

**JOB SATISFACTION AMONGST MIDDLE MANAGERS OF
DEPARTMENT OF HEALTH**

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In accordance with Rule G4.6.3, I hereby declare that the above-mentioned treatise/ dissertation/ thesis is my own work and that it has not previously been submitted for assessment to another University or for another qualification.

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DEDICATION

This study is dedicated to the Mawonga family and my late, Mother Nofezile I. Mawonga who was a motivator, Passed on the 23-June-2000 though she was unable to read and write. My father S.N. Mawonga, who passed on in November-2000.

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My co-supervisor, Doctor Blanche Pretorious in guiding, supporting and being patient with me. She overstretched her patience.

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To almighty GOD, for giving me strength and endurance when I was almost giving up.

ABSTRACT

Job satisfaction studies are an essential element for ensuring improvement in service delivery. The researcher was committed to assist top management with important information that can make them aware of the causes and consequences of job satisfaction (Nel, Van Dyk, Haasbroek, Schultz, Sono and Werner, 2006:52). Job satisfaction is not only concerned with feeling good at work, it also encompasses job content, the work environment and interaction with all people.

The study was conducted at the Department of Health in the Province of the Eastern Cape. This study aimed to describe the level of job satisfaction amongst middle managers of the Department of Health (DoH) at the Head Office, in terms of remuneration, interpersonal relationships, development, support, recognition, extent of supervision, their attitude to the work itself and working conditions.

Findings of the study will be reported to the executive management of the Eastern Cape Department of Health. Both intrinsic and extrinsic factors were explored. The Intrinsic factors are satisfiers and can be described as a person's relationship with what she or he does, and may be related to the tasks being performed. Extrinsic factors, also known as hygiene factors or dissatisfiers, have to do with a person's relationship to the context or environment in which she or he performs a job (Odendaal, Robbins & Roodt, 2007:80).

The realities currently facing the Eastern Cape Department of Health are budget cuts, understaffing and poor working conditions, which have resulted in middle managers experiencing low morale resulting in job dissatisfaction. The situation has been further complicated by the fact that the government has frozen posts of managers who have resigned, went on pension and those who have died. Consequently, middle managers who are currently working have to cope with unreasonable workloads.

The terms used throughout the study were defined to facilitate readers' understanding. This study employed a quantitative, exploratory, descriptive and contextual design in order to obtain in-depth information from the participants. The target population was middle managers working at the Eastern Cape Department of Health. Purposive sampling was employed to select forty (40) middle managers. Data was collected using a questionnaire, a

short version of the Minnesota Job Satisfaction Questionnaire (MSQ), and was hand delivered to all potential participants. Participants were required to respond to items related to biographical information, work history and twenty-eight (28) items which measured how satisfied each participant was with each aspect of his or her job. Ethical principles were adhered to throughout the research process. The data collection method was reliable and valid.

Data was analysed with the assistance of statistician. The study established that participants were satisfied with aspects such as pay and benefits, but dissatisfied with development, support and recognition. The participants also highlighted the importance of being kept busy all the time at work. Good working relationships are essential among workers irrespective of their level. It emerged that there are no concrete or proper strategies in place to ensure job satisfaction amongst middle managers.

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CHAPTER 1

1. CONTEXT OF RESEARCH

1.1 INTRODUCTION

This chapter deals with the background and motivation to conduct the study and provides an overview of the research design and methods utilised. The problem statement is highlighted together with the goals and objectives of the study. The researcher also defines the term job satisfaction as the central concept informing this study. The chapter further offers a brief description of the various dimensions of job satisfaction and factors that enhance employees' job satisfaction.

1.2 BACKGROUND TO STUDY

The present study was conducted in order to investigate the level of job satisfaction amongst middle managers of the Eastern Cape Department of Health, as they are the cornerstone in service delivery of the department, given that they are the link between production workers and top managers of the Department of Health. Job satisfaction research has been described as theoretically uncoordinated as it does not form a pattern of validation studies which have resulted in an explicit and coherent theory of the causes and consequences of job satisfaction (Gibson, Ivancevich, Donnelly & Konopaske, 2003:105).

Many studies have been carried out in attempts to determine the nature, determinants and consequences of job satisfaction in an organization however, it has been concluded that the basis for satisfaction lies with the individual (Bagraim, Potgieter, Viedge & Werner, 2003:53).

The majority of the factors affecting satisfaction are categorized as hygiene factors and these include non-task characteristics of the work environment such as working conditions, company policies, salary and job security. These characteristics must include aspects of the environment that are closely associated with the job and should be present to some extent to avoid dissatisfaction. Hygiene factors must be addressed to ensure job satisfaction of employees (Bagraim et al., 2003:54-56).

Job satisfaction results from the perception that one's job fulfills or allows the fulfillment of one's important job values, provided that those values are congruent with one's needs. Tovey and Adams (in Backman, 2000:27) suggest that job satisfaction is, in essence, a personal experience, and it will vary between individuals. In health care settings, job satisfaction has an impact on the delivery of quality health care (Carvajal & Hardigan, 2000:420).

According to Nel, Van Dyk, Haasbroek, Schultz, Sono and Werner (2006:52) job satisfaction can be described as the worker's subjective reaction to his or her appraisal of the degree to which his or her job satisfies his or her goals. Job satisfaction is a crucial variable influencing employees' motivation and level of performance. Working conditions and job design contribute to job satisfaction, whereas factors like workload, autonomy, and pay variously contribute to job satisfaction or job dissatisfaction.

A major predictor of intent to leave employment is job dissatisfaction, whilst major predictor of job satisfaction is psychological empowerment (Nel et al., 2006:18). "The extent to which employees experience personal job satisfaction with the job content and environment, determines to a large extent the quality and quantity of these employees' output. An employee derives interpersonal job satisfaction through interaction with peers, supervisors, subordinates and the clients in the execution of the job" (Nel et al., 2006:19).

Job satisfaction is a dynamic entity that is both a cause and consequence of departmental behaviour, it is multi-dimensional or multi-faceted. It is a positive affective state towards a job that causes a worker to exhibit certain positive behaviours. Satisfied employees tend to enjoy their work and this leads to long job tenure and high attendance (Thomas, 1982:33). Bellingan-Timer (2004) concurs that it is necessary to evaluate what factors influence managers' job satisfaction levels, as satisfied managers will be able to better cope with pressures exerted by both top and junior management for effective and efficient service delivery.

Job satisfaction is also described as an attitude employees have about their work, which results from a subjective evaluation of their work if it meets their needs (Ivancevich & Mateson, 1999:123).

Nel et al. (2006: 552-553) identified six dimensions of job satisfaction, namely:

- Pay and Benefits
- Development, Support and Recognition
- Supervision
- Relationship with co-workers
- Attitude towards work itself, and
- Working conditions.

Pay and Benefits

Pay and Benefits includes remuneration, the principle of equitable pay, opportunity to display skills and talents, returns of personal interest, growth and achievement bonus to name but a few.

Employees describe their satisfaction in terms of rewards they believe that they should have received, the smaller the difference, the greater the employee's satisfaction. Employee satisfaction with pay and benefits can be significant contributors and predictors of job satisfaction. Pay in itself is not the issue; rather pay fairness and adequacy are important (Spector, 1997:42). Those employees who perceive fairness in their rewards are likely to experience job satisfaction and if there is a perception that there is unfairness there will be job dissatisfaction amongst the employees (Ivancevich and Mateson, 1999:23).

Employees tend to demonstrate dissatisfaction if they discover that their salary is less than that of others doing the same job. According to Herzberg, level of pay is a hygiene factor that needs to be provided by the organization in order to satisfy lower level needs (Levy, 2003:250). This emerged as the most important factor in predicting overall job satisfaction. Payment always appears as a major cause of dissatisfaction and most people are never totally satisfied with their pay. In order to minimize dissatisfaction, management needs to continue to observe competitors' salaries in order to keep their staff's salaries in line with competitors. The extent and nature of benefits offered by the organisation are determined by several things such as the economic status of the country, the country's laws such as Labour Relations Act number 66 of 1995 as amended and the Basic Conditions of Employment Act number 75 of 1997 as amended.

Various schemes have been introduced over the years to stimulate satisfaction. Competitive benefits should include health insurance, medical aid, tuition assistance and other related benefits offered by competing employers such as creches and child minders. Employers are realising that offering benefit flexibility, which employees can choose from according to their needs, can aid satisfaction. This ensures that individual needs, are cared for and employees feel more in control. Many employees expect their rewards to be performance based. This is illustrated by a situation where a hard-working employee, for an example, receives the same pay increase as the one who has a lower productivity, and high absenteeism. This often leads to feelings of dissatisfaction from the hard workers. In order to stimulate performance, many private firms have embarked on variable pay and incentive programmes.

Employees are given cash bonuses or lump sum payments to reward extra performance. Individuals would be personally motivated when they believe that they will be rewarded; when they place value on those rewards and when their performance matches the level at which those rewards are attainable. Based on this argument one can conclude that not offering competitive pay will cause dissatisfaction to employees (Mathis & Jackson, 2003:85).

Development, Support and Recognition

This dimension refers to amongst others, training courses, bursaries, promotion and giving praise when praise is due. It may also include personal development interests like the availability of training and development programmes, innovations and growth prospects.

Developing employees is regarded as vital for organisational effectiveness. Increasing access to empowerment structures and organisational support must therefore become a priority for organisations to ensure quality to ensure that quality work environments are created; this will increase employee motivation thereby contributing to job satisfaction. Organisational career development efforts have an impact on employee satisfaction. Internal promotion should be encouraged, as well as training opportunities such as rotating jobs to expand one's skills. Career development planning must be included as part of employees' development and this helps in improving job satisfaction. Good employee relations, including fair, non-discriminatory work practices and Human Resources policies, can enhance satisfaction (Mathis et al., 2003:90).

Recognition is the acknowledgement of an individual's contribution, showing appreciation and includes rewarding the individual for an accomplishment of a task. When rewarding the individual for good performance, the element of recognition must be present. Providing promotion opportunities has a positive effect on employee performance which in turn increases job satisfaction. This is the employee perception that there are opportunities to advance in the organisation (Levy, 2003:287).

Relationship with co-workers

Relationship with co-workers includes communication, interaction, the personality of colleagues and teamwork. Job satisfaction reflects a degree of congruity between a worker's expectations of the job and experience of the job. The degree of employees' satisfaction is also influenced by workers' perceptions of other workers' satisfaction in the same job (Gillies, 1994:357). Political and social interests like labour union and corporate social responsibility, form part of the relationship with co-workers.

The employee needs to find fairness in organizational policies, procedures and treatment. It has been found that there is a correlation between perceived fairness and job satisfaction indicating that organizational justice is an important predictor of job satisfaction (Levy, 2003:287). Long working hours, lack of input into decision making processes at work and lack of control over one's job also contributes to dissatisfaction (Levy, 2003:315).

Supervision

The dimension of supervision refers to the congruence in the relationship between the employer and employees and an acceptable level of technical and social support given by supervisors. During the supervision process there is one to one and interaction that takes place. Good supervisors give praise where praise is due meaning that when an employee has performed his or her job exceptionally, a supervisor must praise that employee. Supervisors must also do spot checks to monitor if the performance meet the set standards and is contributing towards achieving the goal of the department. Spot demonstrations must take place once a supervisor observed that work is not performed according to the procedure and this must be done on that particular moment to correct

what is not being done right so that employee can do the work right. Supervisors who have good interpersonal relations tend to make the job exciting for the individual.

The relationship the individual has with the supervisor tends to be an important indicator of job satisfaction. The supervisor needs to consider how tasks are assigned and the respect between supervisors and subordinate. Supervisors must provide positive emotional support and opportunities to experience task mastery. They must create a work climate that contributes directly to subordinates' feeling of self-worth and sense of self-determination (Levy, 2003:285).

Attitudes towards work itself

It is important for management to address the employees about their work, in order to understand their role and function in the organisation. These include job characteristics, type of tasks, sense of importance and self-worth. Psychological interest like emotions, job security, self-esteem, trust, recognition, and work environment are included. Job satisfaction is a function of challenging, stimulating activities or work content and it has a profound influence on organisational success (Swanepoel, 2007: 329).

Working conditions

Working conditions include the physical conditions within the workplace, for example, illumination, noise, the environment and the implementation and observation of occupational health and safety regulations. The latter aspects are also known as physical interests, and a service condition includes salary and company benefits which form part of working conditions (Tseane, 2008).

According to Odendaal et al. (2007:80), management must also be aware of four factors that enhance employees' job satisfaction as follows: mentally challenging work; equitable rewards; supportive working conditions, and supportive colleagues.

Mentally challenging work

Employees are more eager to execute tasks that require them to utilise multi-skills, diverse knowledge, independent thinking and constructive feedback.

Equitable rewards

Salary and promotion opportunities must be non-discriminatory and meet individual expectation in order to contribute to employee satisfaction.

Supportive working conditions

A conducive environment, free from any form of hazards with necessary working resources to execute the tasks well is what is preferred by employees.

Management must create conducive climate that will encourage responsibility, recognition and independence (Vecchio, 2000: 76).

Supportive colleagues

Friendly and supportive colleagues contribute to job satisfaction. Understanding supervisors who give praise where praise is due, with a listening ear and who show interest are more likely to have a satisfied workforce (Odendaal et al., 2007:80).

The above factors and other contextual influences can pose daunting challenges to job satisfaction especially in the Department of Health. Satisfaction is the essential instrument in improving service delivery and consequently improving departmental image. The Department of Health, especially in the Eastern Cape Province is faced with daunting challenges of service delivery despite the fact that it is more than a decade since the democratic dispensation was ushered in (Daily Dispatch, 11 March, 2005).

The Eastern Cape Provincial Health Department incurred more than R160-million unauthorised expenditure in the year 2007/2008. Added to this, a significant number of payments to Non-Governmental Organisations (NGOs) could not be validated and a significant number of payments to NGOs were made irregularly (The Times, 30 May, 2009). In a press release by COSATU this was highlighted as follows “the fact that Empilisweni Hospital did not have a sufficient supply of medicine to treat diarrhea is an indication of complete negligence on the part of Department of Health”. This incident resulted in 121 deaths in the UKhahlamba District (Press Release COSATU Eastern Cape Province, 29 April, 2008).

The challenges emanate from the fact that the province is made up of mainly rural areas. There have been several complaints in newspapers, media reports and ordinary people have also leveled criticism against the department concerning poor service delivery. These include the shortage of medication in Public Hospitals, staff shortages, long queues, and so forth (Jajula, 2008:5). Middle managers are the ones who are tasked with dealing with such challenges because hospitals report directly to them. This has been summed up by the former MEC for Health in the Eastern Cape, Nomsa Jajula, in her budget speech, when she stated “we are concerned about challenges and we will address these challenges and enhance the credibility of the Public Health System”(Jajula, 2008-03-5).

This was further supported by the current MEC for Health in the Eastern Cape, Phumulo Masualle in his budget speech when he stated that “we will do everything humanly possible to improve the quality of health services and accelerate the turnaround of the departmental performance” (Masualle, 2009-06-23).

The level of satisfaction, commitment and determination of middle managers is essential in delivering services, without which, all the pledges by government would remain a pipe dream. Research on staff satisfaction could assist the department’s senior management with essential information on how to improve personnel morale. Satisfied people become more productive and efficient in executing their jobs (Swansburg, 1993:290-296).

Job satisfaction is viewed as the critical dependent variable in any department or organisation’s human resources effectiveness (Robbins, 1984:23). It is crucial that management understand job satisfaction as there is a connection between job satisfaction and desirable department outcomes such as efficiency and effectiveness. Herzberg relates job satisfaction to extrinsic factors such as company policies, administration, supervision, interpersonal relations and working conditions (Robbins & Judge 2007:101).

Satisfaction is the consequence and not the potential cause of successful performance. Job satisfaction can only precede successful performance in the sense that people tend to repeat actions that had successful outcomes in past experience, and to avoid actions that yield no results. Job

satisfaction can be a major determinant of an employee's organisational citizenship behaviour. Satisfied employees would seem more likely to talk positively about the organisation, help fellow workers, and go the extra mile in their work. Moreover, satisfied employees might be more prone to go beyond the call of duty because they want to reciprocate their positive experiences (Odendaal et al., 2007:100).

Employee satisfaction and performance are two different, but related phenomena; which suggests that employees who perform well will feel more satisfied assuming that their performance is rewarded appropriately. Satisfaction is an employee's attitude towards the work situation and this attitude is determined by the difference between the rewards employees receive and the rewards they believe that they should have received; the smaller the difference, the greater is the employee's satisfaction.

Satisfied employees focus on the positive, not the negative aspects of their work. They are more likely to make a commitment to the organisation and this commitment, in turn translates into continued effort, better performance and increasing rewards (Hellriegel, Jackson, Slocum, Staude, Amos, Klopper, Louw & Oosthuizen, 2006:278-279).

Globalisation and the implementation of the Employment Equity Act of 1998 have led to organisations with diverse workforces. Departments therefore face the possibility of having employees from different cultural backgrounds with diverse needs and these employees derive satisfaction of these needs from diverse sources in the workplace. The extent to which employees are friendly and supportive of each other is a factor which influences job satisfaction levels. (Vecchio, 2000: 76).

Globalisation has created conditions that facilitate migration of healthcare workers from other countries of the world to South Africa and vice versa. In most cases the reasons for moving, besides the financial benefit are said to be related to working conditions (Sanders & Lloyd 2005:81).

Job satisfaction is good for employees and employers alike because dissatisfied employees tend to absent themselves, perform poorly and these are destructive to the organisation. When an

employee trusts an employer, the employee is more willing to voluntarily engage in behaviours that go beyond work requirements (Odendaal et al., 2007:79).

It is essential in any organisation to ensure that personnel are satisfied in order to ensure service delivery through its employees; as such departments must be aware of factors that satisfy employees, especially middle managers, who are responsible for leading in implementation of strategic objectives of the organisation.

1.3 PROBLEM STATEMENT

Research has shown that a link exists between employee satisfaction and performance (Hellriegel et al., 2005:278-279). Through his work the researcher had contact with various middle managers in the Department of Health who verbalized that they were not satisfied in their jobs in the Department of Health. There have been middle managers at the Head Office who are applying for middle manager posts in other departments. The posts they are applying for are on the same salary scale and with the same fringe benefits (Personal communication, 19-11-2007 and 02-02-2008).

This would seem to suggest that they are eager to pursue positions outside the Department of Health and also would appear to suggest that there could be a high level of dissatisfaction among middle managers in the Department of Health.

It is envisaged that the current study will assist the Human Resource Directorate of the Eastern Cape Department of Health by accurately describing the job satisfaction of their middle managers in terms of pay and benefits, development, support and recognition, relationship with co-workers, supervision, their attitude to the work itself, and working conditions.

The findings of the research could further contribute towards management efforts for improving the morale amongst middle managers resulting in greater job satisfaction which in turn could lead to more effective and efficient service delivery.

1.4 OVERVIEW OF RESEARCH DESIGN AND METHODS

The research methodology that was used in this study will be briefly outlined. A full description of research methodology will be done in chapter three.

Research Design

A research design is a strategic framework for action that serves as a bridge between research question and the execution of the research (Terreblanche, Durrheim & Painter, 2006:34). A quantitative, exploratory, descriptive and contextual research design was used. These terms will be discussed in chapter three.

Research Methods

In this study the Minnesota Job Satisfaction Questionnaire was used to collect data. Data collection is the precise, systematic gathering of information relevant to the research aims and objectives (Burns & Grove, 2005:43). The researcher reviewed the literature with respect to job satisfaction, turnover and employee attitudes towards work. An in-depth discussion is presented of the various factors that lead to job satisfaction and the results.

Research Population

The research population was the middle managers permanently employed at Eastern Cape Department of Health. The criteria used to select participants were permanent employed persons in middle management level. In this study purposive sampling was used. **Sampling** means the process of selecting a portion of the population to present the entire population (Mason, 2002: 125). **Sample size** was forty middle managers of Eastern Cape Department of Health. All middle managers were included because of small sample size.

Data Analysis

Data analysis is the process of bringing order, structure and interpretations to the mass of collected data (Marshall & Rossman, 1999:150). Data analysis was done with the assistance of a statistician. A full explanation will be given in chapter four.

Literature review

A literature review was undertaken to place the findings within the context of what was already known about the topic. Reviewing the literature provided an academically enriching experience as it was the ideas, work of other researchers and writers. Also literature review was undertaken so that the researcher can understand the history of the subject he intended to study.

Ethical considerations

Ethical principles and values were applied throughout the research process. Mainly the researcher has an obligation to respect the values, needs, desires and the rights of participants (Creswell, 2003: 64). Some measures that were taken to uphold ethical principles were: obtaining written permission to conduct the study, expressing research aims and objectives so that they are clearly understood by all the participants. Also describing how anonymity and confidentiality of participants would be ensured were measures that were taken to uphold ethical principles. This will be further explained in chapter three.

1.5 RESEARCH AIM AND OBJECTIVES

The overall aim of this study was to describe the level of job satisfaction amongst middle managers of the Department of Health, Bhisho Head Office. In order to achieve this aim, the following objectives were formulated namely, to explore and describe the satisfaction of middle managers in terms of the following aspects: pay and benefits, development, support and recognition, relationships with co-workers, extent of supervision, attitude to the work itself, and working conditions.

1.6 CHAPTER SUMMARY

Chapter one was devoted to describing the background to the study and the dimension of job satisfaction was explained. Certain terms were defined and six dimensions of job satisfaction were explained. The problem to be researched has been mentioned, the reason for literature review was highlighted and the research aims and objectives were listed. Overview of the research designs and methods was outlined. The population to be studied, as well as the means of data collection has been explained. The need to uphold ethical principles was mentioned.

The next chapter will discuss the literature review undertaken, the problem statement, research aim and objectives together with consequences of job satisfaction. The participants, the sampling method, the assessment measure and the procedure followed will also be discussed. Lastly a description of the ethical considerations relevant to the study was explored.

Conclusions and relevant recommendations were made from the findings of this research. The recommendations were mainly directed at the employer to assist in improving job satisfaction amongst middle managers within the Eastern Cape Department of Health.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter deals with a literature perspective regarding the consequences of both job dissatisfaction and job satisfaction. There is a difficulty in a search for well-developed theories of job satisfaction, despite the quantities of literature and research studies undertaken. Several authors appear to concentrate on the controversy of Hygiene-Motivator theory. More studies have been carried out in order to determine determinants and consequences of job satisfaction. No well-developed theory has yet been developed, because psychologists have not yet developed theories of satisfaction to the level they have for motivation.

This chapter is to find a set of published research reports that define the current state of knowledge on the topic of job satisfaction and to identify an answer for the research gap that the research is attempting to fill (Forzano & Gravetter, 2009:49). Job satisfaction research has been described as theoretically uncoordinated as it does not form a pattern of validation studies which have resulted in an explicit and coherent theory of the causes and consequences of job satisfaction.

2.2 JOB SATISFACTION

The definition that follows will be used throughout the study. This is the central concept informing this study.

2.2.1 Definition of job satisfaction

According to Nel et al., (2006:52) job satisfaction can be described as the worker's subjective reaction to his appraisal of the degree to which his or her job satisfies his or her goals. "The extent to which employees experience personal job satisfaction with the job content and environment, determines to a large extent the quality and quantity of these employees' output. An employee derives interpersonal job satisfaction through interaction with peers, supervisors, subordinates and the clients in the execution of the job" (Nel et al., 2006:18-19).

Job satisfaction can also be defined as an affective or emotional response towards various facets of an employee's work. It encompasses feelings and emotions employees attribute to their work experience. Job satisfaction is an affective reaction to a job that results from a person's comparison of outcomes with those that are desired, anticipated and deserved (Lancero & Gerber, 1995:46). Job satisfaction is an attitude employees have about their work, which results from a subjective evaluation of their work if it meets their needs (Ivancevich & Mateson, 1999:123).

Job satisfaction results from the perception that one's job fulfills or allows the fulfillment of one's own important job values, provided that those values are congruent with one's needs. Tovey and Adams (in Backman, 2007:27) suggested that job satisfaction is in essence a personal experience and it differs between individuals or employees within professional groupings or doing a similar job.

According to Zeffane and Zarooni (2008:195) employees are more satisfied when their managers are good leaders. This includes motivating employees to do a good job, striving for excellence or just taking action. Individuals at all levels of the organisation want their achievements on the job to be acknowledged. Their successes do not have to be spectacular before recognition is given, but management praise should be sincere. Management should make time to acknowledge the good work of employees immediately and publicly thanking them for handling a situation particularly well or by writing a note expressing appreciation (De Jager & Swanepoel, 2005:149).

In Health Care Service delivery, job satisfaction has an impact on the delivery of quality health care. This is due to the fact that there is often a relationship between job satisfaction and employee turnover, worker productivity, absenteeism and the overall organisational effectiveness (Carvajal & Hardigan, 2000:420).

Employees, who have personality types that are congruent with their chosen jobs and have the right skills and abilities to meet the demands of their jobs, are more successful in their jobs and they present a greater potential for increased job satisfaction levels. Managers can better handle their resources if they understand the attitudes of their various employees (Robbins, 1998:152). There is a view that managers derive their satisfaction from the amount of power they hold, the level of

decision-making power they have, their span of control and the rewards they receive for example remuneration (Sayles & Straus, 1966:74).

2.3 DIMENSIONS OF JOB SATISFACTION

The most common dimensions of job satisfaction such as pay, benefits, development, support, recognition, relationship with co-workers, supervision, attitudes towards work itself and working conditions (Nel et al., 2006:18-19) Sempene, Rieger and Roodt (2002:23) concur with the later factors but further include management as one of the dimensions of job satisfaction. Spector (2000) includes status and job content as other dimensions of job satisfaction.

2.3.1 Pay

Most employees attach significant importance to the amount of salary they earn, as this indicates employees' value to the organisation. Other employees are never satisfied with salary and this lack of satisfaction; result to salaries always appears as strong dissatisfiers. Top management is found to be much more concerned with their salary than any level of management (Oosthuizen, 2001:23-30). The remuneration received and the degree to which this is considered as equitable compared to that of another person in a similar position within and outside the organisation (Robbins et al., 2007:77). Concerns relating to salary need to be addressed on annual basis through performance review and pay progression.

2.3.2 Benefits

Benefits have a positive relationship with overall job satisfaction; it is the most important factor in predicting overall job satisfaction (Lam, Baum & Pine, 2001: 35-38). Benefits are linked to employment and may be described as indirect form of compensation. Benefits are aimed to assist with achievement of human resources objective of attracting, retaining and motivating employees to ensure motivated employees. Benefits are largely determined by the country's laws.

In the South African context, South African organisations are mandated by law, for example unemployment insurance benefits as stipulated by the Unemployment Insurance Act No. 63 2001 as amended. Other benefits are provided by the employer in an attempt to attract and retain

employees. Benefits can be categorized into cash and non-cash benefits. Cash benefits include bonuses, allowances and overtime payment. Non-cash benefits include leave, transport, accommodation and accident insurance. The exact type and range of benefits organisations offer reflect the changing trends of contemporary labour force (Swanepoel et al., 2007: 529-531).

2.3.3. Development, Support and Recognition

This dimension refers to courses, bursaries, promotion and giving praise when praise is due. It may also include personal development interest like the availability of training and development programmes, innovations and growth prospects. Recognition is the acknowledgement of an individual's contribution showing appreciation and to reward the individual for accomplishment of a task.

When rewarding the individual for good performance, the element of recognition must be present. Providing promotion opportunities has a positive on employee performance which in turn increases job satisfaction (Nel et al., 2006:252).

2.3.4. Relationship with co-workers

It is important that the organisation ensures that there are good relations amongst employees so that employees can find satisfaction in their work. Relationship with peers also indicates an intention to remain in their current positions. Team work must be encouraged and teams must be supportive, enjoyable to be around each other and support each other in the work environment. Poor relationship with co-workers is thought to lead to job dissatisfaction (Nworgu, 2006: 19-20).

People who have positive relations are warm, satisfying to both customers and management, have trusting interactions with others; are capable of empathy and intimacy. They have good friends, a satisfying marriage and supportive relations with co-workers. Positive relations refer to the quality, rather than the quantity of our relations (Baumgargner & Crothers, 2010:65).

2.3.5. Supervision

This dimension refers to the congruence in the relationship between the employer and employees and an acceptable level of technical and social support given by supervisors (Levy, 2003:285).

2.3.6. Attitudes towards work itself

The work that provides satisfaction is that which provides skill variety, task identity, task significance, autonomy and feedback. Continuing challenge provides continuing satisfaction (Pearson, 1991:180). Attitudes include job characteristics, type of tasks, sense of importance and self-worth. Psychological interest like emotions, job security, self-esteem, trust, recognition, and work environment are included. Job satisfaction is a function of challenging, stimulating activities or work content and it has a profound influence on organisational success. The work can be repetitive or changing, easy or difficult, creative or monotonous (Swanepoel et al., 2007: 329).

2.3.7. Working conditions

These include the physical condition of the workplace, for example, lumination, noise, the environment and the implementation and observation of occupational health and safety regulations. These are also known as physical interests, and may also include salary and company benefits which form part of working conditions (Tseane, 2008).

Physical conditions include the quantity of work and availability of resources, such as air conditioning, machines, necessary tools to perform the work, workspace, ventilation and lighting. Focusing on this dimension will improve staff morale and will contribute to employee retention rate (Lam et al., 2000:39-42).

The opposite of satisfaction is not dissatisfaction; dissatisfying aspects from a job do not necessarily make the job satisfying. Herzberg suggests that is a function of a challenging, stimulating activities or work content. Herzberg further postulates that a job existed in a context, or the factors extrinsic to the job, this could have the effect of dissatisfying employees (Swanepoel et al., 2007: 355). The sources of work stress are intrinsic work factors such as poor working conditions, and they tend to lead to perceived stress. Lack of control over one's job may lead to psychological and physiological challenges such as heart diseases, depression, absenteeism and job dissatisfaction (Levy, 2003: 315).

2.4 STRATEGIES TO MOTIVATE EMPLOYEES TO BE SATISFIED IN THEIR JOBS

Motivated employees are more likely to be satisfied in their jobs. Various approaches will be highlighted that can be implemented to motivate employees so that they can be satisfied in their jobs. It is important therefore for management to implement these strategies in order to ensure that their employees have job satisfaction.

According to Fields, (2001: 196) individuals must consider the following factors before committing to an organisation.

Learning opportunity: This entails the opportunities for learning created by the organisation to increase the intellectual capacity of workers.

Competitive compensation: Provision of clear competitive compensation in line with the external marketplace and ensuring that there is a direct linkage of performance to incentives.

Career opportunity: There must be clear career paths within the organisation and acknowledgement of the fact that the developmental activities provided promote internal career interests but are also transferable.

Quality of management mentoring: Availability of mentorship programmes within the organisation for the development of skills. The quality of leadership in an organisation influences satisfaction. Organisation that is steered by visionary leaders; who lead by example influences employees to be satisfied. These leaders communicate the organisation's vision through their thoughts, words and actions, and are supported by managers who are visible and accessible and in line with organisation vision. These leaders are innovative and have a strategic plan in place that guides the organisation's response to change.

Firm's reputation: An organisation should be renowned in its field for innovative and progressive human relations practices.

Employee benefits: Employees should be afforded benefits throughout the employee life cycle.

Environmental clarity: providing clear guidelines for the employees, helping them understand how they contribute to the organisation's effectiveness through clear performance guidelines, career growth and organisational support.

2.5 THEORIES OF JOB SATISFACTION

Much research has been conducted on the causes and sources of job satisfaction. One the most widely and generally accepted theories of job satisfaction are Maslow's Hierarchy of Needs. Another theory that addresses job satisfaction is Herzberg's Two-Factor theory. These two theories also deal extensively with employees' motivation. A discussion of theories will be given and also brief discussion of other theories will be done.

2.5.1 Maslow Hierarchy of Needs

In 1954 Maslow developed the five level "hierarchy of human needs". He summarised human needs into five basic groups. These are physiological needs, needs for security, affiliation needs, need for esteem and self-actualisation needs. Once each need is satisfied the next level of need emerges and becomes dominant. It is important therefore that management is aware what level of the hierarchy that the employee is currently on and concentrates on satisfying those needs at that level (Robbins et al., 2007:131).

Physiological needs are the lowest order of human needs or primary needs. The physiological level of needs consists of the basic survival needs like the need for food, water, shelter, comfortable working conditions, attractive pay, and housing subsidy. These basic needs can be directly satisfied by compensation. Employees who are adequately paid can provide for their basic needs (Grobler, et al., 2006:217). Once the basic needs are satisfied, the next need follows which is safety and security needs.

At the next level are safety needs that would constitute protection against unsafe working conditions, fair treatment from management, job security, and pension plans. They are also referred to as deficiency needs, in that if they are not satisfied, individuals may not develop physically and psychologically (Bagraim et al., 2003: 54-56).

Safety and security needs include financial security and the individual's desire to be safe from danger or harm. In the current modern life situation this includes protection in the form of unemployment insurance, pension and retirement benefits. According to Maslow's theory once

safety and security needs are satisfied the next level of needs will emerge which are the affiliation needs.

Affiliation needs are related to the person's need for belonging, being part of a work team, social clubs, as well as acceptance by others. These needs include affective relationships and the need to belong to a group or family. Once satisfied the next needs will emerge which are self-esteem needs.

The next level of needs is the esteem needs, self-esteem needs refer to the need to feel valued and respected by one's self and significant others, self-confidence, and a belief in one's self. It is the need for accomplishment and achievement. Once satisfied, self-actualisation needs emerge. When an individual is motivated by the desire to feel an internal sense of respect, prestigious job titles, merit award and promotion as well as pay progression.

Self-actualisation needs are categorised as the highest order of needs and relate to the need to reach one's highest potential, creativity, self-development, autonomy and challenging work and to attain a sense of fulfillment (Rigio, 2003:249). Every person or employee strives to reach that point where one can be more than one thought one could be in life (Levy, 2003:249). This level is achieved when all the other needs have been satisfied.

Once these needs are met they cease to motivate an individual and the next level becomes the motivating factor. The lower level, however, has to be met first before the next level is activated. The challenge facing management is to be able to understand the level of the needs of the employees (Bagraim et al., 2003:54-56).

Maslow also believes that human behaviour can also be explained in terms of need gratification, he represents the human as a yearning being who is seldom satisfied because the sooner the correct need is gratified, the sooner another need surfaces. Need gratification is the basis for growth and realisation of an individual's full potential through self-actualisation. People's basic needs must be satisfied before the need for self-actualisation, which is at the top of the hierarchy, becomes apparent, but few people achieve the ideal of self-actualisation, because a person depends on the environment to for the gratification of basic needs (Meyer, Moore & Viljoen, 2008:338-339).

Self-actualisation differs from person to person and it encourages the person to discover and realise his highest potential and, to become a fully functioning, goal-oriented being (Meyer et al., 2008: 344).

Maslow uses several terms to describe the fully self-actualised person. The terms used include perspective, accepting, creative and satisfied. The self-actualised person is a highly functioning employee or person who strives to reach that point where one can be more than one thought one could be in life (Levy, 2003: 249). Maslow's theory is based on the hypothesis of satisfaction-progression and it proposes that once a need is satisfied it is no longer a motivator.

The lower order needs must be satisfied before the second one emerges and this process is sequential, esteem and self-actualisation needs are not easily satisfied especially for ordinary employees. Executive managers are able to satisfy both their lower order and their higher order needs (Rigio, 2003:185). Employees are therefore constantly trying to satisfy higher order needs. The intensity of the effort to satisfy the need depends on how strong the needs are for the individual at a given period (Hellriegel et al., 2001:266).

2.5.2 Herzberg's Two-Factor Theory

This theory is also called Herzberg's Motivation –Hygiene Theory, and was developed by Frederick Herzberg based on the belief that a high level of job satisfaction will motivate employees. The theory divides the degree of mental or moral confidence of employees into two sets of factors, namely, dissatisfiers and motivators. Dissatisfiers are factors like company policies and administration, working conditions, relation with supervisors and supervision.

These are what theory refers to as the hygiene factors and have the potential to dissatisfy employees if they are not good. Motivators are factors like opportunities for personal growth and promotion opportunities, are associated with high levels of job satisfaction, and as a result are referred to as motivators. The distinction made by Herzberg between hygiene factors and motivation factors led to it being called the two-factor theory of job satisfaction.

This theory emerged in the late 1950s, when Herzberg interviewed a group of accountants and engineers to find out what made them satisfied or dissatisfied on the job. He conducted this research to get their feelings towards their work, and he noticed that the participants identified different things as sources of work satisfaction from those that were sources of dissatisfaction. From these interviews, Herzberg went on to develop his theory that there are two dimensions to job satisfaction that is motivation and hygiene. He then proposed that the determinants of job satisfaction were different from those of job dissatisfaction (Levy, 2003:250). Herzberg's theory suggests that job satisfaction and job dissatisfaction are different from each other and were not simply opposites.

The factors that lead to job satisfaction were referred to as motivators whilst those that led to dissatisfaction were referred to as hygiene factors. The hygiene factors are those aspects of the job that would satisfy the lower level needs identified by Maslow, whilst the motivator factors are the conditions that would satisfy the higher level needs (Hellriegel et al., 2001:269). Motivators are feelings of achievement from a job, recognition from doing a great job, having a meaningful piece of work, gaining increased responsibility and the opportunity for advancement (McKenna, 2006:99). These can also be referred as job characteristics as they relate to the job content.

Motivators are related to job satisfaction and productivity. The hygiene factors are those factors such as company policy and administration, supervision, interpersonal relationship, salary and working conditions (Lyons, 2003:10). These factors are more concerned with the work context than the work itself (Hellriegel et al., 2001:269).

Herzberg suggests that intrinsic and extrinsic factors are responsible for creating feelings of job satisfaction and job dissatisfaction (Hellriegel et al., 2001: 267). Herzberg further states that the sources of job satisfaction are quite separate from sources of job dissatisfaction. Employers tend to be of the view that if they increase the salary of employees, the employees will be satisfied with the job and they will be motivated to perform. According to Herzberg's theory, addressing the motivators will not lead to job satisfaction since hygiene factors must be addressed as well. Also, with hygiene factors, increasing amounts are needed to produce the same effect; therefore

employees can never get enough of the hygiene factors. Employers cannot provide hygiene factors to the employees since these are personal factors determined by the person (McKenna, 2006:98).

Employees need to recognise that hard work and superior performance are recognised and rewarded by the organization. They expect that this relationship will continue in the future (Grobler et al, 2002:385). Employers need to determine the employees' expectations and abilities in order to identify what will motivate the employee. A good relationship needs to be established between the employee the organisation for an efficient and effective human resource management (Grobler, et al., 2006:220).

One of the criticisms levelled against this theory, questions its basic assumptions that individuals are motivated by high levels of job satisfaction. Research based on the theory have come up with mixed results, with some supporting the theory, whilst others found that factors labelled as hygiene and motivators have an impact on both satisfaction and dissatisfaction. Despite the criticism, it is a widely read theory. Most managers are unfamiliar with the theory's recommendations.

Management should turn to motivators to reduce job dissatisfaction. Herzberg work has brought attention to the importance of job design in order to bring job enrichment. Herzberg advocates restructuring of jobs to give greater emphasis to the motivating factors at work, to make jobs more interesting and to satisfy higher level needs (Bagraim et al., 2003:59-60).

One premise inherent in Herzberg's theory is that most individuals do want to do a good job. In order to manage employees effectively, they should be placed in a positions in which they can use their talents thereby ensuring that they are not set up for failure. Clear, achievable goals and standards should be set for each position (Nel et al., 2006:262).

2.5.3 Alderfer's ERG Theory

Alderfer's theory is a modified version of Maslow's hierarchy of needs theory. The ERG theory identifies three groups of basic needs, Existence needs, a need to relate to others and growth needs. Existence needs relate to the person's physical and material needs and in Maslow's hierarchy they equate to the physiological and safety needs. A need to relate to others is the same as Maslow's

social needs. Growth needs relate to the individual's desire to be productive and make maximum use of his skills.

Bagram, et al., (2003:57) state that there are two forms of movement through the hierarchy to describe the needs that will be important to a person at a particular time. Upward movement is called satisfaction-progression. It is the same as Maslow's progression through the hierarchy. The second form of movement, called frustration-progression, explains the effects of not satisfying a need at a higher level. According to the theory, if the next level of needs is not met, there will be a movement down the hierarchy. This leads to the person being frustrated and dissatisfied with his job.

2.5.4 McClelland's Learned Needs Theory

McClelland believes that individuals learn needs from the environment, and are not born with them. The theory describes three higher order needs, namely the need for achievement, the need for affiliation, and the need for power. The author believes that if one of the needs is strong it will drive the person to behave in a way that will result in the satisfaction of that need (Bagram et al., 2003:57).

2.5.5 Locke and Latham's Goal Setting Theory

In the goal setting theory, Locke and Latham in Bagram et al. (2003:62-63) state that individuals set themselves goals that they try to achieve, and this can be very motivating if they compare their current performance to what they are trying to achieve. The critics of the goal setting theory argue that it is not well suited for complex jobs. Also management can be mischievous by setting difficult goals to test the reaction of employees.

2.5.6 Vroom's Expectancy Theory

Vroom's Expectancy theory is regarded as the most researched theory of motivation. Expectancy theory states that individuals consider alternatives to action, costs and benefits and then choose a course of action that will ensure maximum utility. Motivation is viewed as a function of expectancy, valence, and utility. Expectancy refers to the probability that the amount of effort you

put in will result in the desired performance. Instrumentality is the perceived probability that the level of performance will lead to the desired level of outcome. Valance is the perceived probability attached to the expected outcome (Bagraim et al., 2003:65). In this current study middle managers must be motivated to do their own, once motivated they will overcome any challenges to achieve their goal. A satisfied worker is a motivated worker and vice versa.

2.6 ANTECEDENTS TO JOB SATISFACTION

Antecedents are the factors that lead to job satisfaction. There are four categories of these factors. **The first category** is the job characteristic and it refers to how people are treated at work, the nature of job tasks, relations with other people at work, and work rewards. **The second category** refers to individual or personal characteristics such as affective disposition, genetics, and self-esteem. **The third category** refers to social factors, mainly looking at relationships in the workplace with supervisors and co-workers. **The last category** refers to growth opportunities in the workplace (Levy, 2003:282). Looking at figure 2.2, below it is clear that these antecedents lead to job satisfaction and have consequences for both the individual and the organisation.

Figure 2:1. Framework for Job Satisfaction (source Levy 2003:282)

<i>Antecedents</i>		<i>Consequences</i>
<u>Job characteristics</u>		Plus performance
Skills variety		Task
Task identity		Contextual
Task significance		Minus withdrawal
Autonomy		<u>Behaviours</u>
Job feedback		Absenteeism
(stress & workload)		Lateness
		Turnover
<u>Individual / personal characteristics</u>		
Affective disposition		Minus
Genetics		counterproductive
Self –esteem		behaviour

<p><u>Social factors</u></p> <p>Supervisor relationship</p> <p>Co-worker relationship</p> <p>Role variables</p> <p>Organisational justice</p> <p><u>Growth opportunities</u></p> <p>Promotion</p> <p>Merit- pay benefits</p> <p>Work family issues</p>		<p>Theft</p> <p>Sabotage</p> <p>Aggression</p>
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2.7 CONSEQUENCES OF JOB DISSATISFACTION

The consequences of job dissatisfaction should encourage employers to look for ways to ensure that employees do perform. Dissatisfied employees have a tendency of developing withdrawal symptoms. Organizational or industrial strikes and grievances are the result of jobs closely related to job dissatisfaction; these behaviours have dire effects on the organizational development and service delivery. Defensive behaviour and sabotage of organisation result from job dissatisfaction and this disrupts functionality of any organisation. The consequences of job dissatisfaction should encourage the employers to look for ways to motivate the employees and to ensure that they perform.

It is believed that a satisfied employee is a productive employee. The research results show that the expected outcomes of job dissatisfaction are reduction in productivity, absenteeism, turnover, and low staff morale (McKenna, 2006:299).

2.7.1 Job performance

A moderate correlation exists between job performance and job satisfaction. There is also a widely accepted belief that job satisfaction results from good performance. Organisations that reward good performance can also have satisfied employees, but it should be considered that employee job fit is essential as well, in order for the employee to perform adequately (Spector, 1997:56).

It must be borne in mind that, productivity is depended on many variables which may not be in the control of the employee. These variables can be the skill one possesses, perceived work constraints, family issues, misunderstanding of what is expected with respect to a particular job, and many other factors that can affect productivity (Levy, 2003: 292). Hard workers and employees who perform well usually benefit by receiving performance bonuses which is a monetary reward and this enhances satisfaction (Spector, 2006: 234).

2.7.2 Organisational Citizenship Behaviour

Organisational citizenship behaviour (OCB) is defined as individual behaviour that is discretionary, not directly or explicitly recognised by the formal reward system and that in the aggregate promotes the effective functioning of the organisation (Organ, 1998 as cited in Schappe, 1998:227). OCB is personal and voluntary behaviour that is not mentioned directly in official rewards system of an organisation, therefore the omission is not generally understood as being a punishable offence. OCB has three main characteristics, it is voluntary, it is beneficial to the organisation and it is multi-dimensional to the organisation (Organ, 1998 as cited in Schappe, 1998:227).

Organisational citizenship behaviour (OCB) is a complex phenomenon now emerging as an important aspect of human behaviour at work (Bolino, Tunley & Bloodgood, 2002:101).

OCBs are deemed to have a significant impact on the effectiveness and efficiency of work teams and organisations; therefore they contribute to the overall productivity of the organisation. OCB is characterised by good citizenship behaviour, altruism, consciousness, sportsmanship and courtesy. OCB is important within the organisation as it promotes organisational effectiveness and competitive advantage (Bolino et al.; 2002:101).

In a study conducted by Petti, Dohouhue and De Cleri in 2004, it was concluded that older employees are more likely to engage in OCB than younger employees. Older employees are keener to assist than younger employees. OCB arise from intrinsic motivation including positive state of mind and the need for affiliation or a sense of achievement (Robbins et al., 2007:122).

Creating organisational citizenship behaviour requires additional efforts to motivate all employees about OCB. Management must motivate employees to inculcate an additional responsibility where

they create enough awareness and need, to become a citizen of the organisation rather than just being an employee. Employees must be willing to go above and beyond their prescribed role requirements. Employees demonstrate greater role performance when they experience OCB.

OCB is related to organisational performance and benefits both employees and employers. Managers value OCB because it creates a work environment that is conducive for cooperation. OCB results in managers dedicating more time to strategic issues rather than petty employee differences. The role of emotions must be taken into consideration in the workplace. The importance of human need, capacity and potential must be evident when trying to create positive organisations that succeed. At the same time it is essential to foster the health and well-being of those who work in them. Positive emotions encourage organisational citizenship behaviour.

Those employees who put in effort beyond that which is prescribed must be highly valued by management. This phenomenon is critical for organisational efficacy because managers cannot possibly foresee all contingencies or fully anticipate the activities that they may desire or need employees to perform (Turnispeed & Rassuli, 2005:231-244). Satisfied employees are more likely to talk positively about the organisation, are keen to assist their colleagues and will perform more than expected. Satisfied employees go beyond the call of duty because they want to reciprocate their experiences (Robbins et al., 2007:79).

2.7.3 Absenteeism

Absenteeism occurs when an employee is supposed to be at work but does not come to work without reporting. Absenteeism is often regarded as withdrawal behaviour as a result of organisational factors or stress. Most organisations or employers do not consider absenteeism as negative behaviour that result from job dissatisfaction. Absenteeism costs organisations large sums of money but it does not seem to receive much attention from management. If one misses a day or two days of work due to family crises, sickness and annual leave it is accepted (Levy, 2003:295).

2.7.4 Turnover

Turnover is the second most common withdrawal behaviour as the consequences of job dissatisfaction (Statt, 1994:322). Employee turnover is not good for any organisation as most employees that leave voluntarily are usually the best performers in their job. The lower the level of job satisfaction, the more likely the employee is to leave, but the link is not very strong (Statt, 1994:322). Job dissatisfaction factors can influence the decision to leave the job voluntarily. Once an employee leaves, the organisation has to recruit, select and orientate a new employee which costs the organisation significant sums of money (Statt, 1994:322).

2.7.5 Autonomy

Autonomy needs are fulfilled when activities are freely chosen rather than imposed by others. The need for autonomy is shared by all humans. The need for autonomy involves our need for freely chosen actions that express our values, talents, and personalities. An autonomous person would not choose a career or job based primarily on how much money he/she could make. Autonomous people follow their inner goals and interests. Activities that meet the need for autonomy are personally rewarding, are expressive of employees interests and talents (Baumgardner & Crothers, 2010:32).

2.7.6 Flexibility

Flexibility in work schedule and performance has increased in importance. Work flexibility leads to higher work quality and productivity. Work scheduling alternatives that can be employed include telecommuting, where employees can work from home, flexitime and compressed workweeks (Mathis et al, 2003:86).

2.7.7 Work/life balancing

One of the greatest advantages of work flexibility is that it blends well with work/family life efforts of employees. Balancing work and family life is important in today's life of working mothers, and single parent families. These include flexible benefits, on-site fitness centres, child care or assistance with after-care, as well as sick-leave policies. By offering these flexible benefits employers convey to workers that they recognise the challenges employees are confronted with when trying to balance work and life demands (Mathis et al, 2003:87-88).

Bagram, et al., (2003:53) postulate that for any manager to know what motivates employees, they need to ascertain what employee needs are, and what goals they have set for themselves.

Lack of involvement of employees in decision-making may demotivate employees, as workers may end up not deriving satisfaction and a sense of ownership in their jobs. They believe that since a need is a deficiency, the desire to satisfy that need would stimulate an employee to behave in a

particular way. The organisation should strive to eliminate those factors that demotivate employees, instead of concentrating on finding ways to motivate employees.

The significance of understanding the employees' goals emanates from the belief that the process of motivation is directed towards achieving a particular goal that in itself serves as a stimulant to the employee to behave in a particular way. Emotional aspects tied to motivation, namely, the role played by anxiety in motivating behaviour, needs to be clarified (Bagrami et al., 2003:53).

Managers should also make the work more rewarding to arouse satisfaction of employees in their work.

The following considerations might help to achieve that:-

- ❖ Workers want to feel that their work is making a difference. The managers need to ask employees why their work matters.
- ❖ Workers need to be appreciated and recognised for the value they are adding to the organisation. Managers need to be generous with compliments.
- ❖ Employees demand reasons for doing something, it is prudent to give an explanation of why they must do something.
- ❖ Employees want input and accessibility to their managers, but many shy away from giving input unless it is made easy for them. Small group meetings where the manager asks for suggestions are a good way to get individuals involved (<http://businessstown.com/motivation-fun.asp>.26/06/2004).

2.8 CONSEQUENCES OF JOB SATISFACTION

Job satisfaction deals with employees' emotional feelings, therefore it has major impact on their lives. Job satisfaction has an impact on an individual's physical health and longevity, mental well-being and social life in general. Work life can have an important effect on total quality of life of employees (Coster, 1992:6-9). Factors contributing to job satisfaction are complex and their importance varies among different individuals and across settings (Smith, 2002:44).

High performance, which is re-inforced by the rewards, may cause job satisfaction. Some employees do not maintain a consistent level of work production which they are capable of. This may be due to several factors, poor leadership style which do not inspire sub-ordinates to be creative, lack of challenging work, and underutilization of skills (Stroh, 2001:59-74).

Organisational commitment reflects the degree of physiological identification or attraction to the organisation for which employee worth.

Organisational commitment is related to personal and organisational commitment deals with workers' attitude towards the organisation and is linked to employee attendance variables such as absenteeism and turnover. Employees with low organisational commitment are most likely to be regularly absent from work or to quit the job (Riggio, 2003:225). A committed employee is the one who has a strong desire to remain with the organisation. There appears to be a positive correlation between organisational commitment and age, educational level and time on the job. Older and more educated employees, and those with longer tenure with the organisation, tend to be more committed to the organisation (Riggio, 2003:227).

Employee satisfaction is enhanced when the immediate supervisor understands and offers promises in a friendly manner for good performance, listens to employees' opinions and shows personal interests in subordinates. Organisations must motivate employees with different incentives in order to enhance satisfaction. It is essential when measuring job satisfaction to bear in mind that, it is a subjective and elusive concept which does not lend itself readily to quantification but can be interpreted as a function of work related situations (Carvajal et al., 2000: 424). The consequences of job dissatisfaction are detrimental to the organisation due to the cost of re-advertising, re-selection and orientation that are incurred once employees leave an organisation.

2.9 CHAPTER SUMMARY

This chapter dealt with a review of literature in order to clarify the term job satisfaction. Dimensions of job satisfaction were listed and discussed as well as strategies to motivate employees to be satisfied in their job were explained. A comprehensive picture of middle manager's job context and how it interacts within Eastern Cape Department of Health was detailed. Theories of job satisfaction were discussed. Antecedents of job satisfaction were outlined. Consequences of job dissatisfaction and job satisfaction were detailed. The next chapter will discuss the research methodology which guided the research process for this study.

CHAPTER 3

RESEARCH DESIGN AND METHODS

3.1 INTRODUCTION

This chapter presents the research methodology utilised in conducting the study. The design, research population, sampling method, reliability and validity, how permission was obtained and the procedure used to collect the data will be described. The interest of the researcher is to establish the level of job satisfaction among middle managers of the Eastern Department of Health.

3.2 RESEARCH DESIGN

A research design is a strategic framework for action that serves as a bridge between the research question and the execution of the research (Terreblanche, Durrheim and Painter, 2006:34).

Research design involves a set of decisions regarding what topic is to be studied, among what population, with what research methods and for what purpose. It is a process of focusing the researcher's perspective for the purposes of a particular study. The aim of a research design is to plan and structure a given research project in such a manner that the eventual validity of the research findings are maximized.

The research design should bring more than one research method to bear on the topic. In the current study a quantitative, exploratory, descriptive and contextual design was employed. A **quantitative approach** relies heavily on numerical data and statistical analysis. A quantitative approach attempts to investigate a research question by focusing on discrete and measurable aspects of clinical and theoretical areas (Babbie, 2007:112-113).

The design was quantitative because a questionnaire was used to obtain information about the participants' demographics and their perceptions about satisfaction. The research was also quantitative in nature since the results are more objective compared to the subjectivity that can be experienced in qualitative research design (De Vos et al., 2002:79). The data was captured in numerical form, the analysis of the results was numerical, analyses were interpreted statistically and

the quantitative data was statistically summarized which made the interpretation easier. This made data collection reliable, objective and precise.

Mouton (2002:102) states that the descriptive or factual knowledge, which includes data, facts, empirical generations and stories, provides truthful descriptions of phenomena in the world. This type of design makes it possible to emphasize the in-depth description of a specific individual situation, group, organisation, interaction, tribe, sub-culture or social object. The study aimed to gain accurate information about the level of job satisfaction amongst middle managers at Eastern Cape Department of Health Head Office and thus a quantitative descriptive design is most suited.

Exploratory research is discovery research in which the researcher discovers, frequently with the informants, new meanings and new understanding. The need for such a study could arise out of a lack of basic information in a new area of interest (Bless & Higson-Smith, 2006:47). The exploratory researcher looks for new knowledge, new understanding new meaning and new insights (Brink & Wood, 1998: 312). In this study the researcher had looked for new knowledge and learned new things from respondents, for example the fact that Occupational and Safety Act was not properly implemented in the Eastern Cape Department of Health.

According to Sullivan (2001:511) descriptive research is an attempt to discover facts or describe reality. It has no purpose other than to describe a particular event or situation and it does not involve any attempt to understand the situation or to predict the future. **In descriptive research**, the goal is to describe that which exists as accurately as possible (Terreblanche et al., 2006:44). A descriptive design is a way of obtaining accurate information about a phenomenon through observation, description and classification (Brink, 2006:102). This study described had obtained accurate information about biographical information of the respondents and information pertaining to respondents' level of job satisfaction. The views and experiences of the participants were described as accurately as possible giving the facts from the perspective of the participants.

This study may also be described as contextual because it focuses on a phenomenon within its immediate contextual setting, namely the Eastern Cape Department of Health Head Office. **A contextual research** study, involves the studying of the phenomenon of interest in terms of its

natural social world (Huberman & Miles, 2002:359-360). **Context** means the physical, geographical, cultural, historical or aesthetic setting within which action takes place (Lawrence-Lightfoot in Patton, 2002:63). In this current study the context becomes the reference point and the researcher places participants and their actions in time and space and as a resource for understanding what they say and do. The researcher studies phenomena because of their intrinsic and immediate contextual significance (Mouton, 2002:133). There is insufficient information available on the job satisfaction of middle managers in the health sector.

Research that uses a quantitative approach usually:-

- Focuses on a relatively small number of specific concepts and variables;
- Begins with preconceived hunches about how the concepts are interrelated;
- Makes use of structured procedures and formal instruments to collect information;
- Collects the information under controlled conditions and is reliable;
- Emphasis objectivity in the collection and analysis of information;
- Analyses numerical information through statistical procedures;
- Researcher is detached (Neuman, 2006:13).

3.3 RESEARCH METHODS

Methodology is an operational framework within which data are placed so that their meaning may be clearly seen (Leedy, 1993:104). Research methodology is methods of science to gather and interpret information (De Vos et al., 2007:252). Research methodology is merely an operational framework within which data are placed so that their meaning may be seen more clearly (Leedy, 1993: 104).

Research methodology is a separate section of the research report, it assist the reader to develop confidence in the methods used. The context and purpose for which, the collection of data took place should also be spelled out. Description of research of the participants, the research design, the sampling plan, data collection and analysis, and also the apparatus, measuring instruments and relevant ethical consideration are included (Reeves, 1992:354). The steps according to which the data were gathered should be described in methodology.

3.3.1 Research Population

The research population refers to all elements that can possibly be included in a study. A research population is the set of individuals of interest to a researcher and is the theoretically specified aggregation of the elements from which a sample is actually selected (Babbie, 2007:190). The research population typically shares some characteristics that are of interest to the researcher. In this study the research population consists of:-

- Middle managers,
- Research population have at least two to over ten year's managerial experience,
- Research population are able to converse in English,
- Represent different cultural groups, and
- Willingly participated in the study.

The research population applicable in this study includes all middle managers permanently employed by Eastern Cape Department of Health. The criteria used to identify middle managers who form part of the sample group were permanently employed middle managers and includes both males and females. The middle managers that were on contract were excluded from participating in the research, as they may not be objective in their contribution to this research.

Middle managers are positioned between assistant managers commonly known as Assistant Directors and top level managers known as Directors. Middle managers report directly to Directors and the role of middle managers is to ensure that the strategic plan of the department is implemented; therefore they are responsible for both the annual performance plan and the operational plan within a certain subsection in the department.

3.3.2 Sampling Method

Arkava and Lane (in De Vos, 2005:208) define the sample as the elements in the population considered for actual inclusion in the study. Sampling involves a decision about which people, settings, events, and behaviours to observe (Terreblanche et al., 2006:49). In this research purposive sampling was used, where the sample is composed of elements which contain the most characteristics, representative or typical attributes of the population (Babbie, 2007:184).

The sample included middle managers working in the Eastern Cape Department of Health. Purposive sampling is appropriate as only middle managers within the Department of Health were allowed to participate in the study. Middle managers are considered to be a specialised group because they link production workers, community needs with the senior managers of the department.

Purposive sampling is appropriate because the population, elements and the purpose of the study are known (Babbie, 2007:184). A middle manager is an official who is on salary level eleven (11) or twelve (12) and their job title is Deputy Director. Data obtained from the Directorate of Human Resources indicates that there were currently 100 middle managers at Eastern Cape Department of Health. The researcher targeted a sample size of not less than forty percent, i.e., forty participants because the research study was focusing at Head Office not in the department as a whole. Grinnel and Williams (in De Vos, 2005:194) state that thirty participants are sufficient to perform basic statistical procedures.

3.4 DATA COLLECTION METHOD

Data collection is the process of acquiring participants and collecting the data needed in the study. Collecting data is about using the selected methods of research (Robson, 2002:385). Burns and Grove (2005:43) further defined data collection as the precise, systematic gathering of information relevant to the research purpose or to the specific objective of the study. The steps differ for each study and are dependent on the research design and the method of data gathering. The researcher should decide on the method that will be used to collect data before a research proposal is written. It is important that the researcher ask himself what type of data will be required to resolve the problem.

In this study, data was gathered using a questionnaire. See Appendix 1. A questionnaire is defined as “a set of questions on a form which is completed by the respondent in respect of a research project” (Babbie, 2007:246).

A questionnaire is a document containing questions and other types of items designed to solicit information appropriate for analysis. A questionnaire is as a set of questions on a form which is

completed by the respondent in respect of a research project. Questionnaires are used primarily in research study but also in experiments, field research, and other modes of observation (Babbie, 2007:246).

There are several advantages to using hand delivered questionnaires. According to De Vos et al. (2005:168) the advantages are as follows:

- ❖ This ensure that participants receive the questionnaire in time;
- ❖ A large section of the population can be reached within little time and at a low cost;
- ❖ The researcher is able to motivate and encourage participants to complete the questionnaire and to send it back before the deadline;
- ❖ The researcher is able to emphasize the confidentiality of the findings, i.e., the fact that the information is only used for research purposes and that no information is traced back to individual participant;
- ❖ The researcher is able to explain the anonymity of participants – as questionnaires is posted back in unmarked envelopes;
- ❖ The researcher is able to answer questions about the purpose of the study directly;
- ❖ Response rates can be raised;
- ❖ Bias due to personal interviews is avoided.

As a data collection method the questionnaire has the following disadvantages:

- Non-verbal cues cannot be observed by the researcher;
- The instrument is unable to probe the topic in considerable depth without becoming lengthy;
- Respondents can delay in answering questionnaire or will depend on available time and his or her interest span;
- Incomplete and/or incorrectly completed questionnaire are returned;
- A respondent may omit or disregard any item without an explanation (Neuman, 2006:299).

3.4.1 TYPES OF QUESTIONNAIRES

There are several types that can be utilised to collect data in research study. The following are types of questions that are commonly used:

- ❖ Mailed questionnaire;
- ❖ Telephonic questionnaire;
- ❖ Self-administered questionnaire;
- ❖ Questionnaire delivered by hand;
- ❖ Group administered questionnaire;
- ❖ Web questionnaire (De Vos et al., 2007:167-169)

3.4.1.1 Mailed Questionnaire

A mailed questionnaire is a questionnaire which is sent off by mail in the hope that the respondent will complete and return it to the sender. Advantages: Mailed questionnaire is convenient and non-threatening. Respondent can be relatively confident that responses are anonymous and confidential. Mailed questionnaire is easy to administer.

Disadvantages: The respondent and the researcher are physically removed from one another. The questionnaire is the only communication channel between the researcher and the respondent. The response rate is normally low, often around thirty percent (30%) (De Vos et al, 2007:167). There may be a delay up of returning the questionnaire. Someone other than the sampled respondent (e.g., spouse, new resident, etc.) may open the mail and complete the questionnaire without the researcher's knowledge. Addressing envelopes with questionnaire; and paying postage can be expensive and time consuming (Neuman, 2006:99).

3.4.1.2 Telephonic Questionnaire

A telephonic questionnaire can be seen as a type of structured interview schedule, as the researcher asks the questions telephonically through a person to person interview.

Disadvantages: Telephonic questionnaires are expensive.

Telephonic questionnaire is time consuming.

Telephonic questionnaire are potential for interviewer bias. Respondents without telephones are impossible to reach. The call may come at an inconvenient time and the respondent may refuse to participate (Neuman, 2006: 300-301).

Advantages: This method is convenient as the researcher can gather data from different participant without leaving the office (De Vos et al., 2007:167-168). It can quickly reach many people across long distances. Response rates can be as high as ninety percent. Researchers control the sequence of questions and can use some probes.

3.4.1.3 Self-administered questionnaire

A self-administered questionnaire means that the participant actually completes the questionnaire on his or her own. A researcher delivers the questionnaire to the respondent and explains the study. Then the questionnaire is left for the respondent to complete and the researcher picks it up later. The researcher checks for completeness (Babbie, 2007:260)

3.4.1.4 Questionnaire Delivered By Hand

The researcher delivers the questionnaires by hand to the respondent, who completes them in their own time. The questionnaire must be completed within the specific time frame after delivery. Questionnaire delivered by hand may be time consuming especially if a larger geographical area is to be covered (De Vos et al., 2007:168).

3.4.1.5 Group Administered Questionnaire

Respondents in a group each complete a questionnaire on their own, without discussion with the other members of the group. Sometimes the researcher conducts the discussion with the whole group and then, after the discussion completes the questionnaire himself according to the indications of the group, or lets one of the group members complete it for the whole group. Much time and costs are saved as respondents are handled simultaneously. The best aspects of personal and mailed questionnaire can be combined.

There are no hard and fast rules for selecting the type of questionnaire. The researcher must assess which type will be suitable for the research and for the purpose of the research (De Vos et al., 2007:169).

3.4.1.6 Web Questionnaire

Web questionnaire is a questionnaire that uses the internet or e-mail.

Advantages: It is very fast, inexpensive, and can reach respondent globally.

Web questionnaire is flexible in presenting questions and response alternatives.

Web questionnaire is efficient to administer to a large number of participants.

Disadvantages: - Older, less educated, lower income and rural people are less likely to have access.

Many people have multiple e-mail addresses and sampling may become a challenge.

Researcher need to check and verify the compatibility of various web software and hardware combinations for respondents using different types of computers.

Sample may not be representative and cannot control composition of the sample (Neuman, 2006:301-302).

In this study the Minnesota Job Satisfaction Questionnaire was used to collect data. Data collection is the precise, systematic gathering of information relevant to the research aims and objectives (Burns & Grove, 2005:43). The researcher reviewed the literature with respect to job satisfaction, turnover and employee attitudes towards work. An in depth discussion is presented of the various factors that lead to job satisfaction and the results. A self-administered questionnaire was used to collect data in this study. This self-administered was hand delivered to all respondents. There is less opportunity for bias than in an interview. Self-administered questionnaire has been thoroughly and carefully validated in various researches over time (Spector, 2006:220).

3.5 MEASURING INSTRUMENT

Wegner, 2001:18 stresses the importance of ensuring that the correct research questions are addressed. This will ensure that precise and suitable data is collected for statistical analysis.

The author identifies the following criteria that should be considered when designing a questionnaire:

- ❖ A questionnaire should include all those questions that contribute to the research objectives.
- ❖ Be specific, technical jargon to be avoided. Ambiguous and leading questions should be avoided.
- ❖ Questions should follow a logical sequence.
- ❖ Fixed alternative questions should be used where possible, open-ended questions should be used sparingly, as they are difficult to analyse.
- ❖ A questionnaire should always be piloted before embarking on a full survey. This helps to identify weaknesses which can be corrected in time.
- ❖ The target population's ability to understand and respond adequately to the questionnaire should be considered when wording the questions.

The measuring instrument that was utilised to determine the job satisfaction of the middle managers in this study was the Minnesota Job Satisfaction Questionnaire (MSQ). Initially developed by Dawies and Lofquist in 1967, the MSQ is designed to measure an employee's satisfaction with his or her job. The MSQ is a rating scale for measuring job satisfaction in which participants indicate the extent of their satisfaction with stipulated aspects of their job (Greenberg & Baron, 1997:181).

The MSQ is available in two formats, the short format which consists of twenty (20) items and the long format which consists of one hundred items (100). The MSQ specifically meets the aims of the current study. It defines the precise nature of the area of knowledge in question (Unisa, 8/301/1998: 70). The respondents were asked to mark with a cross (X) the particular statement that was most applicable to them. Simple plain language was used in the questionnaire to avoid possible misinterpretation.

In this study, the research was conducted through a self-administered questionnaire that was delivered to each participant by hand. [See Job Satisfaction Questionnaire in Annexure1]. The questionnaire was selected as the method of data collection because it is flexible, efficient and economical. It is also perceived as the method that allows respondents more time to think about the

questions. A structured questionnaire contains statements that comprise an introductory statement containing relevant information, followed by a number of related questions.

A literature search was done to find a questionnaire relevant to the topic that could be used in this study. The questionnaire used by the researcher consisted of closed questions arranged into two sections. Section A provided the researcher with biographical information. This included gender, age and highest educational qualification. This section was included in order to collect data about research participant.

Section B consisted of work history this included number of years at the Department of Health, number of years in the current post, length of past managerial experience, job training and rank or post level. There were twenty-eight (28) questions in the questionnaire used in this research study.

An adapted short format of the MSQ has been utilised successfully in South Africa especially with those individuals whose home language is not English (Kamfer, Venter and Boshoff, 1988:85). In a study conducted by Renate, Bellingan and Timer (2004) amongst middle managers in the South African Police Service, the MSQ has been used successfully and has come out with good results. For the purpose of this study the short format was used but in order to address the study objectives, eight additional items were adapted from the long format MSQ as well as including items related to biographical details and work history were added. A five (5) point likert scale was used, very satisfied, satisfied, "N" neutral for neither satisfied nor dissatisfied, dissatisfied and very dissatisfied as per the MSQ (Weis, Davis, England and Lofquist, 1967:27).

These items cover the work itself, the participant, pay and benefits, supervision and supervisory capacity, the organisation and its policy and occupational health and safety measures. All the above aspects try to find out how satisfied each participant is with each aspect of his or her job.

3.6 RELIABILITY AND VALIDITY OF DATA COLLECTION METHOD

Reliability is a matter of whether a particular technique, applied repeatedly to the same object, would yield the same result each time. The reliability of the measure in this study thus depends on the accuracy of the questionnaire. Reliability refers to consistency of measures of behaviour, the fact that if the same question is given to the same participants at a later stage, it will yield the same results and consistency of measurement (Babbie & Mouton, 2001:119). The reliability of a measurement procedure is the stability or consistency of a measurement. If the same individuals are measured under the same conditions, a reliable measurement procedure produces identical measurements (Forzano et al., 2009:114). It is based on the assumption that the variable being measured is stable or constant.

Fouché in De Vos (2001:83) defines validity as the state of affairs when the instrument measures what is supposed to measure. Another definition of validity is the level to which an instrument measures what it is supposed to measure (Gay and Diehl, 1992:156). Validity is the degree to which the measurement process measures the variable that it claims to measure (Forzano et al., 2009:108). The validity of a research study is the degree to which the study accurately answers the question it was intended to answer. Validity is assessed in terms of concurrent, content, face and internal validity.

Concurrent Validity

Concurrent validity establishes consistency between two different procedures for measuring the same variable, suggesting that the two measurement procedures measure the same thing. Concurrent validity is demonstrated when scores obtained from a new measure are directly related to scores obtained from an established measure of the same variable (Forzano et al., 2009:108). This is not applicable to this study as only one measuring instrument was used.

Content Validity

Content validity is concerned with the representativeness or sampling adequacy of the content of instruments. Does it really measure the concept we want to measure or that which it was designed to measure? It addresses the question: Is the full content of a definition represented in a measure? It is

a measurement validity that requires that a measure represent all the aspects of the conceptual definition of a construct (Neuman, 2006:193). The questions in the questionnaire were to measure level of job satisfaction, and to assess the needs the respondents considered important to themselves.

Face Validity

This concept refers to whether the questionnaire appears to measure what it is supposed to measure. It simply means that does the instrument look as if it measures the variable that it claims to measure? Face validity is important, because without it there may be resistance from the participants who need to complete the questionnaire. The participants must be able to see the purpose of the questionnaire without feeling that there is a hidden agenda (Fouché in De Vos, 2001:84).

It is the simplest and least scientific definition of validity. Face validity concerns the superficial appearance, or face value, of a measurement procedure (Forzano et al., 2009:108).

Internal Validity

Internal validity refers to whether causal statements can be made about the relationship between variables. When observations are internally valid, the researcher can safely assume that variables cause change in each other. A study with a high degree of internal validity gives confidence that the results of the study are related to the real world outside of the research.

A research study has internal validity if it produces a single, unambiguous explanation for the relationship between two variables. Any factor that allows for an alternative explanation is a threat to internal validity (Forzano et al., 2009:170).

The researcher ensured the validity and reliability of the data collection method by:

- Using an existing measure that has yielded good result, in other South African studies as well as internationally.
- Basing the questions in the questionnaire on relevant literature in the field of job satisfaction.
- Consulting relevant stakeholders in developing the questionnaire i.e. the Research Sub-Directorate and Human Resource Development Directorate in the Department of Health.
- Personally delivering questionnaires in enclosed envelopes.

- Discouraging participants from discussing the questionnaire to prevent them from influencing each other.

3.7 PROCEDURE FOR PERMISSION TO CONDUCT RESEARCH

Permission to conduct the study and ethics clearance was obtained by submitting the research proposal to the Faculty Research, Technology and Innovation Committee (FRTIC) at the Nelson Mandela Metropolitan University (NMMU).

Prior to data collection the Job Satisfaction Questionnaire was handed to relevant stakeholders to review, including, the Sub-Directorate Research and Human Resource Development (HRD) Directorate. Their inputs were included to ensure the relevance of the study as outlined in the aims and objectives in chapter 1.5. The researcher wrote a letter to the manager of Epidemiological Research & Surveillance Management requesting permission to conduct research with the middle managers at the Eastern Cape Department of Health (Refer to Annexure-2).

Approval was granted and the letters of request and approval are attached as annexure 3& 4. Questionnaires were hand delivered to all potential participants in the population namely, middle managers at Department of Health. An information letter and approval letter was attached to the questionnaire informing participants of the aims of the study and requesting them to participate in the study. Participants were informed of the deadline for submission and asked to send completed questionnaires back via internal mail directly to the researcher in the unmarked envelope provided for this purpose.

3.8 ETHICAL CONSIDERATIONS

There are two basic categories of ethical responsibility, responsibility to ensure that welfare and dignity of the individuals, both human and non-human, who participate in the research study, is maintained. Secondly responsibility to ensure that public report of the research is accurate and honest (Forzano et al., 2009:73).

Ethical considerations means that the researcher has fully described the nature of the study, the participants' right to refuse participation is ensured, the researcher's responsibilities and the likely risks, if any exist are identified and mitigated. The lack of co-operation can be disastrous in a research study, but participants must be fully informed about their rights and responsibility (Bless & Higson-Smith, 2006:140).

The primary or basic purpose of ethical principles and values should be to protect the welfare and the rights of research participants and to reflect the basic ethical values of respect for individuals (Ethics in Health Research in SA, 2000). As stated in the previous section, permission to conduct this study was obtained from the Faculty of Health Science Research, Technology and Innovation Committee at Nelson Mandela Metropolitan University.

Confidentiality is an active attempt to remove from the researcher records any elements that might indicate the participant's identity (Berg, 2004:65). Confidentiality is the practice of keeping strictly secret and private the information or measurements obtained from an individual during a research study. Confidentiality ensures that the information obtained from participant will be kept secret and private. The enforcement of confidentiality benefits both the participants and the researcher. Participants are protected from embarrassment or emotional stress that could result from public exposure. The researcher is more likely to obtain willing and honest participants (Forzano et al., 2009:87-88).

Participants were assured that information given would be used for the stated purpose of the research and not be made accessible to anyone other than those involved in the research.

In order to protect the participants' right to confidentiality and anonymity given that the researcher is a fellow colleague, the Faculty Committee agreed that the participants would not be required to sign consent as is normally the practice in research. Instead tacit consent was discussed in the letter to participants and that it would be assured that by completing the questionnaire the participants were giving consent. Participants were informed of the goal of the study, that the aggregated findings would be shared with senior management and that participation in the study was completely voluntary. Provision was made for the participant to choose whether or not to participate

in the study. Respondents were informed that they have the right to withdraw at any time from the study.

Anonymity means that the participant remains nameless (Berg, 2004:65). Anonymity further means no one, including the researcher, should be able to identify the participants after the research has been concluded. It is the practice of ensuring that an individual's name is not directly associated with the information obtained from that individual. Some people are prepared to divulge information of a very private nature on condition that their name is not mentioned. The anonymity of participants was guaranteed as there was no identifying information requested and questionnaires were returned in sealed unmarked envelopes. In this study participant numbers instead of names were used in the questionnaire which was placed in an envelope so that the numbers will not be identified during collection. Anonymity was maintained throughout the research process (Forzano et al., 2009: 88).

The researcher ensured that there was no physical or psychological harm to participants as a result of participation in the research. The questions were not highly personal in nature, could not cause emotional harm and were rated according to likert scale. All information gathered during data collection was safeguarded to ensure confidentiality and privacy by ensuring that only the researcher and statistician have access to completed questionnaires.

The right to protection from discomfort and harm during participation in the study is based on the ethical principle of beneficence, which states that one should do well, and above all do no harm. To prevent participants from generating their own mental distress from imaginative speculation about the purpose of the research, participants were reassured by explaining everything before the study exactly what will be done (Forzano et al., 2009:91). This implies that the researcher upheld all ethical standards in pursuit of the findings. No deception of any kind was done because no misleading or purposeful holding of information (Forzano et al., 2009:85). Results were not manipulated in anyway and recommendations were based solely on the results of the current study.

The guidelines for Ethics in Health Research in South Africa (2000) state clearly that individual must not be excluded unjustly based on gender, age, race, religious beliefs or disability and this was

considered. The exclusion and inclusion criteria for research participants were done fairly and justly based on scientific and ethical principles. Since human beings were subjects of study, the main ethical considerations that were included can be summarised as follows:

- ❖ All participants were informed of the study and its purpose in the form of a letter which was attached to the questionnaire.
- ❖ The respondent had the choice to complete the questionnaire or not, that is, participation was completely voluntary. Respondents were assured that they would not be penalised in any way if they chose not to complete the questionnaire. Research participants must make a free, independent and informed choice without coercion. The participants were informed that they may withdraw from the study any point.
- ❖ Results were not changed to benefit the employer or the employee and recommendations were based solely on the results of the study.
- ❖ All due recognition has been given to sources quoted in the study and to all the people who collaborated.
- ❖ Any shortcomings in the research were acknowledged ((Forzano et al., 2009:84-91).

3.9 CHAPTER SUMMARY

This chapter has described the process engaged by the researcher in conducting this study. Attention was given to the research design, research population and sampling, and data collection method. A description of how data was collected was provided. Types of questionnaire were listed and discussed. The measuring instrument used in this study together with its advantages and disadvantages were discussed. The reliability and validity of the data collection method were discussed. The procedure for obtaining permission to conduct the study was explained. Ethical principles were highlighted.

The next chapter will discuss the process of the analysis, interpretation and discussion of results.

CHAPTER 4

DISCUSSION OF RESULTS

4.1. INTRODUCTION

This is the chapter that brings the research findings to the fore and interprets the findings according to the stated research objectives. In practical terms this chapter encapsulates data presentation and cleaning. This implies that it explains the mechanisms used to capture the raw data, how it was subsequently sifted; explain what was found to be relevant. The analysis of data will be explained and what statistics have been used, and why they were used. The results of the research study were then spelt out according to the study objectives. The researcher identified forty eligible participants and the questionnaires were distributed, all forty questionnaires were received back, thus a hundred percent response rate (100%).

4.2 PROCESS OF DATA COLLECTION

The data collection period was four weeks and all participants were informed of the deadline for submission and asked to send completed questionnaires back via internal mail directly to the researcher in the unmarked envelope provided for this purpose. Other completed questionnaires were left with the administrative support office of the middle managers and the researcher had to collect them. Most of the participants were known to the researcher because he is their colleague, hence the response rate was hundred percent (100%). It is rare to find a response rate that is hundred percent (Smith, 2005:53).

4.3 DATA COLLATION, ANALYSIS AND INTERPRETATION

The data from the completed questionnaires was received and numbered one to forty (1-40). The data was captured on a spreadsheet using Microsoft Excel Software. The data was analysed statistically after capturing. Statistics are tools used by the researcher to make sense out of the observation that have been collected (Riggio, 2003:25). A statistician from Statistics Analysis

Consultant was consulted for assistance with the statistical analysis of the data. The results were tabulated and reported based on the statistical information compiled by statistician.

Data in quantitative research can be analysed manually or by computer (De Vos, 2005:218). In this research, data analysis was done with the assistance of a qualified statistician and by the computer. Once all the data was collected, it was collated and manually captured in an Excel spreadsheet. Descriptive statistics were calculated to describe the job satisfaction of middle managers, including means, standard deviations and frequencies. Descriptive statistics merely describe the data (Howell, 1995:5). Data is reported in different forms of visual representation, such as tabular or graphical displays. The analysis of the data by computer was possible because the questionnaire utilised has structured information with no open-ended questions.

The data was also analysed according to certain biographical variables such as gender, age and education. The biographical information helped the researcher to gain more knowledge about middle managers whom are taking part in the research. This information enabled the researcher to deduce the most relevant and essential information needed for the study. Provided information such as gender, age, and highest educational qualifications gave the researcher evidence to describe level of satisfaction in terms of gender, age and education (Foxcroft & Roodt, 2001:135).

4.4. STATISTICAL ANALYSIS

The analysis of the data was processed easily because the questionnaire has structured information with no open- ended questions. The biographical information helped the researcher to gain a thorough knowledge of the participants who are took part in the research (Foxcroft, et al., 2001:135). This information enabled the researcher to deduce the most relevant and essential information needed for the current study; it provided information such as gender, age and highest educational qualifications. This information provided evidence to describe the levels of satisfaction in terms of gender, age and education.

4.5. SAMPLE DESCRIPTION

The sample group for this study comprises a total of forty 40 (n=40) participants, middle management staff at the Eastern Cape Department of Health Head Office. Of these, 58% were appointed at salary level 11 and the rest (42%) were at salary level 12, (See table 4.1below).

The participants in this study displayed the following characteristics:-

- Are all adults, ranging between 25 years of age and above 55 years of age;
- Are fluent in English, a factor that eliminated the problem of data translation and the possible resultant loss of information;
- Have management experience;
- Represent different culture groups;
- Were keen to participate in the study.

The respondents were classified by some biographical and work experience variables. The distributions of the respondents over these classificatory variables are given below. These distributions are presented in the form of pie charts for the binary variables and bar charts for the rest of variables.

Table 4.1: Frequency Distribution Table for Post Level

Post Level	Frequency	Percent
11	23	58%
12	17	42%
Total	40	100%

There are many variables that impact on job satisfaction. The genetic disposition of the individual influences job satisfaction more decisively than organisational factors (Louw, Meyer and Van Schalkwyk, 2000: 27-28). Yousef (1998:184-186) states that age, educational level, job level and the organisation's activities contribute to the variations in job satisfaction.

4.6 ANALYSIS AND INTERPRETATION OF SECTION A: BIOGRAPHICAL INFORMATION

The biographical information that was included in the job satisfaction questionnaire included gender, age and highest educational qualification of the respondents and is discussed below.

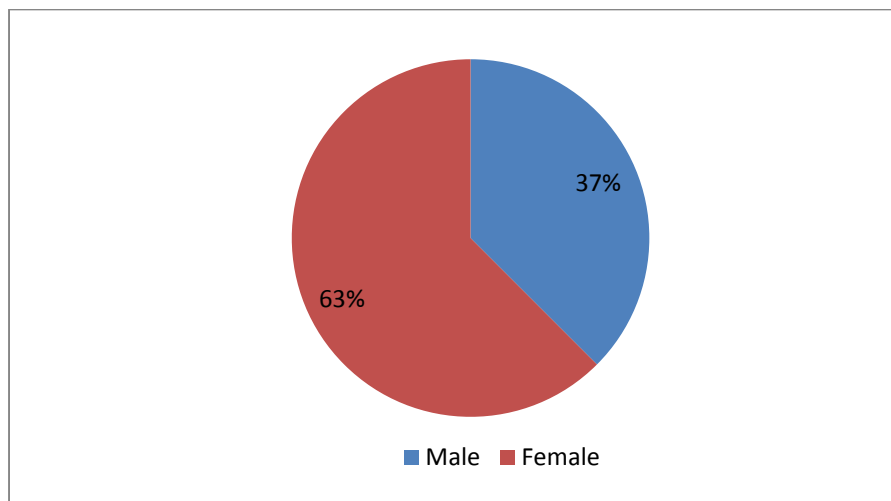
4.6.1 Gender

The gender of the participants was also essential to include since the number of females in the health sector is great and female contribution in job satisfaction research is very important (Carvajal et al., 2004:420). There is a general belief that gender influences the individual's level of job satisfaction since females and males tend to expect different things from their job (Spector, 1997:14).

A greater percentage of respondents were females than males, there were 25 females (63%) and 15 males (37%). Figure 4.1, below displays gender distribution. This is due to the fact that department of Health is mainly composed of nurses which have females in majority. These nurses have been promoted to middle management levels. Oosthuizen (2001:19-20) found out that females are most satisfied with recognition and males with responsibility. Males were dissatisfied with status, while females were dissatisfied with work factors that were impacting in their personal life.

The distribution is shown in the pie chart below.

Figure 4.1: Gender Distribution



4.6.2 Age

Studies have revealed that there is a positive relationship between age and job satisfaction. Employees under the age of forty are mostly satisfied by achievement, possibility of advancement within the organisation and those over forty are dissatisfied by the possibility of growth and advancement. Also those over forty are mostly dissatisfied with status, security, company policies and procedures (Oosthuizen, 2001:22).

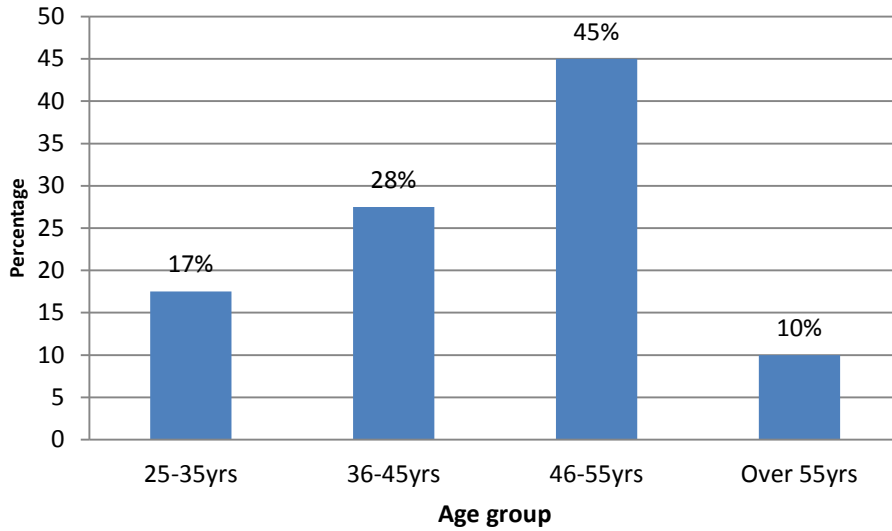
When employees become older, they become more satisfied with their jobs because of reduced chances of employment, amount of money they have contributed to their pension fund and paid vacation leave. Factors that decrease job satisfaction to older employees are chances for promotion and job security. There is a general belief that job performance decline with increasing age due to decrease productivity, strength, creativity and agility. People tend to act on this belief irrespective whether it is true or not. This negative belief leads to increased chance of retrenchment during downsizing.

Most research does not support this belief. Research indicates that age and job performance are unrelated and this finding affects all kinds of jobs, professional and non-professional. Satisfaction decreases around forty and later increase from forty up and this affect all categories both professional and non-professional (Odendaal et al., 2007:44-45).

Spector also concurs with this idea, that there is linear relationship between age and job satisfaction, as employees' ages increase, their job satisfaction level increases. This relationship could develop as people adjust their expectations to be more realistic such that they become happier with what they have achieved (Spector, 1997:26).

The majority of the respondents, forty-five percent (45%) was in the 46-55 years age group followed by 36-45 years age group with twenty eight percent (28%), then the 25-35 years age group were at seventeen percent (17%) and the least represented age group was the over 55 years age group with ten percent (10%) of respondents. Bearing in mind that there are not so many middle managers at the head office it would be fair to argue that most of the middle managers are middle aged (46-55 years). This age range is represented by forty five percent (45%) of the respondents. The distribution of age is given in the bar chart below as figure 4.2.

Figure 4.2: Distribution of Respondents by Age Group



4.6.3 Highest Educational Qualification

The highest qualification of participants was important to consider when conducting job satisfaction research as employees have different qualifications. There is a relationship between job satisfaction and the level of education. Those that are more qualified tend to be satisfied about the amount of responsibility attached to their jobs. Employees who have graduated and those with post graduate degrees might be more satisfied in terms of the security of their jobs (Yousef, 1998: 187-194).

In this current survey educational levels are defined as matric, diploma, degree, post graduate degree and some other qualification. The other qualifications' category includes all courses and certificates obtained at work during workshops and training. The distribution below shows that more than half of the respondents are having post graduate qualification. Fifty two point five percent (52,5%) of the respondents were having post graduate qualifications. There were thirty percent (30%) degreed respondents; fifteen percent (15%) respondents have diplomas; while the number matriculants and other qualification were the least represented by two point five percent (2, 5%) of respondents.

The distribution is shown in the bar charts below as figure 4.3.

Figure 4.3: Distribution of Respondents by Educational Level

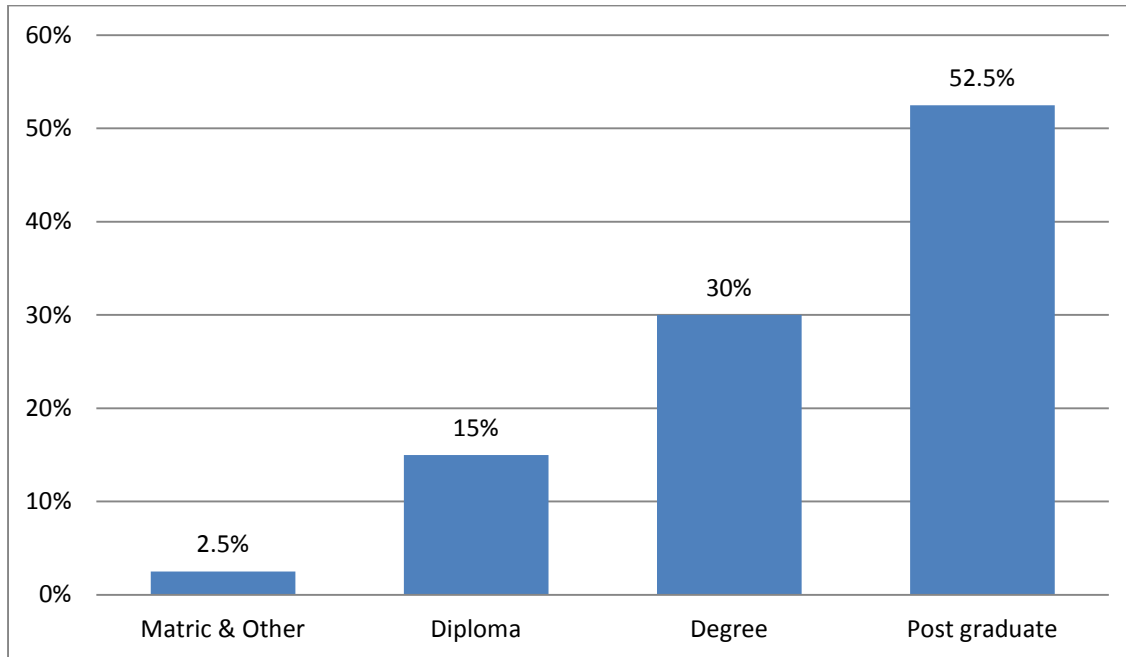


Table 4.2: Highest Education Qualification Distribution

Educational Qualification	Number of Participants	Percentage
Matric & Other	1	2,5%
Three year Diploma	6	15%
Degree	12	30%
Post Graduate	21	52,5%
Total	40	100%

Table 4.3: Highest Education Qualification by Age Group

AGE GROUP					
Highest education	25-35	36-45	46-55	56-65	TOTAL
Diploma	3	Nil	2	1	6
Percent %	(42.85%)	(0%)	(11.1%)	(25%)	(15%)
Degree	Nil	5	7	0	12
Percent %	(0%)	(45.45%)	(38.88%)	(0%)	(30%)
Post graduate	4	5	9	3	21
Percent %	(57.14%)	(45.45%)	(50%)	(75%)	(52.5%)
Matric and other	Nil	1	0	0	1
Percent %	(0%)	(9.09%)	(0%)	(0%)	(2.5%)
Total	7	11	18	4	40
Percent %	(17.5%)	(27.5%)	(45%)	(10%)	(100%)

Most participants with degree qualifications were in the age group 46-55. Those with diplomas were more in age group 25-35 and with post-graduate degrees were more in age group 46-55. This reflects the fact that the latter groups of participants are ready to get highest post because their age is approaching retirement and they have prepared themselves for any senior posts, such as Director's post so that when such posts become available their qualifications meet the educational qualifications for Directors.

4.7 ANALYSIS AND INTERPRETATION OF SECTION B: WORK HISTORY

The variables under work history were related to work experience as in overall experience in the department, in the current position and in the middle management level.

4.7.1 Number of years in the Department of Health

The main aim of this question was to get a realistic perspective of middle managers of the Department of Health linked to their years of service.

These were the following categories as below 1 year, 1-2 years, 3-5 years, 5-10 years, 11-15 years and over 16 years. The 46-55 years age group indicated that that they had been with the department for more than 10 years, this could be because people in that age group are thinking about retirement and they want familiar surroundings and familiar faces. Also if they have children in surrounding schools they would likely prefer to stay in their current workplace.

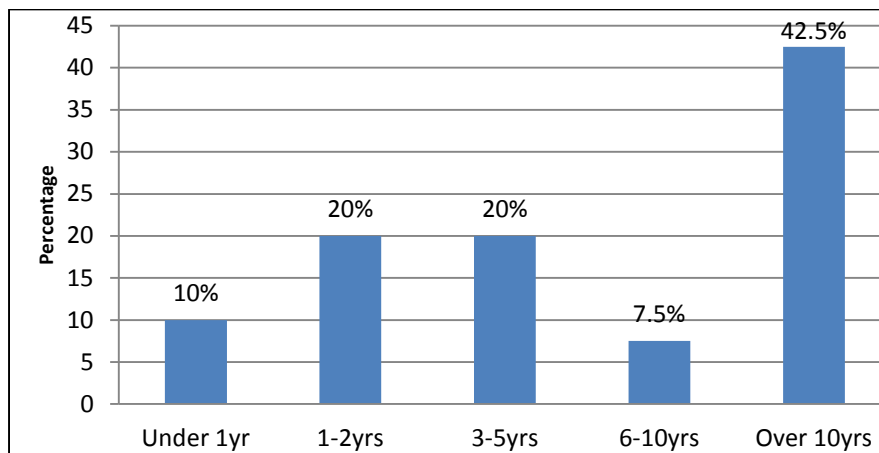
4.7.2 Overall experience

42,5% of the respondents had more than 10 years' experience in the department and these represented the majority. The least represented overall experience level was the 6-10 years level, with just 7,5% followed by less than one year, with 10%. The 1-2 years and 3-5 years' experience categories were represented by 20% each. This distribution suggests that middle management is associated with high experience levels. However, this may need to be statistically tested in a separate study that would involve non-management participants as well.

Employees with longer service have a better understanding of the organisation and are less likely to resign and they tend to be satisfied about the organisation in general (Odendaal et al., 2007:57).

Figure 4.4, which follows displays the distribution of the participants' overall work experience.

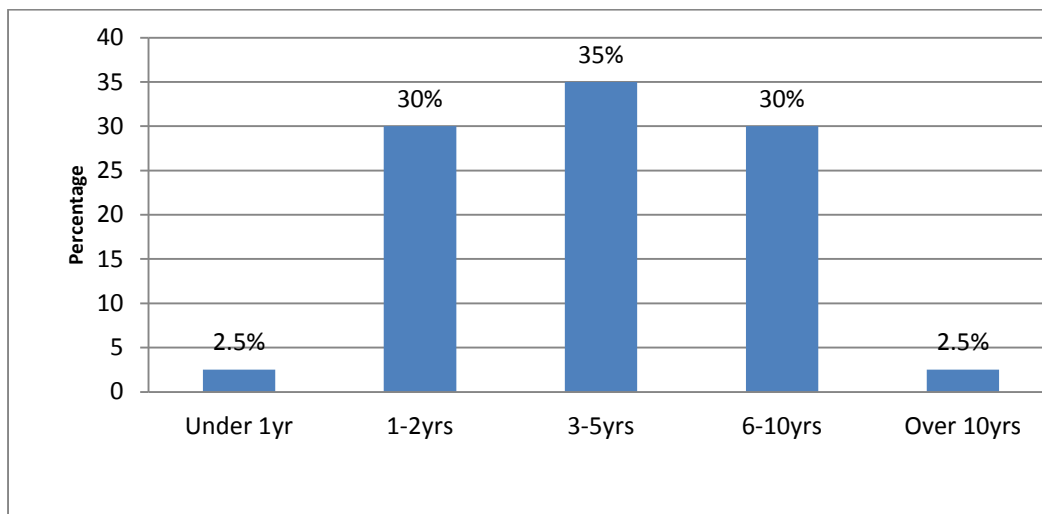
Figure 4.4: Distribution of Overall Experience in the Department of Health



4.7.3 Number of years in the current post

Participants with more than 10 years and those with less than a year's experience in the current post were least represented in the sample with both groups being equally represented with two point five percent (2,5%) of respondents each. Thirty five percent (35%) of respondents were in the category of three to five years (3-5 years) experience in current post while sixty percent (60%) were equally distributed between one to two years (1-2 years) and six to ten years (6-10 years) experience groups. Number of years in the current post is shown in the bar charts below as figure 4.5.

Figure 4.5: Distribution by Number of years in the Current Post



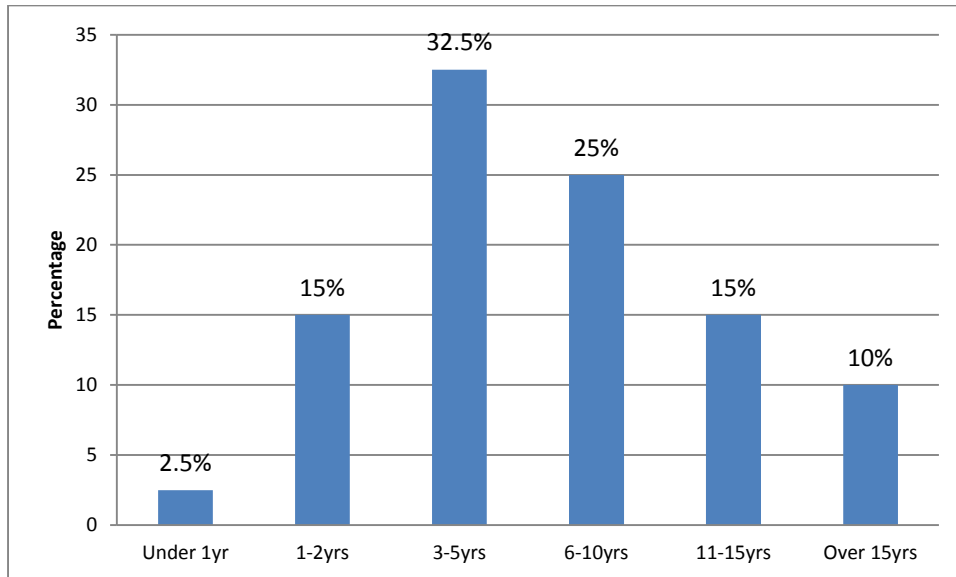
4.7.4 Overall management experience

The participants were appointed at two different levels. Some were appointed at level 11 whereas others were appointed at level 12 depending on the complexity of the post. Employees with longer service tend to have a better understanding of the organisation and are less likely to resign and they tend to be satisfied about the organisation in general (Odendaal et al., 2007:57). The highest overall management experience was at three to five years (3-5 years) represented by thirty-two point five percent (32,5%). Followed by both one to two years (1-2 years) and eleven to fifteen years (11-15 years) overall management experiences were at fifteen per cent (15%).

Figure 4.6, below displays the number of years the respondents were managers even if they were not with Department of Health. This bar graph displays respondents overall management experience.

Overall management experience is shown in the bar charts below as figure 4.6.

Figure 4.6: Distribution of Respondents by Overall Management Experience



The least represented overall managerial experience level was under one year which was two point five percent (2,5%). Six to ten years (6-10) overall management experience was at twenty five percent (25%) followed by ten percent. This distribution suggests that middle management tends to be associated with higher managerial experience levels.

4.7.5 Management experience

This management only caters for those middle managers who only have management experience within Eastern Cape Department of Health whereas overall management experience caters for all management experience outside and inside the Eastern Cape Department of Health.

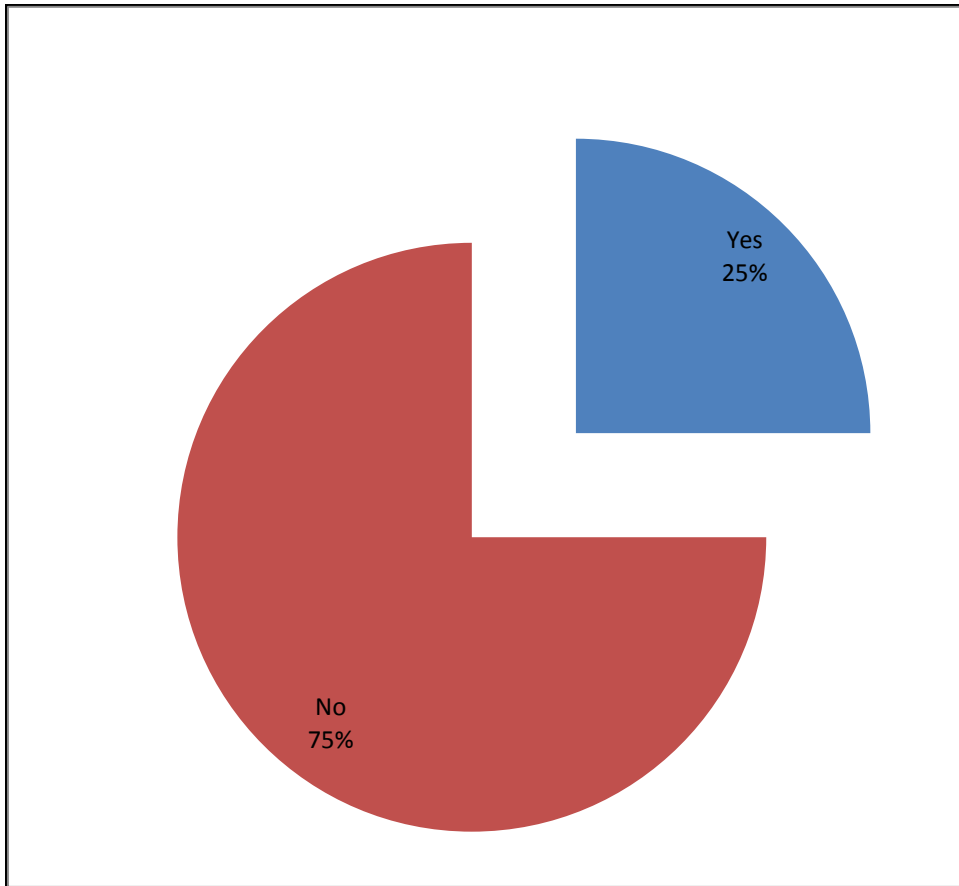
There were very few respondents with less than a year's experience at management level, represented by 2.5%. Note that this is the same percentage of people with less than 1 year experience in their current post. This suggests that these are possibly people who have recently been appointed to their current post in the middle management. About 15% of the respondents had 1-2 year's management experience, which is the same as those with 1-15 years' experience. The majority, about 33%, were in the 3-5 years' management experience group followed by 25% for 6-10 years' experience.

4.7.6. On the job training

About a quarter of the respondents (25%) received on the job training. This leaves three quarters of respondents (75%) who have not received on the job training.

Figure 4.7, below displays percentage of respondents by on the job training.

Figure 4.7: Distribution of Respondents by on the job training



A self-administered questionnaire was utilised in this current study. Table 4.4; bellow represents the questionnaire and questions that was used to collect data from respondents.

Table 4.4: Descriptive Statistics: Q01 to Q28 (n=40)

Question	Very Dissatisfied		Dissatisfied		Neutral		Satisfied		Very Satisfied	
1. Being able to keep busy all the time	2	5%	5	13%	5	13%	22	55%	6	15%
2. The chance to work alone on the job	1	3%	8	20%	6	15%	20	50%	5	13%
3. The chance to do different things from time to time	3	8%	5	13%	5	13%	16	40%	11	28%
4. The chance to be somebody in the community	0	0%	5	13%	11	28%	18	45%	6	15%
5. The way my supervisor handles his/her workers	9	23%	13	33%	4	10%	11	28%	3	8%
6. The competence of my supervisor in making decisions	5	13%	11	28%	9	23%	13	33%	2	5%
7. Being able to do things that don't go against my conscience	2	5%	6	15%	9	23%	14	35%	9	23%
8. The way my job provides steady employment	3	8%	5	13%	12	30%	16	40%	4	10%
9. The chance to do things for other people	1	3%	5	13%	5	13%	19	48%	10	25%
10. The chance to tell people what to do	1	3%	6	15%	8	20%	22	55%	3	8%
11. The chance to do something that make use of my abilities	3	8%	10	25%	5	13%	8	20%	14	35%
12. The way company policies are put into practice	8	20%	16	40%	7	18%	6	15%	3	8%
13. My pay and the amount of work I do	7	18%	9	23%	12	30%	10	25%	2	5%
14. The chance for	4	10%	21	53%	9	23%	3	8%	3	8%

advancement on this job										
15.The freedom to use my own judgment	4	10%	13	33%	8	20%	12	30%	3	8%
16.The chance to try my own methods of doing the job	5	13%	11	28%	7	18%	11	28%	6	15%
17.The working conditions	11	28%	10	25%	8	20%	10	25%	1	3%
18.The way my co-workers get along with each other	3	8%	3	8%	11	28%	20	50%	3	8%
19.The praise I get for doing a good job	6	15%	16	40%	5	13%	11	28%	2	5%
20.The feeling of accomplishment I get from the job	3	8%	9	23%	5	13%	17	43%	6	15%
21.The physical surroundings where I work	15	38%	7	18%	4	10%	11	28%	3	8%
22.The chance to develop close friendships with my co-workers	2	5%	5	13%	5	13%	23	58%	5	13%
23.The chance to supervise other people	2	5%	5	13%	7	18%	19	48%	7	18%
24.The way my supervisor delegates work to others	6	15%	16	40%	5	13%	11	28%	2	5%
25.The recognition I got for the work I do	9	23%	15	38%	5	13%	10	25%	1	3%
26.Being able to do something worthwhile	2	5%	7	18%	8	20%	18	45%	5	13%
27.The chance to develop new and better ways to do the job	4	10%	7	18%	12	30%	14	35%	3	8%
28.The way my supervisor provides help on hard challenges	12	30%	7	18%	7	18%	12	30%	2	5%

The highest, higher and high percent response from the respondents and some instances only the highest and higher percent from the respondents will be briefly discussed according to the five point likert scale. Question 21 (Q21) (n-15) which shows thirty eight percent (38%) of participants were very dissatisfied with physical surroundings of their work place, followed by Question 28 (Q28), (n-12) which is thirty percent (30%) who were very dissatisfied with the way supervisors provides help on hard challenges.

Twenty-eight percent (28%) were very dissatisfied with working conditions Q17. The department must ensure that its surrounding is safe, stability is created to decrease staff turn-over among its employees. The Occupational Health and Safety Act, Act 85 of 1993, stipulates clearly an employer's and employee's responsibilities as far as working environments. Fifty three percent (53%) of participants were dissatisfied with advancement on the job Q14, followed by forty percent (40%) who were dissatisfied with company policies Q12, praise the employee get for doing a good job Q19, and the way supervisor delegates work to others Q24. Thirty-eight percent (38%) were dissatisfied with the recognition they get for the work they do Q25.

Q13, thirty percent (30%) of participants' were neutral with steady employment, pay and amount of work they do. Also Q27, thirty percent (30%) of participants were neutral with new and better ways of doing the job. Q4 and Q18, the chance to be somebody in the community and co-workers relations was at twenty-eight (28%). Twenty three percent (23%) were neutral about three variables, Q6, competence of supervisors in making decision, Q7; being able to do things that go against participants' conscience and Q14, chance of advancement on the job.

Fifty-eight percent (58%) were satisfied with Q22, close friendships with their co-workers, followed by fifty five percent (55%), Q1, were participants reveal that they were satisfied equally by being able to be kept busy all the time and Q10, be able to tell people what to do. Fifty percent (50%) of participants were satisfied with Q2, the chance to work alone on the job. This proves the fact that getting along with co-workers and communication among colleagues is a social affiliation need and is a higher level need (Hellriegel et al., 2001:264).

This analysis reveals that middle managers are satisfied with the extent of supervision because there is a room for independence. Also there is an indication that participants were satisfied with pay and benefits, another area of satisfaction were around development, support and recognition.

Daily human relationships between superiors and subordinates form such an important element of working life. Employee relations also refer predominantly to those aspects related to the conflict, cooperation, involvement and communication in the relationships between managers and non-managers irrespective of the presence or absence of trade unions or workers representatives. Trade unions are also concerned with handling of grievances, disciplining employees, involving and communicating with employees and with other aspects that are fundamental to the sound human relations in the work place (Swanepoel et al., 2007:617).

4.8 ASSESSMENT OF QUESTIONNAIRE RELIABILITY

The reliability of the questionnaire was assessed using the Cronbach's alpha coefficient. This measures the internal consistency of the questionnaire with Cronbach's alpha coefficients of at least 60% representing acceptable reliability. The Cronbach's alpha coefficient based on 28 items was found to be 0.93, which shows very high level of reliability (Forzano et al., 2009:444). The reliability of the questionnaire was assessed and it proved to be reliable.

4.9 CLUSTER ANALYSIS AND VARIABLE DERIVATION

Variable cluster analysis was used to identify possible variable groupings. This analysis groups the variables in such a way that variables in each cluster are highly correlated among each other and not so highly correlated with variables in any other cluster. Cluster analysis is a statistical method that works in exactly the same way as a factor analysis with the desirable difference that one does not need to scroll down the factor analysis results to identify items that define the single factor. Actually it is a factor based on principal components analysis. As such, it can be viewed as a special case of factor analysis. In most cases, these methods yield the same item groupings with factor analysis giving the extra burden of having to manually identify the items in a factor through the factor loadings. It removes the possibility of a single item belonging to more than one factor and therefore seems to be more desirable to the factor analysis.

Once a group has been identified, the Cronbach's alpha coefficient was used to determine if the variables reliably measure the same construct. A high alpha value suggests that the items in the cluster measure a single construct which would be derived as the arithmetic mean of the items. Results of that analysis are shown in the table below.

4.10 JOB SATISFACTION BY BIOGRAPHICAL AND EXPERIENCE VARIABLES

The mean job satisfaction scores for the seven derived variables were calculated and plotted for each of the biographical and work experience variables. The job satisfaction variables used are as defined in the table below, where **DV** stands for **Derived Variable**. The 28 questions from the questionnaire in table 4.4 were summarised into 6 derived variables.

Table 4.5: Used Job Satisfaction Variables

Label	Job satisfaction variable
DV	Overall satisfaction
DV1	Independence
DV2	Supervision and remuneration
DV3	Commitment and job satisfaction
DV4	Advancement and working conditions
DV5	Peer recognition
DV6	Work environment and interpersonal relationships

The means were plotted in such a way that it is possible to determine if the job satisfaction levels depend on the biographical and experience variables. While some differences are visible from these graphs it is necessary to confirm their statistical significance and this follows after the graphical analysis.

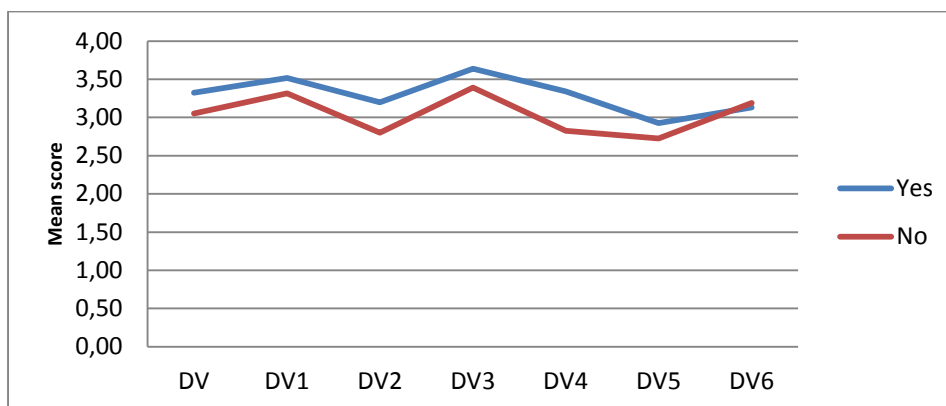
4.10.1 Gender

The graph below is the mean job satisfaction plotted by gender. It shows that the means of the derived job satisfaction variables lie between 2.5 and 3.5 units. It appears that the mean scores are the same for both males and females for all variables with the exception of DV2 and DV5 where females seem to have higher mean satisfaction levels than males. These differences are investigated further in the next section. The gender of the participants was also essential to include since the number of females in the health sector is greater than males and their contribution in job satisfaction research is very significant (Carvajal et al., 2004:420). There is a general belief that gender influences the individual's level of job satisfaction, females and males tend to expect different things from their job (Spector, 1997:14). Oosthuizen (2001: 19-21) suggests that females are most satisfied with recognition and males are more satisfied with responsibility. Below is a mean job satisfaction score by gender.

4.10.2 Training

Those who received on the job training seem to have higher job satisfaction levels over all derived job satisfaction variables than those who did not except for DV6 where both groups seem to be the same. The means for all the variables lie between 2.5 and just above 3.5 units. These means are in the same range as those found for gender only that here the differences seem to be consistent with the highest means recorded for the variable DV3 and the lowest on DV5. The figure below represent mean job satisfaction score of on the job training.

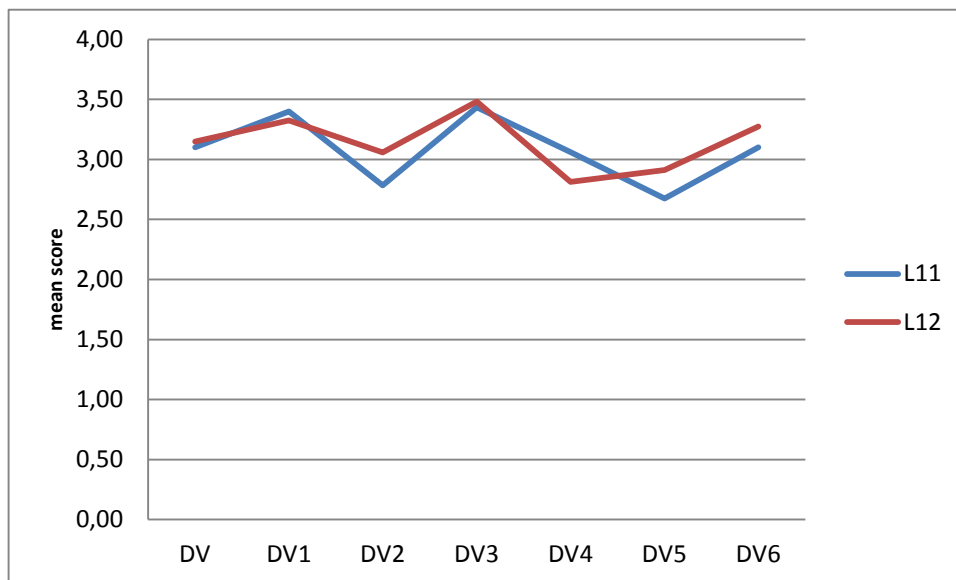
Figure 4.8: Mean Job Satisfaction Score on the Job Training



4.10.3 Salary level

Remuneration is one factor that is usually associated with dissatisfaction among employees in general. The variable of remuneration was also investigated in this for two salary levels, namely, level 11 at R430 471.00 per annum and level 12 at R512 695 per annum. The graph shows that the job satisfaction levels are not so different for the two salary levels. Similar to the above cases, the mean satisfaction levels lie within the same interval of 2.5 and 3.5; with DV3 having the highest means of the entire derived job satisfaction variables. This graph does not suggest that there may be significant differences between the salary levels in terms of job satisfaction. However, this can only be confirmed with significance testing which is given in the next section. The figure below represents the mean score by salary level.

Figure 4.9: Mean Score by Salary Level



4.10.4 Educational level

The middle managers with Matric as the highest education level seem to be generally highly satisfied with satisfaction levels ranging at 3.5 and just below 5.0 for the different job satisfaction variables with DV3 being the highest.

Those with a diploma, degree or other educational level have just about the same job satisfaction levels lying between 2.5 and 3.5 units.

Those with post graduate education are highly dissatisfied on DV5 (mean score less than 2 units) and more than satisfied on DV1 and DV3 both with mean scores above 4.0 units. However, it is important to note that there was only one respondent with a post graduate education and also one with a matric education. As such these should be taken as special cases and generalization in these cases may not be representative. Employees who have graduate and post graduate degrees might be more satisfied especially with security of their jobs (Yousef, 1998:194). If these two cases are excluded then the means would lie in the 2.5 to 3.5 units as in the above graphs. The figure below represents mean score by educational level.

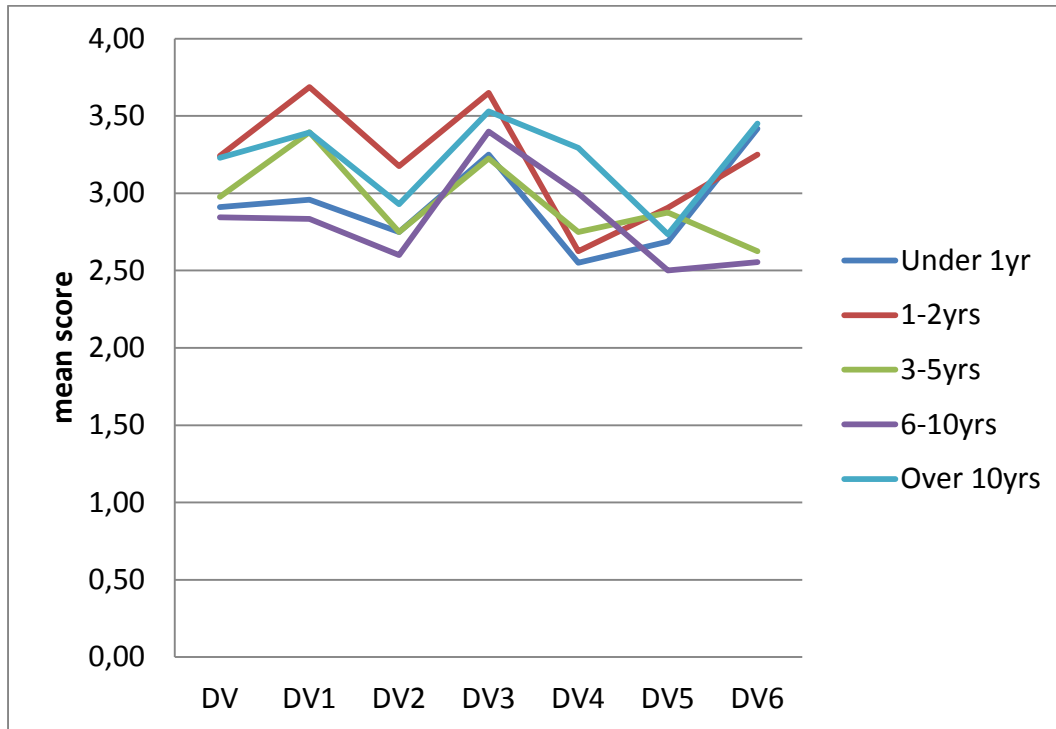
4.10.5 Overall experience

The mean satisfaction scores for all the derived variables lie in the same interval of 2.5 and 3.5 units as in the above cases. This graph does not suggest statistically significant differences due to overall experience as in mean cases of educational level. This variable is trying to answer the participants' managerial experience rather as other middle managers were appointed at salary level twelve (12), other middle managers were initially appointed in salary level eleven (11) and later the post was upgraded to salary level twelve. Employees with longer service tend to have better understanding of the organisation, are less likely to resign and they tend to be satisfied about the organisation in general (Odendaal et al., 2007:57).

Just over forty percent (40%) of the respondent had more than ten years managerial experience in the department of Health and this category represents the majority. The least represented category was at the range of six to ten years (6-10) with just over five percent (5%) followed by less than one year experience at ten percent (10%). The one to two years (1-2) and three to five years' experience (3-5) categories were represented by twenty percent (20%) each. This distribution suggests that

middle management tends to be associated with higher managerial experience levels. This graph below represents mean score by overall experience.

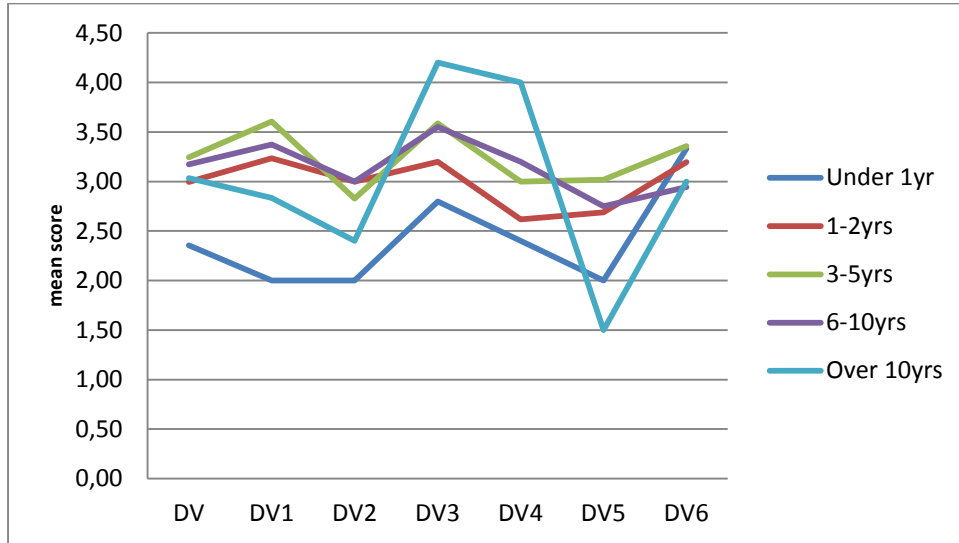
Figure 4.10: Mean Score by Overall Experience



4.10.6 Experience at current post

Middle managers with between one and ten years (1&10) years’ experience at current posts were in the same range of 2.5 and 3.5 for all the variables and there is no apparent difference due to experience at current post for those cases. However, those with less than 1 year and those with more than 10 years have a completely different picture from the ones with between 1 and 10 years. Those with less than a year’s experience have the lowest satisfaction levels. On the other hand, those with over 10 years’ experience have the highest means for DV3 and DV4 with the lowest mean for DV5 (mean 1.5 units). Also worth noting is the fact that the under 1year and over 10years cases are also represented by a single respondent each. The figure below represents mean score by overall experience.

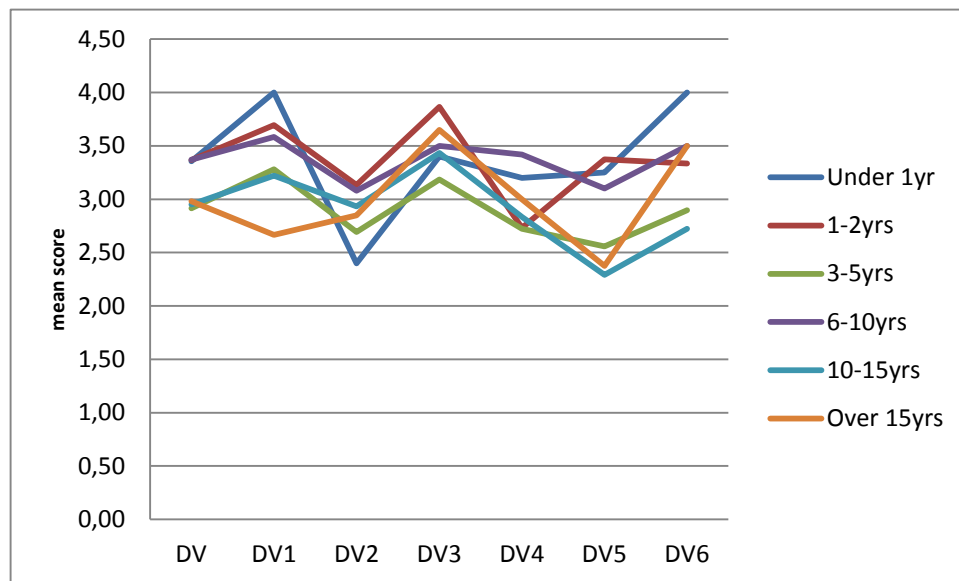
Figure 4.11: Mean Score by Experience at the Current Post



4.10.7 Length of past management experience

The same picture as depicted in the above graphs is evident in the case of management experience. The means lie in the same range as seen above. The only difference is that DV1 and DV6 have means that suggest satisfaction, for those with under1 year experience and those with 10-15years experience respectively.

Figure 4.12: Mean Score by Management Experience



Some of the graphs above suggest some differences dependent on the biographical and experience variables.

4.11. CHAPTER SUMMARY

This chapter discussed the results of research conducted. The process of data collection, the number of participants in the study, collation, and how analysis was carried out were summarised. The way data was interpreted was explained based on descriptive statistics for the derived variables. The sample that was used in this study was explained. Tables and figures are utilised to give graphical displays of the respondents' responses to the questionnaire.

The next chapter will discuss the summary of findings, conclusions and recommendations.

CHAPTER 5

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter presents a summary of the research findings, conclusions and recommendations. This is the final chapter which brings this study to a close. In this chapter the researcher will inform the reader whether the purpose of undertaking this study has been fulfilled and aims as stated in chapter one were attained. The researcher has drawn conclusions from the research results and makes recommendations on how management could improve job satisfaction among middle managers in the Eastern Cape Department of Health. Shortcomings and potential research topics will also be discussed.

5.2 SUMMARY OF RESEARCH PROCESS

A purposive sampling method was utilised to recruit participants. In using this sampling method the researcher is not aware of the statistical probability that an individual will be included in the study. The overall aim of this study was to describe the level of job satisfaction amongst middle managers of the Eastern Cape Department of Health, Head Office. In order to achieve this aim, the following objectives were formulated:-

- ❖ Describe the satisfaction of middle managers in terms of pay and benefits;
- ❖ Describe their satisfaction in terms of development, support and recognition;
- ❖ Describe their satisfaction in terms of the extent of supervision;
- ❖ Describe their satisfaction in terms of their relationship with co-workers;
- ❖ Describe their satisfaction in terms of their attitude to the work itself, and;
- ❖ Describe their satisfaction in terms of the working conditions.

Throughout the study the researcher tried to achieve the above specific objectives. Each objective and extent of achievement will now be discussed.

5.2.1 Objective 1: Describe the satisfaction of middle managers in terms of pay and benefits.

Findings revealed that some respondents were satisfied with pay and benefits, thirty percent of respondents were neutral. A high percentage was satisfied about the chance they got to develop new and better ways to do the job. The researcher was therefore able to conclude that the middle managers are generally satisfied in terms of pay and benefits.

5.2.2 Objective 2: Describe their satisfaction in terms of development, support and recognition.

Most respondents did not feel good about the recognition they receive from the work they do. The respondents were dissatisfied with the way their supervisors handle their sub-ordinates. Fifty-five percent (55%) of respondents felt that there was no praise given for doing good work. The supervisors were willing to provide help related challenges. In general the respondents appear to be more dissatisfied in terms of development, support and recognition.

5.2.3 Objective 3: Describe their satisfaction in terms of the extent of supervision.

Respondents felt that they were not free to use their own judgment when executing their specific roles and tasks. In general there was no supportive supervision. The researcher concluded that middle managers of the Department of Health were mostly dissatisfied with the extent of supervision they were getting from their supervisors.

5.2.4 Objective 4: Describe their satisfaction in terms of their relationship with co-workers.

Respondents were mostly satisfied with their relationship with co-workers and with other components like assisting each other. It is on that basis that the researcher concluded that respondents were satisfied in terms of their relationship with co-workers.

5.2.5 Objective 5: Describe their satisfaction in terms of their attitude to the work itself.

Participants were satisfied about the work itself, the fact that their work kept them busy all the time, was enjoyed by seventy one percent (71%) of respondents. Respondents enjoyed the fact that in their work they don't do things that go against their conscience. Also they reveal satisfaction with other questions that were related to the work itself. The researcher came to the conclusion that participants were satisfied with the work itself.

5.2.6 Objective 6: Describe their satisfaction in terms of the working conditions.

Sixty percent (60%) of respondents felt that the Departmental policies were there but no one ensures its implementation. Above fifty percent of participants were dissatisfied with the working conditions in general and the physical conditions were of great concern to most participants. It is on those bases that the researcher concluded that respondents were dissatisfied with working conditions.

On completion of the study, the researcher concluded that out of six dimension of job satisfaction, the respondents were satisfied with three and dissatisfied with three dimensions. The researcher derived that middle managers can be satisfied if senior managers can pay attention to the people they supervise.

5.3. SUMMARY OF FINDINGS

A quantitative questionnaire based research study was conducted among middle managers permanently employed at Eastern Cape Department Health. The data obtained was analysed to identify both satisfiers and dissatisfiers as indicated by the respondents. This was done to identify what factors they perceived as satisfying in the workplace. The findings of this study can make valuable contributions to improving of working conditions at the Eastern Cape Department of Health.

The sample consisted of 40 (n=40) middle managers of the Department of Health. There was a larger component of females in the sample (n=25) which counted for sixty three percent (63%) of the participants. This is due to the fact that the Department of Health is mainly comprised of nursing professionals with the majority being females. Most respondents hold a post graduate qualification (52,5%). Most respondents were in the 46-55 age groups (45%). Forty two point five percent of (42,5%) of the respondents had more than 10 years' experience in the Department of Health.

The highest overall management experience was at three to five years (3-5 years) represented by thirty-two point five percent (32,5%), Followed by both one to two years (1-2 years) and eleven to fifteen years (11-15 years) overall management experiences were at fifteen per cent (15%).

The most important items that were identified by respondents were thirty-eight percent (38%) of participants were very dissatisfied with Q21, the physical surroundings of their work place, followed by thirty percent (30%) being dissatisfied with Q28, supervisor support. The Occupational Health and Safety Act, (Act 85 of 1993) stipulates clearly an employer's and employee's responsibilities as far as working environments.

Fifty-three percent (53%) of participants were dissatisfied with Q14, advancement on the job followed by both Q19 praise and Q24, the way supervisor delegates work to others at forty percent (40%). Thirty percent (30%) of participants were neutral with regard to the aspect of Q8, steady employment, Q13, pay and amount of work they do; Q27, new and better ways of doing the job were at the same level.

There was high levels of satisfaction with Q22, close friendships with their co-workers at fifty-eight percent (58%), followed by fifty-five percent (55%) of participants satisfied with Q10, the chance to tell people what to do. This proves the fact that getting along with co-workers and communication among colleagues satisfies a social affiliation need and a higher level need (Hellriegel et al., 2006:264). Thirty-five percent (35%) of participants were very satisfied with Q11, the chance to make use of their abilities, followed by 28% of participants who were very satisfied about Q3, the chance to do different things from time to time. Respondents do not feel empowered because only twenty-five percent (25%) had been on training courses as revealed with Q 2.4 in section B.

5.4 CONCLUSIONS

The conclusion reflects the journey undertaken by the researcher to study level of satisfaction among middle managers.

Based on these results it can be concluded that job satisfaction levels for participants in the current study does not really depend on gender, age, educational level, salary level, on the job training and experience. It appears that the job satisfaction levels of middle managers are generally low regardless of the biographical characteristics and experience. As such, any intervention to improve the situation may have to be designed in such that each manager would be involved. This research was undertaken to identify levels of satisfaction among middle managers, dissatisfaction were

identified and recommendations to deal with the dissatisfied employees was explained. Herzberg states that an individual cannot be dissatisfied and motivated at the same time, although a person may be satisfied but not necessarily motivated to perform the job. Employees' assessment of how satisfied or dissatisfied he or she is with his or her job is a complex summation of a number of discrete job elements. Organisations with more satisfied employees tend to be more effective than those with less satisfied employees (Odendaal et al., 2007:77).

International research study that was conducted by a Chicago-based organisation in 92 countries since 1974 has drawn conclusion that South African organisations score low on employee satisfaction (Odendaal et al., 2007:782).

Out of six dimension of job satisfaction, the respondents were generally more satisfied with three and more dissatisfied with three other dimensions. The researcher came to the conclusion that middle managers will be more satisfied if senior managers pay more attention to the people they supervise.

5.5 LIMITATIONS OF THE STUDY

Although the study succeeded in achieving its stated aims and objectives, it needs to be mentioned that there were limitations as will be described by the researcher below. The study involved only the middle managers in Department of Health and does not reflect the experiences of job satisfaction of middle managers from other departments. In addition, the research focused on full-time positions of middle managers employed in only the Eastern Cape and the findings may therefore only be applicable to this province. Therefore, the results cannot be generalised to other departments. The study was conducted in the Department of Health only in the Eastern Cape and does not include other provinces nationally and therefore does not reflect Health Departments in general. A larger sample would enhance the generalizability of the findings.

The study only focused on the perceptions of middle managers regarding their job satisfaction linked to a number of dimensions. although government policies have a major impact on some of the strategies, such as Human Resources, in terms of conditions of service, salary package, and other benefits. The impact of these policies was not explored during the study. This research used

only questionnaires to collect data. Richer data might have been obtained from supplementing the research data with participant interviews in order to probe experiences more deeply.

The literature review is limited to comparisons made to findings from other sectors of work and not from department of Health middle managers. The questionnaire utilised was only available in English. Although the results reveal that the majority of respondents were fluent in English, they were not first language English speakers, and the risk of respondents misinterpreting the questionnaire items existed. The risk of misinterpreting language used in the questionnaire was minimized by the following:-

- Simple language was used in the structured questionnaire, and
- Basic information was requested about the respondents.

The methodological issues such as sampling procedure and uncontrolled variables limit generalization from the current research. A purposive sampling was utilised to identify participants by utilizing purposive sampling method, the researcher cannot claim that the sample is representative of the larger population of middle managers in public service departments as the entire sample was generated from Eastern Cape Department of Health Provincial Office.

5.6 RECOMMENDATIONS

Recommendation is a suggestion to someone to do something and should be carefully worded in order to ensure that the right person acts carefully with regard to situation (De Vos et al., 2007: 253). Recommendations are made, in accordance with the findings, to improve job satisfaction levels. Both the Department and top management must play an active role. Recommendations will be directed to senior managers and executive managers in order to implement recommendations to ensure more satisfied middle managers.

Role of Senior Management

Top management must bear in mind the advantages and benefits of having satisfied middle managers for example satisfied employees can go an extra mile. The researcher would therefore like

to recommend that the results of the current study must be implemented to improve job satisfaction among middle managers.

It is essential for senior management to identify dissatisfactions that these categories of employees are experiencing, deal with it for effective and efficient delivery of services. This can be done in conjunction with the personnel management development system (PMDS) and during one to one interviews. Management must design a strategy that would be relevant to gender, educational level, age group, salary level and experience level since all participants expressed similar satisfaction levels.

Management must create an organisational culture where employee pride must be nurtured by instituting both formal and informal ways of improving satisfaction, employee recognition and commitment.

Top managers must have knowledge about how satisfied their employees are, about their needs, desires, attitudes, opinions, interests, perceptions and fears (Swanepoel et al., 2007:780).

Job satisfaction, like any other attitude, generally develops over a period of time as an employee gains more and more information about the organisation. However, it is dynamic as the level can decline even more rapidly than it increases. Therefore management need to pay more attention to middle managers' attitude on a regular basis (Gounaris, 2008:74).

Role of Department of Health

The Department must provide safe surroundings, because safety and stability could decrease staff turn-over and personnel would find little dissatisfaction among its employees.

The Department must identify factors that satisfy employees in the workplace and utilise them to satisfy middle managers. It would be worthwhile to include other departments and other provinces in order to generalise the findings.

Abilities that are above the post level can decrease job satisfaction; as the employee will not be able to maximize his or her abilities and will be frustrated by the limitations of the job (Odendaal et al., 2007:418).

The following proactive interventions can be implemented to decrease the influence of intrinsic job factors:-

- ❖ Senior managers could enhance the commitment of, and empower middle managers, by obtaining their input on possible actions to be taken to create opportunities to be more creative in their jobs and to counteract the impact of routinisation.
- ❖ Opportunities for promotion in situations where staff advancement is identified as a problem must be considered.
- ❖ The negative impact of extrinsic factors can be minimised by making the work environment or workplace a more enjoyable place to work in.
- ❖ Supervisors must be empowered to develop their interpersonal skills.
- ❖ Senior management need to implement ways and means to actively support middle managers and to develop a caring organizational climate.
- ❖ Management should also create opportunities for promotion in situations where staff advancement is identified as a problem. Management should take an active role to make the working area a more pleasant place to work at, to develop the interpersonal skills of senior managers.
- ❖ The Department of Health must implement ways and means, to actively support middle managers and to develop a caring organizational climate.
- ❖ The Department should create environments where people can optimise their potential and add value to the organisations. Managers should establish the needs of employees, and should support the achievement of goals they have set for themselves. As employees receive support, they will be motivated to achieve such goals, thereby performing well in their jobs.
- ❖ Employees should be recognised for the contribution they are making to the Department. Most respondents indicated that their contributions are not recognised; some indicated that they are not given recognition for the work they are performing.
- ❖ There should be clear on-going communication between middle managers and senior managers. The supervisors should be more communicative, more sensitive to the needs of subordinates, willing and empathetic listeners, and understanding and approachable. Employees should be treated with respect and be made to feel worthy. Most middle managers were uncertain with regards to whether they are respected and regarded as worthy in the department.

- ❖ Employees should be allowed to use their own discretion when performing their jobs. The literature review reveals that lack of autonomy has been identified as one of the key reasons for managers for being dissatisfied. Senior managers need to be generous with compliments, employees need to be complimented for the value they are adding to the department and in that way they feel appreciated and valued.
- ❖ Supervisors should be more communicative, more sensitive to the needs of subordinates, willing; empathetic listeners; understanding and approachable. Supervisors should budget time for the development of their subordinates and this must be one of the performance criteria for every manager. If managers are rewarded for people development, they create an empowering culture.
- ❖ Senior managers must involve middle managers in decision making. Middle managers must be given authority and autonomy to make and implement their own decisions. Rewards should be given fairly and equitably. There should be clear career paths within the department. A study including middle managers who have already left the department need to be conducted to shed more light on their perceptions regarding the reasons for their turnover as well as strategies that can be implemented to enhance job satisfaction.

5.6.1 The employer should consider methods of promoting and improving employee relations.

Management must ensure that their selection process screens out negative and maladjusted, employees who are likely to be dissatisfied about their job. Management must ensure mentally challenging work, equitable rewards, supportive working conditions and supportive colleagues.

The management should ensure that practical organisational changes are implemented such as functional occupational health and safety committee, hygiene factors such as good working conditions must be provided. The majority of respondents indicated that they did not have good working conditions; therefore Occupational Health and Safety Act, Act 85 of 1993, must be fully implemented and monitored.

Although maintenance of these factors does not increase level of job satisfaction of employees, failure to maintain hygiene factors leads to dissatisfaction. Management should strive to eliminate all those factors that lead to dissatisfaction among employees.

Middle managers must be given opportunities for advancement; employees are the most valuable assets of the Department. This will lead to employees who will want to take more responsibilities and show commitment to organisational goal accomplishment.

New and better ways of doing the job through work redesign, that is reshaping the way employees have to work must be implemented to reduce boredom and work fatigue, this can be part of multi-skilling of employees.

Top management must give praise where praise is due; supervisors must come up with innovative ideas of how to give praise to their sub-ordinates. They must reflect a caring image that caters for social needs of employees.

As there is equitable pay in place, achievement bonuses and rewards can be considered to deserving employees, must be linked to performance and must not be delayed so that recipients can recognised them as directly linked to performance.

5.7 FURTHER RESEARCH

Future research must be conducted to include all levels of management in order to have an idea about levels of satisfaction among departmental employees. Even senior and executive management must be included, because dissatisfied senior managers may cause middle managers to be dissatisfied.

It is essential that the DoH take cognisance of job satisfaction among middle managers in order to ensure effective and efficient service delivery. The employer should measure job satisfaction on a regular basis in order to improve overall employee satisfaction.

5.8 CONCLUDING REMARKS

The findings will be submitted to the sub-directorate of Epidemiological Research & Surveillance Management, the Director Human Research Management and the Director Human Resource Development at the Eastern Cape Department of Health. It is important that the release of research findings be conducted in an ethical manner (Ethics in Health Research in South Africa, 2000).

No false anticipations were raised during the process, and the report emanating from this study will be made known. A copy of the research study will be made available to Nelson Mandela Metropolitan University library. Based on the research findings, it is clear that the satisfaction levels of employees are dependent on type of leadership they receive.

It has emerged that managers should have in-depth knowledge of motivation strategies that will be geared towards increasing job satisfaction. Managers need to continuously modify their leadership styles depending on the employees' ability to take responsibility for their own actions. This is a dynamic relationship that needs constant monitoring and adaptation on the part of the manager. Failure to use the appropriate leadership style will affect the level of motivation, thereby resulting to job dissatisfaction. It is clear that the Department needs to implement Human Resource strategic plan in order to ensure satisfied middle managers.

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ANNEXURE 1

Letters Pertaining to the Granting of
Permission to Conduct Research



Eastern Cape Department of Health

Enquiries: Zonwabele Merile

Tel No: 040 608 0830

Date: 09th November 2010

Fax No: 043 642 1409

e-mail address: zonwabele.merile@impilo.ecprov.gov.za

Dear Mr ME Mawonga

Re: Job satisfaction amongst middle managers of the Department of Health

The Department of Health would like to inform you that your application for conducting a research on the abovementioned topic has been approved based on the following conditions:

1. During your study, you will follow the submitted protocol with ethical approval and can only deviate from it after having a written approval from the Department of Health.
2. You are advised to ensure, observe and respect the rights and culture of your research participants and maintain confidentiality of their identities and shall remove or not collect any information which can be used to link the participants.
3. The Department of Health expects you to provide a progress on your study every 3 months (from date you received this letter) in writing.
4. At the end of your study, you will be expected to send a full written report with your findings and implementable recommendations to the Epidemiological Research & Surveillance Management. You may be invited to the department to come and present your research findings with your implementable recommendations.
5. Your results on the Eastern Cape will not be presented anywhere unless you have shared them with the Department of Health as indicated above.

Your compliance in this regard will be highly appreciated.

DEPUTY DIRECTOR: EPIDEMIOLOGICAL RESEARCH & SURVEILLANCE MANAGEMENT



Ikamva eliqaqambileyo!

ANNEXURE 2

Letter to Participants Requesting Participation
in the Research Study.

Annexure 2: Request to conduct research

122 Carl PaPe Street
Berlin
5660
28-July -2010

The Director
Research Directorate
Department of Health
Bisho
5605

Dear Sir

Re: Request to Conduct Research: Bisho Head Office

In my capacity as postgraduate student in the MA (Health & Welfare Management) programme with the Nelson Mandela Metropolitan University I hereby wish to request permission to conduct research at Head Office Bisho amongst Middle Managers.

The purpose of the research is to investigate the level of job satisfaction amongst the Middle Managers employed by the Department of Health, Bisho Head Office. The research proposal has been approved by the Faculty of Health Sciences Research, Technology & Innovation and granted the necessary ethics clearance.

Thank you in anticipation

Yours faithfully

Mzukisi Mawonga
[Student Number 207021645]

Cell: 0833781657 / 0722468871

ANNEXURE 3

Questionnaire To Participants to Respond To Questions.

Annexure 3: Information Letter for participants

122 Carl PaPe Street
Berlin
5660
28-July -2010

Dear Middle Managers

I am a student at Nelson Mandela Metropolitan University, undertaking post graduate studies towards the degree MA in Health and Welfare Management. I humbly request your participation in the research study that I am required to undertake as part of the requirements for the degree.

The purpose of the research is to investigate the level of job satisfaction amongst the Middle Managers employed by the Department of Health, Bisho Head Office. The research proposal has been approved by the Faculty of Health Sciences Research, Technology & Innovation and granted the necessary ethics clearance. As part of the ethics that will be upheld by the researcher, questionnaires can be completed anonymously as your identity is not required on any documentation.

The findings from the research will be shared with senior management of the Department of Health and it is hoped that the results can assist them in developing strategies to enhance job satisfaction for middle managers.

My request to you, as a Middle Manager, is to kindly complete the attached questionnaire. Please answer all the questions as honestly and objectively as possible and to the best of your ability. Once you have completed the questionnaire kindly place it in the self-addressed envelope provided, seal it to ensure privacy of your responses and return to me.

Your participation in this study will be highly appreciated.

Thank you in advance for your time in completing this questionnaire.

Yours faithfully

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