the goals.

Can you identify an area of strategy and indicate how HR influences strategy?

In terms of strategies such as talent sourcing or keeping the lights on, it again becomes the role of the HR Practitioner, again our involvement becomes important in ensuring that those strategies are being implemented by making sure that we have enough resources to implement that and put ways in place on how to achieve the target. It becomes our role as well to plan around that. That goes back to our planning as to how effective it will be.

The influence of job satisfaction on your performance:

Is there a relationship between the job satisfaction of an HR practitioner and performance?

To have a good level of job satisfaction goes back to your customers' satisfaction. As HR Practitioners we are a support function. It is important that they are first satisfied with their job that creates an appetite for us as HR Practitioners to service our customers and come up with better ways and be innovative. If I am not satisfied I will not be concerned about meeting targets or meeting deadlines. As much as I am satisfied with my job, there are areas where you do your best, but feel you are not being recognized. You role is to make sure that you tell your customers to motivate the employees to do their work better so that that improves morale and job satisfaction. You find that you take something to the business and tell them what to do, but the same is not happening to you where you are, but it is your job to make sure that it is happening out there. It is areas like that that come out with a minus. But the overall in terms of the job itself, the exposure the satisfaction is there.

How does that influence the level of satisfaction?

It comes with a bit of a negative because it also depends on the individual, it adds on the negative side, but the overall is positive.

Job satisfaction has influence on many things. The level of job satisfaction if it is good, you will be happy, customers will be happy and your bosses will be happy. Another negative impact that it will bring on the job will be the high level of absenteeism. You find that if employees are not satisfied, the level of absenteeism increases.

Specific characteristics

Variety: *Do you have the element of variety in the job of the HR Practitioner?*

Yes there is variety. It is a generalist role. Then it becomes very wide and open to many areas that one can be exposed to. That is how I cannot find it boring because I don't see it as monotonous, it depends on the individual you can make it boring or interesting. I see as an HR Practitioner in the business you are open to so many areas of the business. I don't find it limiting. There is so much that you can learn. Recently I am fairly satisfied. It also is affected by the caliber of the customers, I used

to look after the professionals who were very independent and did not require close attention from me. With my current customer base (CNC'S), that is made up of employees ho range from those who are highly educated to those who barely literate, you are more involved with your customers and you tend to learn more as you go along in terms of the business itself, things that I never used to even care about. The department itself has so many opportunities for a person to learn if one does not limit himself to a particular corner.

How does this impact on your job satisfaction?

It influences it positively I cannot say I am bored with this. I can go on and say can I try this can I help here and then I can't say I am sitting her and doing nothing and complain. At least I know there is room for me to go on and do something else. Therefore I cannot complain about the job satisfaction. It is fairly good it is fair.

Influence of Task Identity on job satisfaction: *Do you have this in the role of the HR Practitioner?*

I would say yes, it does if you look at it in the way of being a generalist, you do not do one thing. I remember in one meeting where we were putting together our compact we had a long list of activities, when the manager ask what do you do in your job. It has got elements of every function in HR. You can tell from there that if you want to further develop you can identify areas where you need that development. But the roles are clear.

How does it make you feel in terms of your job satisfaction?

The minute you know what is expected of you then it becomes easier for you to perform your duties. Therefore you will be satisfied.

Influence of significance. *Do you regard the HR Practitioner job as significant?*

The role of an HR Practitioner is very significant. I don't see how the company can run without an HRP. It is an important department that they need. So they can't function without an HRP.

The advisory part of it to guide and advise the organization, that makes it important, because we have seen that some departments they want to do things the way they think would be quick, tend to believe that HR takes long, they will tell you about policies upon policies, saying if it was me I would just do it like this or like that, that is where we come in and ensure that things are done orderly and in the right way, otherwise there would be chaos in the organization.

How does that impact on job satisfaction?

The fact that I know the organization needs me. That it requires me to be proficient and efficient, knowledgeable in my job because I have to have the correct information. If you give them incorrect information you will be misleading them. It gives me a challenge also to keep learning and know more with the developments if there are any developments and just make sure that when the customer comes I provide correct advice. That means myself as well I have to work hard and must be satisfied with my job that is a challenge to me that I need to upgrade myself, upskill myself every time with the changing information.

The influence of autonomy: *Do you view the job of an HR Practitioner has a lot of autonomy?*

Yes, there is autonomy in this job. I am a professional and must be treated as a professional and management knows that I am there and knows what I am doing and don't have to police me. I am given a role and have confidence that she will perform. If there are problems the manager will talk to me. That element alone is a positive on job satisfaction.

Feedback: *Does your job provide you with feedback?*

Yes, but from one side. The customers will give feedback to my manager or to me. As I go along I know how well I am doing my job. Customers will tell me that thank you, you've done well here we appreciate your presence. That feedback works to boost your confidence that I am doing a good job. When you get positive feedback like that you then adopt the approach that says I don't want to disappoint the customer because she is already thinking highly of me, then I want to do better.

Then it goes to the management side, I know that my customers are happy, they tell me every day, I don't get that from my management. That is where the shortfall comes. It gives me comfort that I know that I am doing a good job, but it would have been nice to hear it from my management as well.

We don't do PA's. It is one of the things that we go out there and tell customers to do but we don't do them ourselves. This does not happen to you but you don't take it personal, you take it that this is my job, you concentrate on my job that this is my job to go out and say this.

This has a negative impact on my job because at the end of the day you go all out, when you expect the feedback or the praise you don't get it.

I don't believe HR management does a good job in recognizing us.

Any other comment

There is a relationship between job design and job satisfaction. The way our job is designed it allows exposure and you would be satisfied at the end of the day about my job.

RESPONDENT 2 (EKZNHR B)

Age category:	50 - 59
Years of experience:	10– 19
Job Grade:	Non-Managerial T12
Gender:	Female

General Level of Satisfaction

How can you describe your level of satisfaction in your job?

With the job itself I am definitely satisfied, with what I have to do, personally I am not satisfied when I don't have enough to do, you know in our roles there are times when we are extremely busy and times when things slack off a bit. It is in those slacking off times that I am not happy. For the rest such as the variation I the job I am very comfortable.

It is not really the satisfaction with the job that is affected but the satisfaction with the situation when I feel I am not being productive.

Any other factors that make you excited with the job?

Very happy or satisfied when I have got variation. Being a generalist, I like that because there is always a different situation that you have to deal with and you have got to use different methods to deal with it. I am not satisfied with a situation where I have to do repetitive work all the time. For example if you move from the generalist role to a role such as recruitment specialist I would not be comfortable with that. But, as an HR Practitioner you have to do certain things always at certain times, for example every once a month, you know you have to do that. I don't mind having to do a similar thing like once a month, but I prefer a situation where I know I will be doing a different thing every next day. That is what the HR Generalist role provides.

Degree the current job influences the strategy of the organization. *Do you see the role of the HR Practitioner contributing to the strategy of the organization?*

In terms of having to interact with the employees I would say yes, because the more you have to interact with employees and deal with matters such as change management that does definitely influence the strategy. You have an organizational strategy and you need the people to get to achieve that strategy. Our interactions with employees ensure that they are comfortable with change. The prime example at the moment is the changing of the performance appraisal in order to try and improve the way we do performance appraisal, the way supervisors manage poor

performance in order to reach the organizational goals and strategies. When I am doing that training I am finding resistance but interacting with those people and making them understand the need for the change and also what is going to be better for them in the change and doing it. That definitely interacts with organizational strategy.

How does that make you feel?

It does make you feel worthwhile. As an HR Business partner, some elements of the organization see you as just, not even a support staff, but just there to offer a service and don't see you as really being part of their business, whereas when you interact with people like that they see you as HR having a real contribution towards achieving that strategy.

The influence of job satisfaction on your performance: *Is there a strong relationship between the job satisfaction of an HR practitioner and performance?*

It definitely influences performance because if I am not satisfied with what you are doing, probably not only me but many other people, then you don't give it your full attention, and you probably not apply yourself a full 100% in what you should be doing. Definitely the level of satisfaction makes me more productive.

Are there any other factors that would lead to dissatisfaction?

I don't think it is really dissatisfaction but a personal trait of mine that I have to physically work on and I am aware of it, is that if I don't enjoy something but enjoy something else, if this element of the job is more interesting to me than the other one I tend to do this one first and go to the other one later. That is something personal that I am aware of and need to say to myself, you got to do this one just get on it and do it properly.

Specific characteristics

Variety: *Do you have the element of variety in the job of the HR Practitioner?*

Can you give examples in your job that brings variety?

One thing that I have enjoyed, at the moment when one of my colleagues needs help with something that she needs to do, when she mentions it I am more than happy to jump and assist, because she has a different customer base, for example when I do training, I like to use examples that are specific to that department. So the fact that she deals with Transmission requires me to learn more about them so that I can relate properly to their environment. That kind of thing brings about variety. I am dealing with differ customers. Also the different aspects of our job that we have to deal with, toady you are dealing with disciplinary the next time is recruitment another day is administration work.

Influence of Task Identity on job satisfaction*: Do you have this in the role of the HR Practitioner?*

I know what the job profile says but that is not definitive. To me there is so much variety. I get asked to do things when I think about it is HR related but it is not what Eskom is saying is in your job profile. I don't see the job having a definite start and an end; I see it as requiring you to intermingle with your customer and what they need.

How does that impact on job satisfaction?

I think it has a positive impact because there is always something new and if it is something that you don't know, it forces you to know more and grow more, when I say grow more I don't mean promotion or something like that but just as a person you grow more because of the interactions with other people and learn other things that you maybe thought where outside of your boundaries.

Influence of significance. *Do you regard the HR Practitioner job as significant?*

I feel it is definitely significant because of the impact. The significance for the receiver depends on the advice that you give them. If they ask you a question and they don't like your answer then it has a negative connotation because they will see your advice as not giving them any value. When you make an effort as an HR Practitioner to not just give somebody the information but tell them the rationale behind the information then they are definitely more receptive. Personally I have had interactions with people and they have been extremely happy with the service and they say what I am telling them is relevant and they have not had that kind of service before and that they are very happy. It definitely depends on the receiver. Sometimes you can put as much of a positive on the response but it happens it is not what the person wants to hear and definitely leads to a negative

How does that impact on job satisfaction?

The more positive is the response the more open you are to assist. Personally when it comes to a negative, it does not affect my job satisfaction, because I know that what I have told the person is correct in terms of processes or procedure. That definitely does not affect job satisfaction. When I first started in HR I found that sometimes when I give that information that is viewed as negative, I was not receptive to the person afterwards, but not the job itself. I was younger then and have grown from then. It does not affect job satisfaction, but it affects how I approach that person in future.

The influence of autonomy: *Do you view the job of an HR Practitioner as having autonomy?*

Yes, within the guidelines of the processes and procedures. I have my job and I am left to do it, which is great. I prefer that and that if I need assistance I can look for the assistance. That is fine. There are obvious restrictions in terms of the policies. You can only have a certain amount of autonomy. I obviously felt the restrictions but it was part of change. This is how I used to lead the recruitment process from start to finish which we don't do any more. There are now restrictions with this latest taking away of certain access and that does lead to dissatisfaction. The dissatisfaction on the recruitment was just a change thing that I had to get used to. The latest change regarding access it is really demotivating. Customers used to come in and ask you things now you have to say no. The restriction they have given us makes me feel that I am not a person who is trusted with confidential matters. The fact that I am not given access to information that I need as part of the

process that I have to implement and also as part of my job makes me feel that my professionalism is being questioned.

Feedback: *Does your job provide you with feedback?*

I do get feedback, definitely and that motivates you to do more. I get feedback from my customers and sometimes form the performance management process, but sometimes your feedback is getting no feedback. If people are not sitting behind your shoulder looking for things that may go wrong that give s feedback that you are doing well. To me not getting feedback from supervisors, I feel I am being left alone to do my job as nobody wants to correct. Feedback can be a thank you, be demonstrative and sometimes I do get feedback from not getting negative feedback.

I suppose the job does as well. In any information sharing that we have to do, we have our customer base and you know how many people you need to train, I will know that I am now 50% done, and everyone is comfortable, I suppose it does.

How does it impact on job satisfaction?

When it is negative, you have not reached a certain point that you should have reached, I will be dissatisfied for not reaching that point. If it is something out of my control, I will be able to live with it. If it is something I could have controlled but I failed to see it, then I would be dissatisfied but it motivates me to get the job done. For example if I should be at half way point and I am at 25% I would be dissatisfied but it would motivate me to work harder to get to the end point. It is when you get that negative feedback and you know it is your own fault; it does not make me dissatisfied with the job but with the person, with myself.

Any other comment

I don't think so. You have your restrictions. In a company as big like Eskom you need some level of control or things will go haywire.

RESPONDENT 3 (EKZNHR C)

Age category: 50 - 59

Years of experience: 20– 29

Job Grade: Non-Managerial T10

Gender: Male

General Level of Satisfaction:

How can you describe your level of satisfaction in your job?

Whatever I am doing in my job, I get all the information that is needed for us to know what we need to do to move from A to B.

I am very satisfied in my job, because when I come to work I know exactly what I need to do, what is expected of me. I also get satisfaction when other people are satisfied with my job.

Whatever I do, whoever I do the job for, if I do it well, that makes me happy.

Degree the current job influences the strategy of the organization.

Do you see the role of the HR Practitioner contributing to the strategy of the organization?

Yes definitely, I see my job influencing the strategy of the organization. We have learners who are learning from what the company is doing. We take care of those learners. This contributes to the strategy of the company because when they come here it does not mean they are only for Eskom, they can go out there and contribute in other companies.

The influence of job satisfaction on your performance:

Is there a strong relationship between the job satisfaction of an HR practitioner and performance?

It does, except if you are not achieving what you are trying to achieve which leads you to find out what is causing you not to achieve what you need to achieve. After fixing what is wrong, this then contributes to your job satisfaction. Also to have meetings now and again to clarify what we need to do, where are we lacking and how do we improve.

Specific characteristics

Variety

Is there variety in your job?

Yes it does exist, because people come and ask you to do different things which bring about variety. It does add satisfaction in my job. People asking different things and that do not worry me.

Influence of Task Identity on job satisfaction:

Do you have this in the role of the HR Practitioner?

Yes, it is there.

Yes, it does contribute to my job satisfaction, whatever and whenever the need comes I decide how it gets addressed.

Influence of significance.

The job is significant to the company itself, to the people and the other sections and to the public. It does add to the level of satisfaction in my job.

The influence of autonomy

The job does not always provide autonomy mainly because of the questions, demands and needs that have to be met from time to time which determine what to do first or what to leave and do something else. This does not worry me much because it is a need that needs to be met. Regarding prioritizing various activities, sometimes my supervisor/manager would suggest how the job could be done better.

Feedback

Yes my job does provide feedback. You need to ask other people to rate and get customer feedback. There are also times when we are evaluated, that is when we are provided with feedback

Any other comment

I come to work every morning knowing I am going to do my job. That provides me with job satisfaction.

Age category: 50 - 59

Years of experience: 30– 39

Job Grade: Non-Managerial T10

Gender: Male

General Level of Satisfaction

How can you describe your level of satisfaction in your job?

I would say it is medium. I am not doing more work than what I was doing previously and I am not learning more compared to what I was learning before.

Degree the current job influences the strategy of the organization.

Do you see the role of the HR Practitioner contributing to the strategy of the organization?

I would say yes, because working in HR that it is where we encourage people to work for Eskom explaining the benefits of working for Eskom, how good Eskom is, therefore that they should be joining us. I do help people in CNC's with information that they are not aware of. I give guidance with regard to Eskom rules. These are some of the things that are influencing the strategy.

Eskom also provide some training for people to perform well, also awards to employees to motivate them. My role is to encourage them to do better and adhere to Eskom rules and to be a good presenter (representative) of Eskom in society.

The influence of job satisfaction on your performance:

Is there a strong relationship between the job satisfaction of an HR practitioner and performance?

It is high in a manner that encourages me to learn as well to come to work every day. It leads me to advise other people that if they are happy with their work they will work more and learn more things in their jobs.

If performance is medium one must look for things that will make it higher.

Specific characteristics

Variety: *Do you have the element of variety in the job of the HR Practitioner?*

Yes it does have variety. I am working with pensioners and active employees and people who do not work for Eskom. Therefore there is variety.

How does that impact job satisfaction?

It makes you to learn new things. Dealing with different things makes you learn more, because they come with different questions. If there is something that I am not aware of I would phone my manager and get guidance on how to address that query which helps me to address similar queries in future.

**Influence of Task Identity on job satisfaction*:*

Do you have this in the role of the HR Practitioner?

From what I have been doing I would say yes. This is because in all what I have been doing, though there were mistakes here and there, I was always doing the job to the best of my abilities.

How does that impact on job satisfaction?

Just because I am able to do the job according to the requirements that makes me happy.

Influence of significance:

Do you regard the HR Practitioner job as significant?

It is significant, there are so many people that I am assisting by giving them advice, I would say it is significant.

The fact that I am still employed as an HR Practitioner means that I am doing a significant job.

The influence of autonomy:

Do you view the job of an HR Practitioner has a lot of autonomy?

Yes it is there. I say it is there because there are so many things that I am able to do on my own without any assistance. I am on my own.

How does that impact on your level of satisfaction?

That encourages me to do more and learn more.

Feedback: *Does your job provide you with feedback?*

I do get feedback from line managers and pensioners. Pensioners from other areas of the country who come to visit in this part of the country, they say they have never seen a person like me. They are even prepared to share their experience with my manager.

I don't get feedback from my line managers. With regard to PA's we do not do PA's like we use to do before. We don't make time to sit down and discuss performance.

How does it impact on job satisfaction?

I have never been unhappy with my PA. This does not have any bad influence on my performance. Doing my work does not have any negative influence on my performance

Any other comment

I don't have any more comments.

RESPONDENT 5 (EKZNHR E)

Age category: 40 - 49

Years of experience: 20 – 29

Job Grade: Non-managerial T12

Gender: Male

General Level of Satisfaction

Currently 100% satisfied. I am highly satisfied.

The reasons are the influence that I have in my job and the people that I assist. The more my customers complement me on what I do the more I am satisfied.

The factors that influence job satisfaction will be the leeway you are given to do things your own way and your views, you touch base with your line manager for ratification and you feel that you are part of the family with the way they accept your views. If it appears that you are out of line with the context and the content in the way you approach your things, your manager or supervisor will be able to guide you.

A negative factor that may work against the level of satisfaction is the involvement of head office. There are times we don't agree with the head office as to how things should be approached. We approached things one way; all of a sudden the head office might come with a different view on how you should do your work. That is how you can end up with your job satisfaction being negatively affected. Based on your understanding of your customers you would do things a particular way in order to satisfy your customers. At head office, they may want to push it in a different direction. Your customers would not be satisfied and when they question you, you would not be able to respond adequately by merely saying you got a challenge based on the direction from head office.

Degree the current job influences the strategy of the organization.

Do you see the role of the HR Practitioner contributing to the strategy of the organization?

I work for HR, IR/ER specifically. We work with labour most of the time. Things change, some as a result of changes in the labour law this requires the business to realign. You then influence the strategy so that it remains aligned with the provisions of the labour law.

I see the role of HR in influencing the strategy as very high. The business comes up with a strategy, you then have to come up with a scorecard that will measure whether we are doing the right things or not

Factors influencing the strategy

Design when are new laws are enacted and based on the operating model

More stakeholders involved e.g. labour, who may believe doing things the opposite way. You need to establish synergy with the stakeholders so that you are able to influence the strategy in a positive way.

Lack of synergy may work against us.

How job satisfaction influences performance.

Is there a strong relationship between the job satisfaction of an HR practitioner and performance?

My level of job satisfaction does influence my level of performance. I earlier mentioned that when given a leeway to do your work and you touch base with your manager that influences your performance. If satisfaction was low, performance would also be low.

Specific characteristics

Variety: *Do you have the element of variety in the job of the HR Practitioner?*

Task variety is important. You work with different stakeholders. Using your methods to do things to achieve results, e.g. for meetings, you need to create a rapport with different people invited to that meeting, mention desired outcome, make sure that the people who come from different department to present at that meeting they give stakeholders their presentation in time so that they can prepare themselves in their caucuses so that they have a fruitful meeting.

Yes the job does provide variety. For example when you go to a work site , you need an approach that would suit a particular group. This does lead to satisfaction cause you always have to think on your feet and be able to adapt to the need of specific customers. You also need to get the buy-in from them to ensure that you effectively get what you need from them and they are able to participate actively in your process.

Influence of Task Identity on job satisfaction:

Do you have this in the role of the HR Practitioner?

It is very clear what the task is about, e.g. when you are ask to intervene in engaging stakeholders you need to get the buy-in, approach the supervisor that you will be talking to employees, ones you have implemented questionnaire you compile a feedback report and present recommendations to

the supervisor and the whole team. At the end you implement a questionnaire to check whether they are happy with your intervention… that is where you will close the process

Influence of significance: *Do you regard the HR Practitioner job as significant?*

The job is significant. There are very few people who are involved in facilitating resolution of conflict (conflict management). From time to time you are requested to facilitate resolution of conflict which could be between employees and their manager. You will then work towards identifying and packaging what could be causing their differences towards assisting them to address these towards creating a healthy working relationship. The job is therefore very demanding requiring influence from you as the mediator to be well informed in order to be able to facilitate such situation. This does lead to job satisfaction.

The influence of independence: *Do you view the job of an HR Practitioner has a lot of autonomy?*

The employee relations role requires you to do your job independently, but also touch base with your manager and other stakeholders. You need to always keep them updated on how you are solving the problem. It does have positive influence on your job satisfaction.

Feedback: *Does your job provide you with feedback?*

Yes, feedback does have a positive influence on my job satisfaction.

At the end of each task or intervention we ask the participants to complete a customer satisfaction survey e.g. a meeting with labour, for them to indicate whether they are satisfied with the work that was done. Also in conflict management, at the end of the process the participants are requested to evaluate the process and the outcome. This is important it is where they evaluate you as the person driving the process s so that you are able to learn and do it better next time you are asked to do the same.

Any other comment

Regarding my job, I am satisfied with my role and my influence in the strategy of the organization. I am satisfied with the participative management approach that we are using in this organization also the involvement of senior management. This is leading to my satisfaction in my job.

RESPONDENT 6 (EKZNHR F)

Age category: 50 - 59

Years of experience: 20 – 29

Job Grade: Managerial G15

Gender: Male

General Level of Satisfaction

My level of satisfaction would rate as above average. The reason being, that my current job allows me to use my skills to the optimum level, also my experience, the whole package.

Degree the current job influences the strategy of the organization.

How can you describe your level of satisfaction in your job?

I think my job is linked to the happiness, the effectiveness of people in the organization. Eskom strategy, the senior leadership has always said that people are the most important asset of the organization, shown that they respect people and value their happiness. There is a strong correlation between my job and the strategy of the organization.

What can be linked directly with the strategy of the organization include performance management. The organization relies on strong performance of the people and the performance management system is designed to harness that, to channel the performance in the right direction.

Looking at the influence of my job on the strategy from the organizational effectiveness point of view, involves mainly helping teams to solve problems on the ground. My job has a strong link with the strategy of the organization. I think employees can make or break an organization.

The influence of job satisfaction on your performance.

Is there a strong relationship between the job satisfaction of an HR practitioner and performance?

 You cannot separate the two. As long as one is performing at certain level and as long as you feel that you are making a worthy contribution that motivates and leads to satisfaction. If performance is poor that is likely to lead to dissatisfaction.

Specific characteristics

Variety: *Do you have the element of variety in the job of the HR Practitioner?*

Most definitely, my role is not an administrative role with a set routine task to be followed, quite wide in that respect. One has to come up with ideas all the time. There are no strict boundaries in terms of how you will approach certain issues.

Influence of Task Identity on job satisfaction: *Do you have this in the role of the HR Practitioner?*

It should, looking at different projects; you can clearly identify specific start and end point. Although some are cyclical in nature, like performance management you start at the beginning of financial year and have a definite end date. Although continuous but have start and end date.

Does contribute to satisfaction cause when you meet deadlines you get satisfaction or even when you exceed set deadlines.

Influence of significance: *Do you regard the HR Practitioner job as significant?*

Within HR the significance is recognized, but the technical side outside HR sometimes the understanding and recognition is not there, is viewed as hairy fairy not sure about the contribution. Personally it does not influence me as long as I know I am making a contribution. In some cases we do show that we make a positive contribution even outside of HR; the compliments we get do affect us in a positive way.

Feedback: *Does your job provide you with feedback?*

Feedback is very important. It reinforces what you are doing and the purpose you are serving in the organization, very. We don't get it all the time. When we do get feedback it certainly helps.

The influence of autonomy: *Do you view the job of an HR Practitioner has a lot of autonomy?*

My job does provide independence. The nature of OD is such that you don't always have another person telling you what to do. It relies on you to look for indicators or triggers so one has to be observant or be connected to the business. Quick answer is that there is lot of independence.

Sometimes it can lead to less job satisfaction but generally it should lead to job satisfaction.

Any other comment

That is about it.

RESPONDENT 7 (EKZNHR G)

Age category: 40 - 49

Years of experience: 10 – 19

Job Grade: Non-Managerial T10

Gender: Female

General Level of Satisfaction

How can you describe your level of satisfaction in your job?

Out of ten I can say eight. I do work with confidence together with support from a management.

When I come across challenges I am able to do my work with the assistance from higher management. Whenever a case arises, where I need help and support from higher management.

Support from higher management helps me to enjoy and be satisfied in my work.

The support is the important one particularly regarding the management of learners where the approach changes all the time. You need the support of higher management to be able to convey correct messages to the learners.

Degree the current job influences the strategy of the organization.

Do you see the role of the HR Practitioner contributing to the strategy of the organization?

My work does influence the strategy of the organization reason being the number of learners that we employ in relation to the numbers of learners that the organization is required to produce. So what we do will have an impact good or bad, particularly the talent and skills department that is directly involved in producing learners.

The renewal of contracts of the learners can also have bad or good impact. If the contracts are renewed for only a short period this may have a negative impact with learners thinking that they are not valued and resigning. Good impact is the longer yearly contracts that are given now, for one year, their levels of motivation are higher.

The influence of job satisfaction on your performance.

Is there a strong relationship between the job satisfaction of an HR practitioner and performance?

Yes, it does influence my performance cause I work with greater confidence working with motivated spirit. I again would like to emphasize the point of support from management which helps to keep me to perform better. Also when the learners are motivated and performing better, lesser complaints, queries, this also leads to satisfaction which leads to better performance of my job.

Specific characteristics

Variety: *Is the variety in your job?*

Although not clear with the question, I can say yes because I do various things. This does help to make my job more satisfying. The reason is I am that type of person who prefers to do different things. This does make my job more enjoyable with more satisfaction. In my job I am involved in meetings, involved with learners, visiting learners, month end reports,

Influence of Task Identity on job satisfaction:

Do you have this in the role of the HR Practitioner?

According to the job profile, yes, but according to the actual job I am able to do more than what is specified in the profile. This makes me happy because this allows me to do more and a variety of things, meet other people and learn other things.

Influence of significance: *Do you regard the HR Practitioner job as significant?*

Yes my job is regarded as significant. When learners come in as apprentices they sign a contract between the learner and Eskom or EWSETA. I facilitate the signing of this contract. Without the

contract there is no learner. Without the learner there is no contract. This becomes a binding agreement between the parties. I book learners for trade tests. For their training to be evaluated they write a trade test. Whenever they pass the trade test, I get satisfaction that I am doing my job well. Yes, this leads to job satisfaction. Even the numbers of the learners that the organization carries get submitted in higher level committees and to the department of labour.

The influence of autonomy: *Do you view the job of an HR Practitioner as having a lot of autonomy?*

Yes it does but I don't follow a specific schedule all the time. I have to prioritize depending on what needs to be attended first

The independence to prioritize and schedule my work on my own does add to my job satisfaction.

Feedback: *Does your job provide you with feedback?*

My job does not always provide feedback. It depends on the manager or client I am dealing with whether he gives me feedback or not. The lack of feedback does have an impact on my job satisfaction because you need to know. This does have a negative impact on my job satisfaction.

Any other comment

Nothing much, I am confident that my job has influence on the organization. As I have explained about the reports, numbers and contracts that we do. I feel that it is important to the organization.

RESPONDENT 8 (EKZNHR H)

Age category: 30 - 39

Years of experience: 5 – 10

Job Grade: Non-Managerial T12

Gender: Female

General Level of Satisfaction

How can you describe your level of satisfaction in your job?

It is moderate, because of the things that were taken away from us that we were doing before, duties that were taken to HR Shared Services. This makes it difficult for us to do our work effectively ensure customer satisfaction in line with the values of Eskom.

I like the fact that I get to do a variety of things because I am gaining exposure in other aspects of HR except those that were taken to HR Shared Services. These changes have been implemented for

some time and have negative impact on customer satisfaction. Those things that have been taken away are recruitment and viewing of salary information. Customers ask us to assist them with salary queries now we can't give that assistance.

Degree the current job influences the strategy of the organization.

Do you see the role of the HR Practitioner contributing to the strategy of the organization?

My job does have influence on the organization in a positive way because we do all those things to ensure that HR delivers on all its objectives and goals. We are on the ground to translate the strategy into actual deliverables. Examples are recruitments projects, changes in policies and procedures thus aligning the employees' understanding with the changes in the organization.

The influence of job satisfaction on your performance:

Is there a relationship between the job satisfaction of an HR practitioner and performance?

It does have an influence. People see all of us as HR. If the HR Shared Services is not doing its part well that has negative impact on our customers. You get discouraged when the HR Shared Services does not do its part and that leads lower levels of satisfaction and those impacts on my level of performance. I don't see any other thing that affects my performance negatively other than HR Shared Services.

Specific characteristics

Variety:

Do you have the element of variety in the job of the HR Practitioner?

Yes I do, because I do everything that is in the job profile of an HR Practitioner. From recruitment even it is only part of the recruitment, we start the process hand over to HR Shared Services, and end the process by appointing the person on the job, induct the person into the department or organization. We advise on policies and procedures, change management, performance management, disciplinary process, everything.

The variety is good because I do more than what I use to do before. When I was in OE I use to do only a few things, I would get bored.

There is a link between variety and job satisfaction.

Influence of Task Identity on job satisfaction: ***Do you have this in the role of the HR Practitioner?***

Yes I think we do have task identity, because there is clarity what are we supposed to do expected to do as HR Practitioners compared to other are like HR Shared Service.

Yes, that adds to job satisfaction. If I know exactly what I am expected to do and the duties and roles are clear I will be satisfied with my job, because if there is no clarity I will be wondering what I am expected to do and not performing.

Influence of significance. *Do you regard the HR Practitioner job as significant?*

Yes I think so, we as HR are the first point of contact with employees in the organization to inform and advise them about policies and procedures. They need to know about policies so that they can avoid misconducts. Also regarding changes in the organization, we are the change agents as HR Practitioners.

Yes this do lead to job satisfaction as we are there to provide employees with information that the need, be it remuneration, policies and procedures.

The influence of autonomy: *Does your job provide you with autonomy?*

Yes we do have autonomy. For example, at the beginning of the month, second week I draw sick leave report analyze them and submit to line managers for them to take action where there is a high rate of absenteeism. Also I attend to queries, if I don't have answers I would consult with my other colleagues or get information from policies and procedures to address those by provide correct answers.

I work fairly independently. You need to rely on support when you are still learning starting doing the job but after you have grown you don't need that anymore it is good to be independent and have autonomy. Yes high level of autonomy leads to greater satisfaction. As an individual you need to be seen to be taking the initiative and be able to sell yourself when there are opportunities for development career wise.

Feedback: *Does your job provide you with feedback?*

Yes it does provide feedback, because we normally get feedback from customers by email or call or on the feedback forms that we send to them, they indicate that they are happy with your service if they have enquired about and you provide

I believe there is a relationship if I know how I am performing I will be satisfied with my job knowing whatever I am performing is contributing to a bigger picture.

Any other comment

I am not sure about the opportunities for advancement in HR. We know that our numbers are reducing and opportunities are less for advancement. Must we look for opportunities outside of the organization even when we are still interested in working for Eskom?

RESPONDENT 9 (EKZNHR I)

Age category: 50 - 59

Years of experience: 5 – 9

Job Grade: Non Managerial T12

Gender: Female

General Level of Satisfaction

How can you describe your level of satisfaction in your job?

I am satisfied with my job. I feel I am doing it very well and above the expected levels. I feel I can do it with my eyes closed. It is a job that does not need a lot of thinking. It does not take a lot of energy from me. It is a matter of setting up this or that. It is not draining, does not take a lot of energy from me.

It is satisfying because part of it is something that I like. I resolve problems as I am working with my students. If the problems are academic, I refer, if it is interpersonal, I resolve them myself as I have the social work background. That is interesting to me because Social Work is the field that I cannot get away from. It also gets me involved in HR pipelining processes for skills because we will be absorbing these people in the workforce. We help them in aligning them with the career path and the skills pipeline. Starting with the emails that they write to me, that is where they are projecting who they are or will become, especially the engineers who have some rough edges that we have to iron out. I am getting somewhere with that, how do I know that, it is based on the responses that I get from them. Students are known to be wild. What you get from them is what you put to them. From what I get I am happy with them. I get feedback, responses as quick as like yesterday. I feel I am doing what I am supposed to be doing with them and I am getting the results. The levels of respect and cooperation are acceptable. I know who the problem child is. When I first started I rated them and I know them, they are now on track.

Degree the current job influences the strategy of the organization.

Do you see the role of the HR Practitioner contributing to the strategy of the organization?

My current job influences the strategy of the organization because as the centre of expertise in HR which is the hub or the leaders in terms of skills pipelining. We give the business partners numbers in terms of recruitment that must be done. When these learners come in I must maintain these learners, address poor performance following the procedures.

When I cancel bursaries the numbers that we have recruited are affected, I then have to feedback the organization so that we are informed that we are no longer aligned with our plans. This feeds to the strategy of the organization.

How do you determine the number of learners that you need in the organization.

These are informed amongst others by employment equity requirements. Previously the focus was merely to get the required numbers without ensuring that employment equity is addressed in the process.

The other impact is the approach of growing our own skills instead of buying skills from outside which is the strategy of the organization.

The influence of job satisfaction on your performance: *Is there a relationship between the job satisfaction of an HR practitioner and performance?*

We are rated on how you have delivered. I just learnt this after attending performance management training. One of my main deliverables in my field is payment to the institution. I don't pay on time and this is caused by various factors, such as university policies not aligned with Eskom processes. This has ripple effect resulting in the student not being paid on time. We are recruiting underprivileged students. They come to the university without money. They have to buy own food and books. We make arrangements to get some book shops to give them books with a view of paying later. Some students don't go back and pay and this sours the relationship with the bookshops.

All this comes from the fact that we don't pay them on time when they come in. I may be good in managing the relationship with the students but I am measured on payment which we are not doing well.

Regarding my performance, it is impacted positively by the satisfaction that I have for this job.

The grade for this job and the work that is done is fine. The fact that I feel I have skills that are above what is required in this job cannot be blamed on this job. I had a career change that required me to move down to a lower level.

The fact that I came down to a lower level should not affect my performance. I am still expected to perform well because my current performance will influence opportunities for higher level positions.

Specific characteristics

Variety: *Do you have the element of variety in the job of the HR Practitioner?*

There is no variety in this job. Though it is in HR, but t is a small component of what is done in HR. It is a specialized role. Sometimes it overlaps with Finance, such as doing reconciliations of payments.

How does this affect you job satisfaction?

The parameters of the job are like that, if I want it to be different that would not be fair to the way the job is designed. My personal aspiration to grow and be somewhere, make me not to be satisfied in this job.

Influence of Task Identity on job satisfaction. *Do you have this in the role of the HR Practitioner?*

We do have task identity in this job. This job used to start with recruitment but that was changed. It now starts after the recruitment process is completed and ends at the point where the person has completed the qualification.

The fact that the parameters of the job are clear leads to satisfaction.

Influence of significance. *Do you regard the HR Practitioner job as significant?*

When I first came in, the perceptions were that the job is not significant. Some people were really disregarding this function. Those who were doing the job held a view that it is important. Coming to me, the job is a significant function. A person like me can do more. I used to work somewhere, where I held higher responsibilities. For me, a person who holds the qualifications and experience that I have can do more. But, this can differ in another person who does the same job but holds different aspirations.

Satisfaction depends on the attitude person. I am happy about the job. I am resourceful about it. It is a job that is important. I do wake up in the morning a look forward to do the job because it is important.

The influence of autonomy: *Do you view the job of an HR Practitioner as having autonomy?*

This job requires a person who is very responsible, who does not want to be policed, a person with a certain type of character. These factors impact positively on my level of satisfaction.

Feedback: *Does your job provide you with feedback?*

Some areas cannot be easily quantified. This job has administrative duties where you can measure your performance.

Other duties like assisting students to solve their problems, you can get feedback from them, the students. This does impact a lot on my job satisfaction because you want to know how you are doing.

Any other comment

You mean related to the research?

Yes. If there are questions outside of the research we can arrange to talk about it.

No it is ok, I think some of these challenges, one has to push and push to find a way towards addressing one's concerns.

Age category: 40 - 49

Years of experience: 20 – 29

Job Grade: Non Managerial T12

Gender: Female

General Level of Satisfaction:

How can you describe your level of satisfaction in your job?

I would say I am highly satisfied in my job. It is because for me I kind of hate work that is routine work. In my job you get to know / do different things, you are not bored you get prompted to learn different things with that I get satisfaction because you never know what kind of a problem you will be facing tomorrow. It is like you are always prepared to face something new.

Interacting with other different people and hearing their views. For me getting into other people's shoes to understand their views, at the same time testing their views with what I believe in. That is what makes it more enjoyable for me.

Degree the current job influences the strategy of the organization. *Do you see the role of the HR Practitioner contributing to the strategy of the organization?*

In a way I would say it does. This is because the organization employs different kind of people with different personalities with different beliefs. My job actually with what I am currently doing my responsibility is to sell this idea of Eskom of what Eskom wants to become I have to sell this idea to diverse people to help them see things the Eskom way so that we all work to achieve Eskom's mission.

An area of strategy will be to keep customers satisfied. In my job as HR Practitioner I interact with Eskom employees. It is a fact that many of them are not happy. In my interaction as HR personnel I have to ensure that in their unhappiness they still need to see why we have Eskom as an organization. Fortunately for us some of our employees are also Eskom customers. They are not happy as employees but are also consuming Eskom end product. I influence them to spread the word with other Eskom external customers to support Eskom in its mission to keep customers happy.

The influence of job satisfaction on your performance: *Is there a strong relationship between the job satisfaction of an HR practitioner and performance?*

My job satisfaction is the key motivator in the performance of my job. I cannot perform at the highest level if I am not happy or not satisfied with what I am doing. If I enjoy what I am doing I am expecting to perform at the highest. I have got no problems in doing what I am doing. When I wake up in the morning I know I have to do A, B, C. When you come home you get exactly that.

I enjoy sensitizing people about what is regarded as not acceptable in Eskom, I enjoy doing that. This in a way will minimize the number of people who get charged with breaking Eskom's rules. My sharing knowledge motivates me to do more training. Although I get satisfied in doing this but it also helps employees avoid those things that may lead to suspension without pay

Specific characteristics

Variety: *Do you have the element of variety in the job of the HR Practitioner.*

Nothing really to add on what was explained in the beginning of this discussion

Influence of Task Identity on job satisfaction*: Do you have this in the role of the HR Practitioner?*

I am not sure if there is any task identity in my job because of the strong element of variety allows me to get beyond what would be the normal boundaries of the job.

As HR we are a support function. This does not affect us in a negative way as HR Personnel, but it prompts us to know more about HR.

Influence of significance: *Do you regard the HR Practitioner job as significant?*

In our environment we have subject matter experts who are essentially electrician and do not have strong people management skills. So as HR we are there to offer them support. If there was no HR in Eskom there would be chaos, the element of people management would not be catered for, thus I feel as HR Practitioners in Eskom we are significant for the continuous growth of the company and to support management to fulfill Eskom's obligations.

This does influence job satisfaction in the sense that as the HR Practitioner you have to conduct yourself as a professional every day in how you address your customers. We have many of our customers, people who are illiterate and who depend on us as HR to assist them in what they don't not understand, especially the elderly because they have invested a lot to ensure that Eskom grows as the company compared to what it was before.

The influence of autonomy: *Does your job provide you with autonomy?*

It is not like 100% autonomy. As an HR person there are times that you plan what to do and there times when there are urgent things that you have to attend to immediately.

Do you have independence in deciding what tools to use?

I still have to prioritize what is more important or urgent.

I see it as having no effect on my level of satisfaction. This is because our goal is to assist people. This has a neutral effect.

Feedback: *Does your job provide you with feedback?*

It does provide me with feedback with feedback. For me it comes most from supervisors and management and not from colleagues and employees. I don't get feedback from employees because they tend to see us as anti-employees and more in favor of management. But I do get feedback from managers on my continuous interaction with them which is positive.

What specific areas provide you with feedback?

The training part of it provides me with feedback. Feedback on how I am doing my job. The people would phone and ask more questions on areas we have talked about tell me if I was good or bad and ask questions where they need more clarity.

In presenting disputes I also get feedback on the awards from the cases presented at CCMA based on the Arbitration award. This will tell you how you presented the case. I also get feedback from customers when we do performance appraisals.

It impacts my level of satisfaction positively in a way, especially when I am told that I did not explain something very well will prompt me to do more research, if on arbitration awards it is said that my point of argument was not presented well I would go back to case law and find out more about the matter.

Any other comment

No I am done.

RESPONDENT 11 (EKZNHR K)

Age category:	40 - 49
Years of experience:	20 – 29
Job Grade:	Non Managerial T12
Gender:	Female

General Level of Satisfaction

How can you describe your level of satisfaction in your job?

How can you describe your level of satisfaction in your job?

From 1-10 maybe, I would say am at 9. I am very satisfied with what I am doing. I like what I am doing I like dealing with people dealing with different challenges, and solving different problems in

those there those that are difficult to solve we have to get advice and skills to solve them, at the end you have to solve the problem.

You learn skills if dealing with different characters of people. That is satisfying well enough for me.

Degree the current job influences the strategy of the organization.

Do you see the role of the HR Practitioner contributing to the strategy of the organization?

Yes it does very much. As HR we have to look after the Wellbeing of the employees of the organization and employee satisfaction of the business as a whole. If employees are not looked after and are not motivated then those strategies or goals that Eskom is aspiring for it would not be able to reach them if employees are not encourage to think or look at them in the same way as Eskom. It is our role as HR to see to it that employees are motivated and think of Eskom as the employer to work for. If Eskom does not have the employees to do the work (electrify) then it will not be able to keep the lights on or be the top 5 utility in the world. HR is also needed as the HR Practitioner we play a big role.

The influence of job satisfaction on your performance:

Is there a relationship between the job satisfaction of an HR practitioners and performance?

Yes, it does. If I am not satisfied with what I am doing I will not perform well, because I will say why should I perform if I am not satisfied with my work, why should I put more effort to perform more.

You are paid?

I would say no one is happy with salary, but Eskom has good benefits also tell my family that Eskom does not necessarily pay well but has good benefits. I also tell people that for me money is not the driver of my motivation, for me the motivator is that I must be happy with my job and have job security. With money you can earn a lot but have not been happy.

In the job of the HR Practitioner what sits in the job that creates satisfaction?

When a customer comes to me with a problem, employee or manager, needing advice on how to follow procedures for me to be able to say I have done my job well I must be able to give the right advice at the right time. If I don't know I must be able to say I don't know I will get information assistance from another better skilled person and come back to you. For me to be satisfied that particular person , even though some don't come back and say they are satisfied but for me when they are satisfied that makes me satisfied with my job. Also the other thing that gives me satisfaction is that some people do come to me for advice even though they are not in my customer base that makes me satisfied that they are comfortable to come to me for advice.

Specific characteristics

Variety: *Do you have the element of variety in the job of the HR Practitioner?*

Yes, especially that we are no longer doing the whole of the recruitment process mostly. We now have a lot of variety in the job. Also, that we now do projects that were previously allocated to the training department. You now have that maybe next week I will be doing something else and in a month's time you may be asked to do something else. That thing is very good it says you cannot say you know your job from A-Z.

Influence of Task Identity on job satisfaction: *Do you have this in the role of the HR Practitioner?*

I think I do. I might be wrong but I think I do. I think I know what I am supposed to do. Even though I may be asked to do something else that is outside of the job profile, though the job profile itself is wide enough to cover almost everything that we are required to do. Knowing what is expected of you although that might limit you, I will say for now I am satisfied, I will not put myself in a box that I will always do what I am expected to do.

Influence of significance: *Do you regard the HR Practitioner job as significant?*

Our customers don't see us as significant. It is significant, but if us as HR Practitioners we could be firm that if a process should be followed in a particular way, they should not deviate from that process. We should not be dictated by them on HR processes. They must come to us, even though things are there for them to read but they don't read. But, if HR is not there they would not be able to run their departments without HR. HR role is significant but they don't see that and always blame HR.

Sometime this may demotivate you, when you do something and they take it that you were supposed to do it when you were in fact just assisting the customer to get the project done.

The influence of autonomy: *Do you view the job of an HR Practitioner as having autonomy?*

Yes I do have autonomy. When there are projects that we have do like performance management, we are not dictated by our managers as to what to do, when and how. We have that independence to plan our work, looking at other needs. It does improve the level of satisfaction in that it gives a room to grow not that there must be a person behind you always pushing you on what ou should be doing.

Feedback: *Does the job of an HR Practitioner provide you with feedback?*

Only at PA time, seriously, with the current manager we do get feedback on areas where we have done well and where we need to improve.

Do you get feedback from other areas other than your manager?

We do get feedback from some of our customers and employees. But, we do ask for feedback at the end of the performance from our customers. We get feedback mostly from the manager in our meetings where he would mention any feedback obtained from customers.

The job on its own does not give feedback.

The state of feedback does not have any negative impact on me, but motivates me to keep up the good work where people are saying I am doing well and helps me to improve on what I am not doing well. I am satisfied with feedback whether it is positive or negative.

Any other comment

The way we work as the HR Practitioners we are able to contact each other for assistance or information from any of my colleagues. You are not scarred to contact any of them. The unity amongst us as HR Practitioners also gives a lot of satisfaction.

RESPONDENT 12 (EKZNHR L)

Age category:	40 - 49
Years of experience:	10 – 19
Job Grade:	Managerial G15
Gender:	Female

General Level of Satisfaction

How can you describe your level of satisfaction in your job?

On a scale of 1-5, it is 3, in the middle. The reason is because maybe it is my own fear, that sometimes I would start initiating things and people would frown upon them and say now you are being too much and the fact that I don't get involved and day to day things although now has become better, practitioners would discuss things and I would say what is this about. This has changed as I am getting more involved people like Employee A and Employee B are getting me more involved in their activities, employees would be coming in looking for Employee A if he is not available I would then assist them.

Other factors impacting on job satisfaction

Lack of understanding of the job of an HR Practitioners: As an HR Practitioners you advise and don't make decisions. Line managers would think that you make decisions; they would want you to make decision. Sometimes they come to you for advice by feel you are shortchanging them when they don't like your advice. People's perception is that you are not doing enough. It is a confusing situation. They want you to tell what to do. When they have to make tough decisions they tell people that HR said so.

Degree the current job influences the strategy of the organization.

Do you see the role of the HR Practitioner contributing to the strategy of the organization?

It is very minimal, because when it comes to the recruitment part it becomes a problem, because you cannot do it from start to finish. For the organization to achieve its objective you ask yourself how are you really contributing because other people who are not in your control are influencing the process?

The other area is performance management. I was with a colleague the other day, people were unhappy that they are compacted the same as other people. When we explain that how the system works we are seen as taking sides.

The concern that I have is that they see you as taking sides.

The role of the HR Practitioners does have an impact.

The role of HR in facilitating engagement with labour; this assists in creating mutual understanding of where the organization is going.

Do you still feel that the role of HR Practitioners is minimal?

It is not minimal if there are people who understand it fully.

The influence of job satisfaction on your performance:

Is there a relationship between the job satisfaction of an HR practitioner and performance?

It depends on the support from both HR leadership and technical leadership.

Which are basically your clients out there? What else?

Mainly that support from HR leadership and line managers.

Do you think it is critical for HR Practitioners to perform well?

The perception is that people expect HR employees to be the happiest of them all. If they find you unhappy and morose, that is likely to cause them to be demotivated in their work.

Specific characteristics

Variety:

Do you have the element of variety in the job of the HR Practitioner?

There is variety. You don't only deal with administration in HR on a day to day basis. You get difficult cases that would even shock you, where you deal with mild cases you would talk about and sort them out, you deal with very difficult managers and on the other hand you get others that are free flowing. You get a variety of cases. You also have the administrative duties that people like me are not high up there with it, but have to be done.

Variety does contribute to job satisfaction. If you do one thing over and over again, you would lose momentum.

Influence of Task Identity on job satisfaction: *Do you have this in the role of the HR Practitioner?*

It is there. We now understand that there are things that we know we cannot do at the level of the HR Practitioner and must be done by the manager. There is a line where we say this is not my role the manager has to do it.

It does assist in job satisfaction. Just imagine if you had to take decision for all the managers in the organization. It would not work

Influence of significance. *Do you regard the HR Practitioner job as significant?*

Yes it is. I don't think there is a company that would function without the HR flavor in it.

I will make an example. There is a company that I know I would not say its name that does not have an HR person. The stories that you hear of things happening makes you want to say to them, can I help you because they don't seem to be going anywhere slowly.

Is that view held internal and external of the organization? Do other people share the same view?

It will be an HR person who would share that view, most line managers believe they can do without HR.

The influence of autonomy: *Do you view the job of an HR Practitioner as having autonomy?*

It depends on the type of task that you are doing. One thing I have learnt from my manager, with intervention there is quite some autonomy but with processes you need to follow the procedure or adhere to the process.

It applying the procedure or following the process, do you have the autonomy to decide what and how you will be applying these.

Yes you do have autonomy.

Feedback: *Does your job provide you with feedback?*

From time to time when doing your PA you do get it or when my manager says, hey! What is this?

You are talking about feedback from your manager, what about other dimensions of feedback such as the job itself e.g. deadlines or customers.

Mostly it would be from customers, you would know that this was well done, this was not.

Any other comment

Being given feedback does give me satisfaction. Sometimes what makes me dissatisfied is when I want to get involved in something and I am told I need a letter others say you don't need a letter

RESPONDENT 13 (EKZNHR M)

Age category:	30 - 39
Years of experience:	5– 9
Job Grade:	Non Managerial T12
Gender:	Female

General Level of Satisfaction

How can you describe your level of satisfaction in your job?

I am satisfied with my job. Put of a scale of 10 I would say I am at 7.

The reason I am satisfied is that I am on top of things at the moment. I feel that if you are not, are struggling with certain things don't understand certain things you will not be satisfied, if you are on top of things you understand what your customer wants what their needs have established regular pattern, you will easier to be satisfied with your job. In terms of Eskom salaries I am satisfied with that, happy with the management style. I don't have anything negative except that I have been in this job for too long.

Have a good relationship with my customers, I have develop a relationship such that in most cases I can pre-empt what they need, I can readily access information that they want, I am familiar with policies and procedures when they ask my advice I can respond, my turn around time is quite quick. In the past I would get frustrated when I started was not familiar with the way of working in HR. sometimes it would get longer to close things. I have now got into a nice pattern.

Degree the current job influences the strategy of the organization.

Do you see the role of the HR Practitioner contributing to the strategy of the organization?

No I don't. As HR Practitioners we implement strategies provided by our managers. Managerial employees would have greater impact, we align ourselves with long term but we don't really influence the strategy.

On my level of satisfaction, the impact is negative. I feel we don't really make a significant contribution we deal with day to day issues, employees' misconducts, we don't feel we make much difference on the bigger scale of things.

The influence of job satisfaction on your performance:

Is there a relationship between the job satisfaction of an HR practitioner and performance?

It greatly influences my performance. I feel if people are not happy with the jobs that influence their performance. I have seen it with my customers if they are not happy with the environment especially their managers, they tend drag their feet they don't want to come to work in the morning complain about being here. So it is very important that you are satisfied with your job, I have seen it with myself when my job satisfaction increased, my performance also increased, I don't mind working extra hours coming on a Sunday, coming on a Saturday, coming in early, because I really like what I am doing. So it definitely has a great impact.

Specific characteristics

Variety: Do you have the element of variety in the job of the HR Practitioner?

Yes there is variety, because you are constantly juggling a number of tasks even if they are in the same pool of similar functions. The job of an HR Practitioner is always varying; dealing with linking, sick leave management, and org management, there is always something.

It ensures that the job is not mundane; you are not like a data capture repeatedly capturing information. It can be frustrating sometimes when there is not enough variety that pops up. But when you have customers with different challenges and different that provides variety that makes interesting.

Influence of Task Identity on job satisfaction. *Do you have this in the role of the HR Practitioner?*

It does exist. As HR Practitioners we are guided by policies and procedures. We have a clear understanding of what our role is, where the role ends. Whether it is an x-scheme application, we know exactly what to do we know the processes and in most cases when dealing with transactional processes or anything that deals with the system we know that it ends with HR Shared Services.

For example in sick leave management we are very much aware of the processes, we know where to start and where to end, it is very clear.

How does that impact on job satisfaction?

It has got a big influence on job satisfaction because we know exactly. The impact is high, it is a positive impact.

Influence of significance. Do you regard the HR Practitioner job as significant?

Yes it is significant, because you are dealing with Eskom employees, and a range of the problems and personal information. HR Practitioner gets so many queries on a daily basis some may be carry small weight, some is very large, and you are dealing with a long range of issues if you are not there that would cause a lot of frustration to your customers. Our customers do rely on us greatly.

It impacts positively because you know you are valued, I have had a lot of comments in the past when customers said thanks, the job you are doing is excellent, if it was not for you we would not have this or that. You do get a lot of negative from some customers but there majority tends to be positive, definitely positive.

The influence of autonomy: *Do you view the job of an HR Practitioner has a lot of autonomy?*

This has changed; it was not always like this. When the management style allows the HR Practitioner greater autonomy it provides me with higher job satisfaction because I am able to manage myself and I am able to manage my tasks, instead of someone saying do this work today do that the next day, so it is very nice to be able to manage yourself working in order of urgency and managing it.

These impact positively on job satisfaction. For me it gives a greater sense of job satisfaction because it means I can be trusted with this work and my manager has faith in me, when it is done, it is within timeframes and deadlines and my customers are happy. Seeing that I can manage myself gives me a sense of satisfaction.

Feedback: *Does the job provide you with feedback?*

Yes my job does, even if I don't get it from my management, my customers always give me feedback. Whether it is negative or positive if I am busy and have not responded to an email, my customer would phone me what is wrong I sent you an email I am not happy with this. That is feedback. Another example I have assisted another person positively, he would definitely send me an email and says thank you, you have touch my life. We constantly receive feedback.

The job itself it is difficult to rate yourself on what you are doing. It basically boils down to dates and deadlines.

How does it impact on job satisfaction?

It keeps me on my toes, where it is negative; it can have a negative effect on your level of satisfaction, you try and keep the feedback positive so that it can have a positive effect on your work. Sometimes you get setback by some negative feedback, but you accept that it is part of the job you cannot please everyone. But, 90% of the feedback is positive.

Any other comment

Sometimes the job itself can be a very thankless job, because customers look at HR Practitioners and say it is your job and don't realize the volume of queries that you deal with. But, I am happy except that I have been in this job for a long time now.

RESPONDENT 14 (EKZNHR N)

Age category: 30 - 39

Years of experience: 5 – 10

Job Grade: Non-Managerial T10

Gender: Female

General Level of Satisfaction

How can you describe your level of satisfaction in your job?

I can say because of the experience that I have, I am satisfied but I am kind of looking for something else to do which is new. I will say I am in between. I am not that satisfied because I want to try something new. The satisfaction that is there comes from the fact that my job is very clear. I have a job profile, before you are required to do the job you get training, you know exactly what you are expected to do. That is why I say I am satisfied with my job.

Dissatisfaction is caused by the fact that I have here for a long time doing the same thing and also in terms of growth I would like to see myself doing something else higher in terms of grade and salary.

Any other factors you would like to add?

Fringe benefits that we get in Eskom such as Further Studies bursaries to grow in the career path. Our structure is clear. Other organizations don't have a clear structure even if it is there you will find that it is dead. In Eskom the structure is clear; you know the route to follow if you are not happy.

Degree the current job influences the strategy of the organization.

Do you see the role of the HR Practitioner contributing to the strategy of the organization?

Yes it does have influence. I am looking at Further Studies and bursaries. The organization is encouraging people to study and improve themselves so that when there are openings we will use people that have been developed within the organization. We also have students who are our bursars from matric who then are assisted to pursue tertiary studies. They do theory at university. As soon as they complete and there are vacancies in the organization we are able to take them and utilize where we need the skills. I would say yes it has an impact on the strategy.

What other factors in the job that have impact on the strategy?

No. Only those that I have mentioned.

The influence of job satisfaction on your performance:

Is there a relationship between the job satisfaction of an HR practitioner and performance?

It does have an impact, because if you are not satisfied in your job, obviously you will not perform well. The fact that I am now looking for another higher position at T12, even when I continue to do my job that I have been doing for a long time, I will not be doing at the same level as when I was starting in this job. Then I had energy, now I no longer have full interest in what I am doing, thus will obviously impact on my performance.

Any other factors you would like to add?

The changes that are happening in the organization, there are many changes. For example in terms of career path I have to face people who come to me wanting to study further and I have to tell them that there is no money. Some think you are the barrier that is preventing them from studying further. That affects me and I end up wanting to move away from this position because there is too much criticism.

Also there are uncertainties regarding offering bursaries. At some point in time you are told that there will be no more bursaries offered to students and then a few months later the stance changes and you have to tell people that there are now bursaries available. That also affects the level of satisfaction.

Specific characteristics

Variety

Is there variety in your job?

Yes the job does have. Doing different things is a good because this will lead to you have an open mind. If you do one and the same thing you will end up making mistakes because of telling yourself that you know the job.

Influence of Task Identity on job satisfaction: *Do you have this in the role of the HR Practitioner?*

Yes it is there. My job is like a project. Further studies open at a certain point in time and close on a specific date. You open applications, the committee sits, they approve, you send letters , the endo of it is when you have paid the learners.

This does have an impact on the level of satisfaction because when you know that you have successfully finished the task, and have met the deadline, and you know that now I am done. You will be happy that there are no complaints that you have not done this or that

Influence of significance. *Do you regard the HR Practitioner job as significant?*

Yes I think it is significant. First of all the fact that I look after bursary students towards developing skills for the country, because when we give bursaries to students we are not only looking after the needs of Eskom. The bursar can leave Eskom and work for another organization. We are developing skills for the country.

Even for further studies, an employee can be given a bursary and end up getting a job in another company. It is like we are helping the country through my position.

This does lead to satisfaction. When I see students who start with me as first year students, going through difficulties and other factors that they face, when you see them completing their degrees and entering Eskom business, complete their training and being appointed into positions that make me feel proud that I have done a good job.

The influence of autonomy: *Do you view the job of an HR Practitioner as having autonomy?*

Yes it does. I have to make my own deadlines. For example, I have to pay for the learners, so I have to make sure that as they are doing semester courses that by end of April I must have visited them.

It gives me the freedom to decide that by certain date I must have finished doing certain areas of the work.

This does lead to satisfaction, because if you are able to self-mange on the job, you can then be able to manage other people.

Feedback: *Does your job provide you with feedback?*

Yes, it does. We have customer satisfaction questionnaire which my manager sends to our customers and I also after serving customers I would send them the questionnaire.

Does the job itself provide you with feedback?

I can say by getting results from the university, normally they would not give you results unless you have completed the payments process. So, when I get results that is an indication that I have done the job well.

Any other comment

What other jobs can I do other than the current job? I would like to do something else. I would like the organization to help me move to something else. Doing one and the same job leads to frustration which impacts job satisfaction in a negative manner.

RESPONDENT 15 (EKZNHR O)

Age category: 30 - 39

Years of experience: 5 – 10

Job Grade: Non-Managerial T12

Gender: Female

General Level of Satisfaction

My current level of satisfaction is very high. There were changes and I think in some instances I do enjoy getting what I currently do compared to what I used to do and the impact that I can have on the individuals that I get to assist.

The level of interaction and learning new skills although it is been a while since we've been in these position but still learning a lot each and every day I interact with the other practitioners to learn from them since they have a lot of experience. At some level I am enjoying what I am doing.

Degree the current job influences the strategy of the organization. **Long term goals of the organization**

What is the strategic direction of the organization?

Do you mean keeping the lights on, being the top five performing; closer to home will be goals such ass electrification.

Do you see your job contributing to those strategies?

It does because the most parts of my job influences the way people work interacting with each other so that they are more productive.

C*an you indicate specific tasks that contribute to the strategy of the organization?*

For one having to deal a lot with the learners assisting Talent and Skills planning in placing them into areas where they are most needed in the organization to assist the organization to achieve some of its goals. Also keeping them happy at work not only the learners but also other employees addressing the queries, salary issues, their well-being, it is important to know where to refer them when they come with different issues. Also facilitate dealing with absenteeism, I deal a lot with the Stores, Warehousing Section had a lot of issues there. My job is to assist them to deal with these issues and refer them to other areas where they can get help.

The influence of job satisfaction on your performance:

It does. If I was not happy with what I am doing I would not be able to meet my target and the employees that I assist would not be confident enough to come to me for assistance.

Are there any other factors?

Keeping an open mind, HR does not only mean dealing with one thing but you are always required to do other things

I am happy and satisfied with my job. I don't think if I was not satisfied with my job I would be able to come to work on time. I would not be able to spend time in the office. There would be many unhappy customers. I think it does add to my performance.

Specific characteristics

Variety

Is there variety in your job?

It does, I would say. There is a lot of human interaction there is a lot of behind the desk work , people work. It is not only sitting behind the desk. You have to go out and meet other people and sit in meetings with other people and be part of their bigger picture.

I don't ever find myself sitting doing one and the same things every day, although it is repetitive but different components of the job, it could be one thing but how you tackle it would differs from case to case.

Influence of Task Identity on job satisfaction

No, there is no clear task identity. It gets lost somewhere in the middle because with are people driven and have to ensure that the job gets done

The value chain says somebody would initiate the process and another takes over but somehow sometimes it gets stuck in the middle. Although not really supposed to be involved in those stages but I have to get in find out what is not happening if someone is not willing to do his part and I have to get the job done, I look at the end results.

Influence of significance. Do you see your job as significant?

Yes I think it is significant. I find that most of my customers struggle when I am not in the office. They would often say we are glad you are back; we asked some of your colleagues to assist us.

I think my job is significant

The influence of autonomy

I get to use my discretion in determining why and what needs to be done. I get assistance from some of my colleagues such as the IR specialists, but would use my discretion on what to do. I have autonomy in my job. What we do does not require us to seek approval from the manager before we carry out our work.

Feedback

It does provide feedback, a lot. There is a lot of human interaction. Often the customer would tell you right there and then that I was not happy with how you handled one, two and three. Also how

you take that feedback determine how well you do. Get a lot of feedback; sometimes would send emails that they are not happy or happy.

What about the job itself?

Not sure how it is measured. I know that there is a tool of measuring.

Any other comment?

What other jobs can I do other than the current job? I would like to do something else. I would like the organization to help me move to something else. Doing one and the same job leads to frustration which impacts job satisfaction in a negative manner.

RESPONDENT 16 (EKZNHR P)

Age category: 30 39

Years of experience: 0– 9

Job Grade: Non-Managerial T10

Gender: Female

General Level of Satisfaction

How can you describe your level of satisfaction in your job?

I can say I am satisfied at the moment. It is because of the exposure, the experience that I am gaining, interaction with the clients that I am dealing with and the skills that I am getting. I would say I am fine at the moment.

Degree the current job influences the strategy of the organization. *Do you see the role of the HR Practitioner contributing to the strategy of the organization?*

Well I believe that each and every organization needs an HR section. I am saying so because there are employees that we as HR Practitioners we need to take care of them, their wellbeing. Even though Eskom is more of a technical engineering business there are support functions that are needed. That is where HR Practitioners come in. We do assist the main part of Eskom which is technical. We are supporting the team that is doing the actual technical work. That is why I say it is important for us to be here in the organization. I believe the organization cannot do without us, even though sometimes our job is not taken as being serious. But, looking at other things, it is important for employees to be taken care of regarding their needs. That is where HR comes in, where HR Practitioners are operating to help the employees and to help the organization as a whole.

Can you relate elements of the strategy to specific activities of HR PRACTITIONER?

As HR Practitioners we look after the wellbeing of employees. They cannot perform well if we are not here to look after them regarding their needs, in terms of HR things that they look for. For instance, we look after the recruitment of employees. The organization cannot perform without employees. HR Practitioners look after the whole process of recruitment. For the organization to implement their strategy they need employees and HR assists in terms of recruitment of these employees, training and developing the employees to be able to perform the duties, to be able to keep the goal of Eskom. For instance in order to keep the lights burning, they need training, they need employees to be recruited. There are also things that contribute to employees not performing such as social factors. I believe HR Practitioners also play the role to make sure that employees are taken care of in relation to social issues as well.

The influence of job satisfaction on your performance: *Is there a strong relationship between the job satisfaction of an HR practitioner and performance?*

I said I am satisfied at the moment, even though in this position you cannot say you are satisfied because you need to always learn more. We learn every day, but at this level of satisfaction, as a Practitioner it gives me confidence to do what I have to do.

Are there any other factors that would lead to satisfaction?

I would say what keeps me satisfied is that I am able to do some of the jobs on my own without referring to some notes. When I learn something for the first time I usually write down so that I can always refer to my notes. Most of the things that I am doing I am able to do on my own. Luckily I have Practitioners around me who have been around for some time and I able to refer to them. Most of the time, I work on my own, based on that I am satisfied.

I am satisfied because we deal with different clients, some of them are external. When they go out I make sure that they go home well served. It gives me that courage to move forward knowing what I know and what I still need to learn

Specific characteristics

Variety: *Do you have the element of variety in the job of the HR Practitioner?*

I would say so. Remember we are HR Practitioner generalist at the moment. What we are currently doing vary in a big way. Our customers are internal and external. Sometimes they come to us looking for different things. Even the internal ones are looking for different services and that is why I said we learn every day.

This gives me the growth and the confidence that I am able now to move to another level because I know how to deal with people in certain ways, people who are in different level from lower levels to management levels.

Influence of Task Identity on job satisfaction*: Do you have this in the role of the HR Practitioner?*

I would say so because we do have job profile that tell exactly what is in our job

This helps a lot for you to know exactly what is expected of you. I have emphasized that at the moment I am satisfied because I am not fully satisfied. There are things that are not clear. But, I have other Practitioners who assist to guide me when I need guidance.

Influence of significance. *Do you regard the HR Practitioner job as significant?*

Yes it is. I did mention that every organization requires an HR function.

What about the view you expressed earlier that some people don't see the role as important?

This tends to come from management. They do sometimes say the role is not important but they come to us for assistance. If the role is not executed well that can hinder them from performing their duties. As HR we have processes that even assist them to perform their duties as well so that it helps the organization to achieve its strategies.

How does that impact on job satisfaction?

It makes you feel that you are needed in the organization and that there is an important role that you are playing.

The influence of autonomy: *Do you view the job of an HR Practitioner as having autonomy?*

I would say yes and somehow no.

The yes part, there are things that you can do from beginning to end on your own. The second part you cannot do some tasks from beginning to end. The org recently had transformation. Now we have what we call HRSSU some of the task are taken to HRSSU for them to complete the task. It depends on the task or activities that you are doing.

How does it impact on job satisfaction?

It does influence positively or negatively. The negative comes when the other part of the process are not completed. To the client who brought the work to you it will be like you are failing even when you have successfully completed you part of the job. You will be seen as HR Practitioners as hindering the process whereas it is other parts of the value chain that are not working well. On the things that you start and finish on your own it is really on your hands to determine your satisfaction. The impact would be positive.

Feedback: *Does your job provide you with feedback?*

Yes it does give feedback. We are servicing human beings they can give feedback even on the spot whist you re servicing the person by saying thank you. For example I was serving a pensioner that needed IRP 5's for the past few years as from 2009. The employee who was working for us had died in service. The normal process is for the person to pay for the previous copies of the IRP 5's. After investigating we learn that these can be done without

the wife of the deceased paying. The pensioner was very happy and even offered to give me a gift of money. I told her that I was just doing my job.

Negative feedback would have a negative impact if you have not done your part and the other party is not satisfied. For me I always try to check if I did not do well to check with others, I always refer to the other HR Practitioners. I have never come across a negative because they are around and I always check with them. If we are not sure we check with others as well and get feedback. We try and assist the person there and then. In a situation where it did not go as planned I am always eager to know what was expected of me in that case

Any other comment

Currently, looking at it I am saying I do get satisfaction but there is still a lot to learn. There are other areas such as specialist HRD where one would like to get exposure and learn.

RESPONDENT 17 (EKZNHR Q)

Age category: 40 - 49

Years of experience: 10– 19

Job Grade: Managerial

Gender: Male

General Level of Satisfaction

How can you describe your level of satisfaction in your job?

I think to summarize it, I am satisfied, there is a greater level of satisfaction in what I am doing there is work that is being done. Probably the environment we find ourselves in poses a lot of challenges for us needing to be guided to understand how things are done because of the model we have adopted. The satisfaction part on my side is that you are kept busy there are things that we are probing that warrant some debates and discussions which I am saying as far as I am concerned I am satisfied that there is work that I am doing.

Looking specifically at the job, what is in this job that makes me come in the morning and want to do my work in spite of all other influences?

It is the knowledge that whatever that I do in the role assigned to me in this job has an impact on employees that we call our clients, so without me being part of that process will have a negative impact on employees, so the value that I add by doing this job interacting with ordinary employees managers supervisors in any of the issues advice process such as recruitment, disciplinary hearing

and grievances to be facilitated, I wake up knowing that if I am not there things are not going to move.

Degree the current job influences the strategy of the organization. *Do you see the role of the HR Practitioner contributing to the strategy of the organization?*

My view is that I influence the strategy of the organization by virtue of the job that I am doing when you consider that part of the strategy of the organization will involve certain things that need to be executed towards that. In the HR space there are many of those things that fall on my domain, as far as me implementing those things to contribute towards the strategy of the organization. So I am of the view that there is substantial influence in terms of the role that I am playing.

Are there any specific activities that can be linked to areas of strategy?

The restructuring process that recently took place in Eskom necessitated that at some point there must be placement of people informed by the structure and there were activities that were meant to be performed at the level of my role namely: facilitating one on one discussion with employees with regard to whether changes of their profiles require placement in different areas. My practical involvement in these types of activities influences the implementation of the strategy. Engaging with trade unions via employee care groups to resolve matters that people were having, practically contributes to the strategy of the organizations.

The influence of job satisfaction on your performance: Is there a strong relationship between the job satisfaction of an HR practitioner and performance?

I would say so. The way I am feeling about satisfaction not just by default necessitates that I am kept on toes all the times in order to respond to whatever issues that are being tabled for my attention of for my action, maybe timeously and effectively particularly given the situation in the organization, performance becomes critical as far as an individual in the role that I am performing is concerned.

If the level of satisfaction is low, that is likely to translate to poor performance; if it is high it is likely to lead to high performance.

Specific characteristics

Variety: *Do you have the element of variety in the job of the HR Practitioner?*

I think there is variety. If there is a query that is maybe in writing and need me to clarify with the client. Once clarified it may warrant checking in the system and checking in the policy in preparation to responding to whatever the query, it may warrant investigating with other areas depending on what is the nature of the query in relation to that it may mean empowering the customer, the query could be as a result of misunderstanding from the employee's side as opposed to the issue being valid. I see a lot of variables from one query that a customer may raise getting to a point if it is really a legitimate issue that need to be resolved that may need the involvement of other subject matter experts in the organization, in that process I am also learning.

How does that impact

189

It impacts positively, it contributes positively. The more you learn the more you are able to impart certain knowledge; probably you will get responses from people understanding and appreciating. To me contributes to the satisfaction on your job. For me it is like a measure, am I doing things right, which I think contributes to the satisfaction.

Influence of Task Identity on job satisfaction. *Do you have this in the role of the HR Practitioner?*

In the current job, it does exist depending on what is at hand, maybe with some kind of illustration. They will start a task maybe like I wa making an example warrants that you check what is an issue, you get to a point of liaising with other people to assist in resolving the issue, getting to a point of seeking support maybe from managers to assist in resolving the issue knowing that this is where you need to stop, wait for feedback that will guide you on what you need to do. For me this is how I create those different segments which to me give an idea of stages. We deal with trade unions in the participative structures. They will present something that warrants information sharing or consultation you need to check that go back to them, present and await the reception of the information for them to indicate if they are satisfied or not, perhaps they are still not satisfied, what other process you need to explore. This differentiates the components where I need to be involved and where I need other parties to be involved.

How does that impact on job satisfaction?

It is a good thing in that to me it presents your task to be more structured in terms of the approach knowing that in the whole value chain process you begin to understand this is where you get involved maybe in terms of the RACI, this is what you are responsible for, this is where you are accountable, this is where you inform other people. So for me it contributes positively on your satisfaction.

Influence of significance. *Do you regard the HR Practitioner job as significant?*

I certainly think it is significant maybe one is being biased by virtue of being in an HR environment. The very same component of HR which you may be in my view are supporting or partnering with line, it is still built in in the line function. In my role I also play the role of advising our partners but still carry the HR line function. So without any doubt or even talking about the role of HR in the bigger picture, to me it is very significant

Can you identify areas that are regarded very high in terms of the role HR practitioner is playing in the organization?

The requirement of resources by our partners meaning line management, which is likely to always be there, we play a role of facilitating acquisition of that involving various processes in the organization and critically so the role that we are playing for line, it is identifying the need liaising with us we facilitate the process of fulfilling that need.

If you talk manpower, organization exists because of manpower, they need manpower. Having manpower ten you issues to deal such as remuneration, behaviour related, discipline related, we come in with specific processes as the custodian and play whatever active role to address the problem.

How does that impact on job satisfaction?

The knowledge that you get in being involved so intimately partnering with line in managing their business obviously to me it elevates the level of job satisfaction.

The influence of autonomy: Do you view the job of an HR Practitioner has a lot of autonomy?

In the role that I am currently performing you don't get total autonomy because at some point there will be certain things that I need to bounce off with the next level of leadership, experts in a particular process. I hold a particular view but I cannot do things against a particular process. But, in terms of areas that are within my scope from my experience I am able to make a decision and implement or execute obviously within the ambit of the business process. In the role that I am playing autonomy is higher than average, in my view.

How does that impact on your level of satisfaction?

The knowledge you are able higher than average to operate independently it really assist in boosting your level of satisfaction, unlike every time you need to do something you must always verify, check

Feedback: Does your job provide you with feedback?

Feedback could be from the people I am servicing, if I have not done something right, or did something right, well the right part you hardly get feedback on, not unless you put mechanisms for people to give you feedback, but if I have not done something right definitely there will be feedback, could be directly to me or directly to my principal. Then I will know something is not happening. One would like to see more of that happening, if I have done something right there is an ability to do that. Linking it with satisfaction on the job, asking is it able to give me feedback? For me it is, if I am failing to do something, there is a query I am unable to resolve whether it is due to my competency or I am unable to get help from people I am relying on yes it give feedback, its communication back to me in terms of where I am at regarding that task at that point in time.

How does it impact on job satisfaction?

I think it is critical probably more than the other components that contribute to satisfaction. For me it is the measure, the barometer, to say are you moving in the right direction or not. I think the more this area is stronger, feedback really assists in contributing to your satisfaction. The more you know how you are doing that assists you in the satisfaction of your job.

Any other comment

I think given the current situation that we are going through, it is easy to hear a person saying I am not satisfied because maybe there is no direction, you know all these challenges that we are facing, but I am approaching it from a premise that says I have got a job that Eskom has employed me to do.

Age category: 50 - 59

Years of experience: 20– 29

Job Grade: Non-Managerial T12

Gender: Female

General Level of Satisfaction

How can you describe your level of satisfaction in your job?

In terms it is sitting at just above average. I still enjoy what I am doing and my job has not changed much.

It is probably the number of years that I have been doing this job for about 20 years and it the same job. On a scale of 1-10, will be 7.

Degree the current job influences the strategy of the organization. *Do you see the role of the HR Practitioner contributing to the strategy of the organization?*

I believe as HRP's we are the core we are the drivers we are imparting the changes, the org relies on us as front liners.

What I am currently doing is to ensure that there is effective pipelining in the organization to ensure that in years to come we have sufficient resources in terms of skills and knowledge for instance as Eskomites we are to make sure that the lights are burning, so my influx of skills in terms of engineers technicians and artisan are in place. We work closely with the business, we listen to their needs and make sure that we implement like wise.

Beside the fact that we work closely with line, we also listen to their needs and make sure that we do likewise, we support the business.

The influence of job satisfaction on your performance: *Is there a strong relationship between the job satisfaction of an HR practitioner and performance?*

It impacts positively on performance in general. You come with that positive attitude, you are happy with whatever you are doing every day and you also ensure that you empower the new talent that is emerging in terms of the new HRP's as well. I think it is impacting positively to ensure that we meet the business' objectives at the end of the day. It gets evaluated twice a year, our leaders do an assessment to see how far are we towards meeting of the business objectives.

Specific characteristics

Variety: *Do you have the element of variety in the job of the HR Practitioner?*

Yes, I think so because you are allowed to be innovative to use various methods to achieve the goals you are not restricted to one method. Yes there is variety.

For instance when you look at how the job is structured sourcing the skill you are allowed to use various methods ; you can do the job from start to finish, use a group approach, or you can use expert, or you can outsource some of the activities.

Recruitment as an example, selection of skills, you can use external service provider or do it yourself as we empowered to do that. We use stakeholders to ensure that it is done effectively. At the end we evaluate to compare the effectiveness of one method compared to the other.

How does that impact job satisfaction?

It gives that kind of satisfaction and encourages us to perform at that high level and we feel good about it. Definitely it has positive influence.

Influence of Task Identity on job satisfaction*: Do you have this in the role of the HR Practitioner?*

True because the objectives are well defined and the tasks are also tabulated and spelled out correctly, you can easily tell that this is your task. You can actually tell that it is in your area or expertise

How does that impact on job satisfaction?

It does influence it in a positive way. When you wake up in the morning you know what is it that you are going to do.

Influence of significance. *Do you regard the HR Practitioner job as significant?*

I view it as very important and is very significant in fact it is the core of the business. Without the HRP's job I don't think the business can operate effectively, as I had indicated earlier, we are the drivers of the business objectives.

How does that impact on job satisfaction?

This motivates one to feel good with what you are doing always to look forward to opportunities.

The influence of autonomy: *Do you view the job of an HR Practitioner as having autonomy?*

Yes. As an HRP you are empowered to do your job independently and drive it to the extent that you get guidance once or twice where you have encountered new challenges or the business has this major change then you need it otherwise the day to day you don't need any guidance. You are allowed to work independently and be innovative as you want to be.

How does this influence your level of satisfaction?

Wow. It influences it very positively and you job satisfaction goes up as well.

Feedback: *Does your job provide you with feedback?*

Oh yes it does. We have informal sessions were we evaluate or work with our superiors and formal sessions twice a year like the PA's. These are ongoing sessions. You do get feedback and improve.

How does it impact on job satisfaction?

It helps one to check one's step, to look back how you've done. You get motivated do more, like I have said above average and help you to strive to do mere

Any other comment

I would also encourage the fraternity to come together and have sessions where we uplift each other learn new ways of doing things, learn from the best, learn how world organizations are doing, also learn from our neighbors, like the Transnet how they do things and improve on our as well.

RESPONDENT 19 (EKZNHR T)

Age category: 50- 59

Years of experience: 20– 29

Job Grade: Non-Managerial T12

Gender: Male

General Level of Satisfaction

How can you describe your level of satisfaction in your job?

It is good. Although I am not 100% satisfied, I am doing a job that I am passionate about, though remuneration wise I am not sure that I am paid fairly.

Is there any other factor that leads to satisfaction?

The job is not repetitive. It varies from the customer side as well as the job itself. One is involved in a varied array of issues that are challenging. Sometimes there are frustrations which is because of the processes that are not moving at a fast pace and also I am saying it is good because you are dealing with an entire team. You get to learn different personalities. One is able to deal with people in a skilled manner than before.

Degree the current job influences the strategy of the organization.

Do you see the role of the HR Practitioner contributing to the strategy of the organization?

It does influence the strategy in the sense that when it comes to people management transformation, for instance, in the form of employment equity one is involved and more hands on in ensuring that the goals of the company are driven in the right direction and just to make sure that in terms of that the Employment Equity Act we achieve the goals set by the company and in terms of making sure we attract the right people for the job by making the company more attractive than other organizations in terms of employees behaving in a manner that makes it attractive to people. My job is to make sure that people feel more comfortable to talk to us as HR and business partners so we encourage managers to adopt a more open door policy where people their staff can come in and talk on issues that are relevant to that particular individual both at personal level and work wise. It terms of making sure that staff gets engaged, I think that my job does contribute to the strategy of the company.

How does that make you feel in terms of your job satisfaction?

I am very passionate about it, it is one of the reasons that make me come to work, and I am very satisfied about this.

The influence of job satisfaction on your performance:

Is there a strong relationship between the job satisfaction of an HR practitioner and performance?

It does not affect it negatively in the sense that I try to contribute and do the job in a way that optimizes my input and not bring the image of the department down. I would not say it affects me negatively. I have not raised it or taken it up to say I am really concerned about these please take it up because the job keeps me satisfied I am passionate about it. Also I had opportunities if I wanted to leave I could have left or applied for other jobs but I didn't

What more specific factors in your job that link between your level of satisfaction and your job performance?

Handling people issues like where we come across people that are not happy about their remuneration and benefits, we investigate and analyze issues do comparison study with other employees, advice the employee accordingly. Also dealing with issues where managers would like to put a motivation through, we assist on how does one draw up such a motivation in terms of resource planning. My customers always consult with me and I always give input to say let us position the request of a particular department like this so that whoever we are directing it to can make sense out of the motivation.

Specific characteristics

Variety: Do you have the element of variety in the job of the HR Practitioner?

It does have variety. My job involves dealing with issues of health, safety and wellness of employees. We also deal with issues of remuneration and benefits, it deals with issues of planning for resources, resource planning, it deals with issues of incapacity management, for all types of incapacity, such as those due to illness, due to old age, and due to people not coming to work. It also deals with issues of the statute, in terms of labour law, including safety aspects of the OHSA. It also

deals issues where one engages at different levels of management, where one has to be very focused in terms of how one position a response as an HR representative to management.

How does this impact on your job satisfaction?

It impacts immensely, it makes me satisfied that I am doing something that I am passionate about and that my customers at all levels value my contribution, so I would not have an excuse of not coming to work because I am not satisfied. So the impact is very immense.

Influence of Task Identity on job satisfaction:

Do you have this in the role of the HR Practitioner?

Meaning, that you are able to start at point A and end at point B. I think I do. In terms of my job as an HR Practitioner, generally I know what the job entails in term of what I need to do. For instance I do not need to be told every day that you need to do 1,2 or 3. I can work independently. It does require that I have to work independently. Therefore some of the decision that I have to make I have to make them on the spot. I don't have to always consult. The issues are also clearly spelt out that as an HR Practitioner, at this level this is what I deal with. I think I am clear as to what is expected on a daily basis.

How does it make you feel in terms of your job satisfaction?

It makes me feel great because I don't have the luxury of coming to work not knowing what to do and the job is not boring because there is always something to do. There is always someone to talk to you on a daily basis. You work around in teams and also across departments from Engineering, Finance, Customer Service, Commercial, Health and Wellness within HR. So that is the reason I say my satisfaction is good. I am never bored.

Influence of significance. *Do you regard the HR Practitioner job as significant?*

I think it is very significant in that what I do affects people's pockets. For instance, for an upgrade I have to make sure that before the payroll runs everything is in place and done. It also affects people's motivation that if you come to HR and you need something to be done it will be done. It makes people motivated that they have something to fall back on should there be an issue. The job itself when you don't perform things it attracts negative consequences in that it affects the whole value chain, up to the highest level in the organization. Whatever you do, you have to ensure that you it within set time frames because it affects people's lives. For a promotion for instance, not everybody is interested in money because that is a given, it is mostly the status that people put value on. II think the significance is great.

How does that impact on job satisfaction?

I feel great after I have provided a service; it could be in terms of giving advice or processing documentation and providing advice to managers. It makes me feel great.

The influence of autonomy: *Do you view the job of an HR Practitioner as having autonomy?*

Yes it does have that element in that one has to prioritize on a daily basis, one is driven by payroll run dates, one is also driven by the time he receives a request, what is involved in that request. Some work may require reprioritization on a daily basis to make sure that the job gets done. Also, when one has to do follow ups, one can use calls, send emails or both to make sure you show the importance of the task or request.

How does that impact on your level of satisfaction?

I feel great about it. One of the reasons is if I get stuck, I can always escalate the matter. Also the planning makes sure everything gets done. I am very happy with it.

Feedback: *Does your job provide you with feedback?*

It does provide me with feedback. There is a mechanism we use to ensure that you get feedback after an interface with a customer. One has the opportunity to request a customer to complete a questionnaire which is then sent back to us for analysis purposes. So there is that mechanism. They can send that directly to me or to my principals

I also get feedback from my principals as to how I am doing. Yes I am comfortable

Any other comment

The job itself can be more meaningful if the profile gets regularly reviewed.