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## Article

# Assessing the relationships between selected variables and employee job satisfaction : empirical survey of a typical municipality

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## **Assessing the Relationships between Selected Variables and Employee Job Satisfaction: Empirical Survey of a Typical Municipality**

**Albert Tchey Agbenyegah<sup>1</sup>, Nhlakanipho Mvelase<sup>2</sup>**

**Abstract:** This study seeks to identify selected variables that impact on employee job satisfaction in a typical municipality. Being quantitatively designed, the authors utilized purposive sampling techniques to select 160 permanent employees from five departments of the establishment. Primary data was collected through a seven-point Likert scale questionnaire. Data analysis was conducted after all the questionnaires were certified correct through SPSS version 23.0 supported by two statistical tools namely the descriptive and inferential. Besides other variables that emerged from the literature gender, remuneration, promotional programs does not differ from EJS. However, the study revealed that variables such as academic achievement and supervision differ significantly from employee job satisfaction. Given the nature of the relationships between the stated variables, practical recommendations to assist employers and management to increase productivity in the municipality through employees' job satisfaction.

**Keywords:** Employee job satisfaction index; employee job satisfaction; selected factors; employee satisfaction; modern-day organisation

**JEL Classification:** M12; J28; G21; C83

### **1. Introduction**

Public institutions including municipalities continue to pay more attention to various strategic approaches with the view of reaching maximum employee satisfaction. (Wright & Davis, 2003) Attempts by employees for maximum satisfaction means self-fulfillment, being proud of realising organization goals and the ability to achieve emotional satisfaction due to personal assessment. (Danish & Usman; 2006) Various academics stated that factors such as wages and salaries, promotion opportunities, interactions with workmates, conducive working climate, and the nature of work and supervision impact on EJS. (Tsitangano, 2013; John, 2004) For decades, there have been growing calls for employees' job satisfaction in most organizations.

In spite of growing interest in the concept of job satisfaction across organisations, there is lack of similar studies about local municipalities in rural South Africa. In rural local municipalities of South Africa where service delivery is of extreme significance, empirical findings regarding EJS could curb some of reasons for the strikes; thus creating productivity in local municipalities where service delivery to communities is of paramount significance. Other empirical studies have found that dissatisfied employees exhibit counterproductive conducts as well as rampant burnout in the working environments. (Faragher, Cass & Cooper, 2005) The study further add that dissatisfaction among employees impact

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negatively on their mental and physical level of performance. However, academic evidence support the notion that satisfied employees are productive and more likely to stay and work in existing employment. (McNeese & Smith, 1997)

Whilst it is acknowledged that there is association between job satisfaction and motivation, it is believed that the more motivated employees are the better productive the organization. (Kumar & Singh, 2011) There are varying factors that enhance EJS within the organization. These factors need to be researched in other to equip management in the organization with the desired knowledge. Scientists Yee, Yeung and Cheng (2008) add that the growth of employees as a result of job satisfaction is the sole responsibilities of management which in a way have ripple effect on employee loyalty, confidence levels and trigger high quality performances in the organization. Several factors are known to impact employees' job satisfaction in the organization. Hence, the authors of this paper decided to explore the significant relationships between the selected independent variables and EJS. To ensure employees satisfaction, entities are required to provide for employees' needs and expectations. Bateman and Snell (2014) indicated that employees are better satisfied based on the type of treatment by supervisors within the organization. According to Chandrasekar (2011), through good relationship among employees, peers and supervisors job satisfaction can be the primary achievement of organisations. In contrast, scientific evidence revealed that employees' dissatisfaction can be the result of elements of disagreement among employees, peers and supervisors. These elements, according to scientific evidence create negative atmosphere and failure by employees to be innovative and increase in productivity. (Raziq & Maulabakhsu, 2015)

**Structure of the study:** Section 2 focuses on theoretical and empirical review of EJS and job satisfaction. Section 3 outlines the conceptual framework regarding dependent and independent variables. Section 4 depicts the research methodology which entails the sampling technique, data analysis and interpretations of the study outcomes whereas Section 5 discusses the study outcomes in line with concepts such as EJS and the significant relationships between the dependent and independent variables. Section 6 focuses on the conclusions and recommendations of the study.

## **2. Theoretical and Empirical Review**

### **Theoretical Framework**

There are countless theories of job satisfaction. For instance, evidence revealed that the general model of job characteristics focuses on employee motivation. (Droar, 2006) Other key job satisfaction theories according to Hunter (2006) are known to provide sufficient satisfaction and high levels of employees' performance. One of the early scientific writers on job satisfaction states that emotional shifts in terms of jobs and existing conditions of employment can result to any form of job satisfaction variables. (Fisher & Hana, 1931) The complex nature of employee satisfaction at the workplace cannot be ignored. A study by Hoppock (1935) have shown that employee satisfaction is vastly multidimensional; as such, job satisfaction also bear significant relationship to physical, sociological as well as psychological variables across different sectors of the organisation. (Mayo, 1945) The nature of job design according to different authors is very influential on the intrinsic motivational levels of individuals within the

organization since it triggers higher employees' performances. (Amabile, 1988; Kanter, 1988; George & Zhou, 2001; Tierney & Farmer, 2002)

Two key theories underpin this study; the Maslow's theory of motivation and two-factor theory of Herzberg. The Herzberg two factor theory indicates motivators and maintenance. According to Herzberg theory, employees' tasks are influenced largely by motivators such as achievement, work content, advancement and recognition. (Herzberg, Maustner & Synderman, 1959) Employees need to acknowledge the differences in expectations in line with rewards tie to employees' expectations. The maintenance factors entails the nature of working conditions in relation to policy framework and security assigned to given tasks, determine employees motivation. Perspectives regarding the nature of motivation varies; while some perceive motivation to include rewards and work satisfactions, others perceive motivation as "*evil*" which is accomplished in exchange for income with to support family members. Employees in this category lack the necessary expectations of fulfilment. Others perform specific tasks to earn the satisfaction that is referred to as "*ego*". These groups of employees lack the common desire among employees to climb the "*managerial ladder*" due to high level of stress attached to such positions. The primary intention attached to such positions by employees is centered on the concept of "*family excellency life-time*", desires for other hobbies and for other job interests. (Carrell, Elbert, Hartfield, Grobler, Marx & Van der Schyf, 1998) Other category of workers pursue employment opportunities very vital to their well-being; thus displaying high level of commitment for personal pride in addition to achieve job satisfaction. These categories of employees display deeper commitment, pride, and the willingness to work for longer time-period. (Carrell et al., 1998) Employees of MLM fall into these categories. It is essential therefore to state that while different desire for work may be displayed; others perform tasks referred to as "*pain-perform tasks for survival*" other employees referred to their task as a "*career*". The central issues here are as follows: employees' expectations in terms of rewards and satisfaction are likely not to be realized; not much is done to the detriment of employees and other stakeholders. Consequently, large section of the population suffer due to lack of job satisfaction. Much is expected by employers to offer assistance to employees to realize their expectations to become satisfied in order to increase performance.

### **The Research Setting – Empirical Review**

This empirical survey was conducted in Umzinyathi district in KZN Province of South Africa. This research setting represents one of the four district municipalities namely Endumeni, Msinga, Nquthu and Umvoti. The Umzinyathi district is predominantly Zulu speaking communities who are sparsely populated. Economic activities across the municipality remains very poor; thus an estimate of 71% of the general population are economically inactive. According to Statistics South Africa (2007), only 8.2% of the population are employed whilst the overall rural households' income is less than R1600.00 monthly. This translates into meagre income of approximately 95% of the population. Though the municipality is unable to generate enough revenue to support its operational requirements, it is the largest among the four districts. Msinga local municipality is highly constrained in various areas including funding, skills and infrastructure deficiency. Due to these constraints the municipality is unable to deliver essential services including socio-economic aids to various rural communities equitably. Figure 1 below depicts the exact location of this empirical survey.



Figure 1. Map of KZN Province showing the Umzinyathi district municipality

Source: [municipalities.co.za](http://municipalities.co.za)

### Employee Satisfaction – Empirical Review

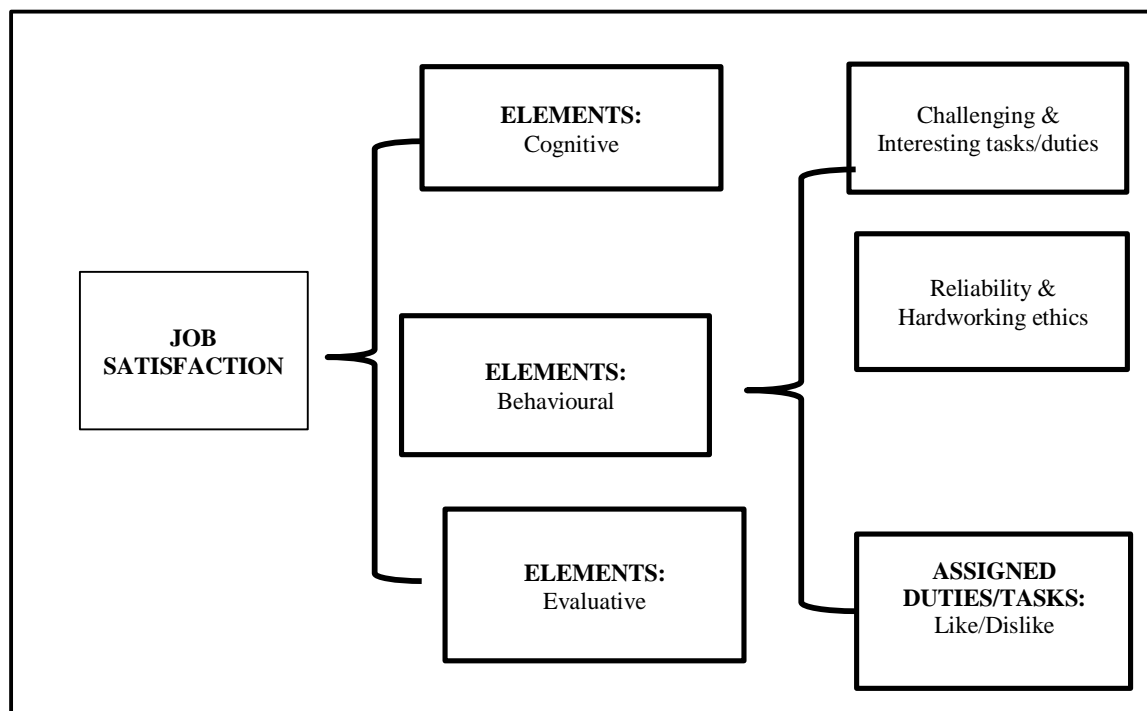
Extant literature suggests different views regarding conceptualizing employees' satisfaction. In light of this, there are countless definitions regarding the concept of job satisfaction. Employee satisfaction is defined as individual evaluation of the employees' existing job conditions and the final outcomes that emerges from the assigned duties. As Koys (2003) established, employee satisfaction was characterized by perception and job assessment, in a similar study Wangenheim, Evanschitzky and Wunderlich (2007) stressed that employees satisfaction is the primary function of the relationship between employee expectations and the final offers. According to Matzler and Renzi (2007), variables such as environmental and personal variables represents some basic elements of job satisfaction. Different variables within the job environment and other personal factors provide more emphasis in terms of employees attributes and their characteristics. (Judge, Thoresen, Bono & Patton, 2001) In sum, Chi and Gursory (2009) add that employee satisfaction is closely linked to individuals' desire for own work outcomes. Further study by Ganguly (2010) expounds that employee satisfaction is associated with person-environment fit as the most explanations that constitutes employee satisfaction. The ultimate success of an establishment according to the study depends on successful organization through individual employees' effort. Employee satisfaction is associated with variables such as expansion of production output as well as productivity. (Faragher, Cass & Cooper, 2005) Within the organization, it can be argued that employee satisfaction means stimulating employees' confidence, high level of employee commitment and employee loyalty. (Yee, Yeung & Cheng, 2008)

### Job Satisfaction- Empirical Review

The concept of job satisfaction have undergone numerous scientific investigations. According to Judge and Church (2000) job satisfaction is researched in various fields including organization psychology and industrial. Job satisfaction by employees can be explained on two fronts namely employees' feelings regarding assigned tasks or by determining various aspects of employees' activities that impact

positively on employees' job. Literature suggests that the concept of job satisfaction entails varying constructs of multidimensional. (Ravari, Mirzaei, Kazemi & Jamalizadeh, 2012; Luthans, 2011) These include the dimension of employees' reaction to emotions in relation to specific job climate. According to a study by Luthan (2011), employees' satisfaction of specific job context cannot be physically seen rather it can be inferred. Arizi (2011) add that job satisfaction is the level of satisfaction attained by individual by performing specific job. This implies that for employees to be satisfied, employers are obligated to provide the necessary platforms in order to enable employees to perform specific tasks in favorable climate to realise employers' expectations in return for adequate rewards in line with employees' efforts.

As Spector (1997) explains, job satisfaction focuses on individuals' feelings regarding various aspects of assigned tasks that are performed successfully. In sum, job satisfaction is perceived as either the level of employees' satisfaction or dislike (expression of dissatisfaction) expressed by employees. Two basic pillars underscore job satisfaction. These pillars include appraisal and the state of employees' emotion. (Locke, 1976) Job satisfaction is embedded in attitudes of employees regarding specific work climate. (Burke, 2004) Cowin, Johnson, Craven and Marsh (2008) indicated that job satisfaction depends both on positive and negative attitudes regarding employees' assigned jobs. Figure 2 below illustrates the basic elements of job satisfaction.



**Figure 2. Elements of job satisfaction**

*Source: Adapted from Pennsylvania State University (2010)*

### 3. Conceptual Framework

The conceptual framework (see figure 3) of this study gain much support because the authors were able to carefully select only relevant literature and previous empirical surveys. Utilising this conceptual framework enable the authors to present how the various research concepts relate to each other throughout this study. (Grant & Osanloo, 2014) Through extensive literature search, three groups of variables namely **Internal**, **External** and **Demographics/Others** consisting of different independent variables (see figure 3 below). Though these variables are not incomplete, the authors made the decision to utilize some demographic variables in contrast to others. These variables are labelled in the conceptual framework and subsequently used in formulating the research hypotheses to attain set objectives. The formulated hypotheses are aimed to determine the significant relationship between independent and dependent variables.

The **internal variables** consists of specific and environmental elements labelled and classified in this study as *cultural, job stress, peers, workload, autonomy, personal development, nature of work and positive emotion*. The **external variables** entails organizational and employer elements that are labelled in this study as *fringe benefits, prior experiences, attractive pay systems, empowerment, recognition, personality, freedom of expression and commitment to fair employee evaluation, communication, organizational systems, policies and procedures, work situation, pay, promotion, promotional programs, degree of uncertainty, job ambiguity and conflict*. **Demographic variables (Others)** the conceptual framework entails demographic elements of *gender, and academic achievements*. Drawing on these variables from each group above, few null and alternate hypotheses were formulated for assessment. Based on these variables, the authors assumed that independent variables from each group have profound significant relationship with dependent variable.

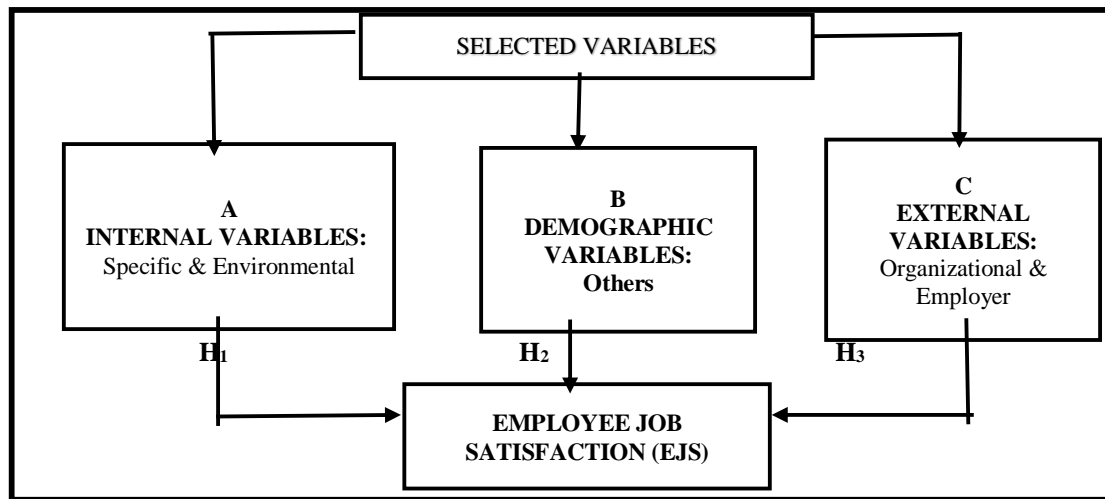


Figure 3. Conceptual model depicting the relationships between dependent and independent variables

*Source: Design for the study*

### Research Hypotheses

Based on the conceptual framework above (figure 2), the authors proposed the following hypotheses in line with stated objectives.

**H<sub>1</sub>:** There is a significant relationship between specific/environmental variables and EJS

**H<sub>2</sub>:** There is a significant relationship between demographic variables and EJS

**H<sub>3</sub>:** There is a significant relationship between organizational and employer related variables and EJS.

### 4. Research Methodology

This cross-sectional approach utilized deductive and descriptive design chosen by the authors to determine the significant relationships between dependent and independent variables. Through quantitative tools this study analysed primary data aided by Statistical Package of Social Sciences (SPSS) version 23.0. Purposive sampling technique was adopted to identify 160 permanent employees across five departments. Purposive technique was utilized to ensure that the authors paid attention to specific characteristics of permanent employees from each departments. (Yin, 2009) These employees comprised senior managers, team of supervisors, technical team and other clerical staff members. The authors designed varying items on the dependent and independent variables in gathering primary data. In total 40 items with options formed part of the seven-point Likert scale questionnaires. Only few questions targeted the demographic variables of gender and academic achievements. To ensure better insights of the significant relationships between the variables, descriptive and inferential tools namely cross-tabulation, Pearson's chi-square test.



## Data Analysis

Concluding dataset was analysed by means of SPSS version 23.0; aided by descriptive and inferential statistical tools to make meanings of the dataset. (Gray, 2009) Cross tabulation was utilized to identify patterns and trends as part of the descriptive analysis and the Pearson chi-square test to make inferences. The primary objectives of the study were realized through formulated hypotheses (figure 2) and tested using Pearson's Chi-square test to find significant relationships between stated variables as shown and explained in the conceptual framework above.

## 5. Results and Discussion

The results of the cross-tabulations as well as the Pearson's chi-test are displayed in the section below.

**Table 1. Frequency Analysis Results**

		N	%
Employee Job satisfaction (EJS)	Not Satisfied	74	62,7
	Satisfied	27	22,9
	Very Satisfied	17	14,4
	Total	118	100,0

Table 1 above indicates that the majority 74 (62.7%) of respondents are dissatisfied with their jobs as prescribed within the organization. Out of 118 employees, only 27 (22.9%) and 17 (14.4%) of the employees are satisfied and very satisfied within the organization. This implies that for the organization to achieve its objective, management is expected to focus on EJS factors by putting in place specific measures for a healthy climate in the organization since the outcomes of this study further revealed also high number of employees' dissatisfaction.

**Table 2. Cross tabulation of EJS and gender**

		Gender					
		Male		Female		Total	
		N	%	N	%	N	%
EJS	Not Satisfied	39	54,9	32	45,1	71	100
	Satisfied	16	59,3	11	40,7	27	100
	Very Satisfied	13	76,5	4	23,5	17	100
	Total	68	59,1	47	40,9	115	100

The table above depicts 68 men in contrast to 47 females who took part in the study. Regarding the level of satisfaction, 54.9% men as compared to 45.1% females were not satisfied with their jobs. Besides, 59.3% of male as compared to 40.7% females were satisfied. 76.5% of the male participants against 23.5% of female were very satisfied in their jobs. The gender composition as shown in this study is consistent with the South African population which currently stands at 51.3% females and 48.7 male. (South Africa. Info, 2011)

## Hypotheses testing

**H1<sub>n</sub>:** There is no significant relationship between EJS and gender

**H1<sub>a</sub>:** There is a significant relationship between EJS and gender

**Table 3. Pearson chi-square test of level of EJS and gender**

EJS	Indicate your gender	
	$\chi^2$	2,634
	Df	2
	P-value	0,268

A non-parametric chi-squared test was conducted to test for the significant relationship between EJS and gender at 5% level of significance. From the table above there is no significant relationship between EJS and gender at p-value > 0.05. Thus, the outcomes of the study ( $\chi^2 = 2.634$ ; df = 2; PV = 0.268) have shown therefore that **H1<sub>n</sub>** is not rejected at 5% level of significance. Hence, the gender composition does not differ significantly in the likelihood on opinion of EJS.

**Table 4. Cross tabulation of EJS and highest academic achievement**

		Indicate your highest academic achievement.															
		Matric		Certificate		Diploma		Bachelor's Degree		Honors Degree / Post Graduate Diploma		Master's Degree		PhD		Total	
		N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
EJS	Not Satisfied	2	2,7	7	9,5	9	12,2	36	48,6	12	16,2	8	10,8	0	0,0	74	100
	Satisfied	5	18,5	7	25,9	6	22,2	5	18,5	3	11,1	1	3,7	0	0,0	27	100
	Very Satisfied	3	17,6	4	23,5	2	11,8	4	23,5	3	17,6	1	5,9	0	0,0	17	100

The table above shows that most (48.6%) Bachelor degree holders were not satisfied with their jobs as compared to 23.5% who attained certificates were satisfied with their jobs. Only 18.5% and 17.6% of matric certificate indicated satisfied and very satisfied with their jobs.

### Hypotheses testing

**H2<sub>n</sub>**: There is no significant relationship between EJS and highest academic achievement

**H2<sub>a</sub>**: There is a significant relationship between EJS and highest academic achievement

**Table 5. Pearson chi-square test of EJS and highest academic achievement.**

EJS	Indicate your highest academic achievement.	
	$\chi^2$	21,274
	Df	10
	P-value	0.019

A non-parametric chi-squared test was conducted to test for the significant relationship between EJS and academic achievement at 5% level of significance. From the table above there is a significant relationship between EJS and academic achievement at p-value < 0.05. Thus, the outcomes of the study ( $\chi^2 = 21.274$ ; df = 10; PV = 0.019) have shown therefore that **H2<sub>n</sub>** is rejected at 5% level of significance. Thus in this sample academic achievement differ significantly in the likelihood on opinion of EJS.

Drawing from the cross tabulation results, majority of respondents with bachelor's degree seem unsatisfied in terms of EJS in contrast to the rest of the respondents with other qualifications. Respondents who obtained certificates are generally more satisfied than the rest of the respondents with other qualifications.

**Table 6. Cross tabulation of EJS and preference to remuneration incentive**

		Preference to remuneration incentive					
		Low		High		Total	
		N	%	N	%	N	%
EJS	Low	2	33.3	72	64.9	74	63.2
	High	4	66.7	39	35.1	43	36.8

From the table above, majority of the respondents with low EJS have a high preference to remuneration incentive (64.9%). However, majority of the respondents with a high EJS have a low preference to remuneration incentive (66.7%).

#### Hypotheses testing

**H3<sub>n</sub>:** There is no significant relationship between EJS and preference to remuneration incentive

**H3<sub>a</sub>:** There is a significant relationship between EJS and preference to remuneration incentive.

**Table 7. Pearson chi-square test for EJS and preference to remuneration incentive**

EJS		Preference to financial incentive
	$\chi^2$	2.435
	Df	1
	p-value	0.119

A non-parametric chi-squared test was conducted to test for the significant relationship between EJS and preference to remuneration at 5% level of significance. From the table above there is no significant relationship between EJS and preference to remuneration at p-value > 0.05. Thus, the outcomes of the study ( $\chi^2 = 2.435$ ; df = 1; PV = 0.119) have shown therefore that **H3<sub>n</sub>** is not rejected at 5% level of significance. Thus in this sample preference to remuneration does not differ significantly in the likelihood on opinion of EJS. The finding demonstrates high level of relationships between remuneration incentives and EJS.

**Table 8. Cross tabulation of EJS and preference to promotional programs**

		Preference to promotional programs					
		Low		High		Total	
		N	%	N	%	N	%
EJS	Low	3	4,1	70	95,9	73	100
	High	3	6,8	41	93,2	44	100

From the table above, majority of the respondents with a low EJS have a high preference to promotional programs (95.9%). Furthermore, the majority of respondents with a high EJS have a high preference to promotional programs (93.2%).

#### Hypotheses testing

**H4<sub>n</sub>:** There is no significant relationship between EJS and preference to promotional program

**H4<sub>a</sub>:** There is a significant relationship between EJS and preference to promotional program.

**Table 9. Pearson chi-square test for the EJS and preference to promotional programs**

		Preference to promotional programs
EJS	$\chi^2$	0.414
	Df	1
	p-value	0.520

A non-parametric chi-square test was conducted to test for the significant relationship between EJS and preference to promotional program at 5% level of significance. From the table above there is no significant relationship between EJS and preference to promotional program at  $p\text{-value} > 0.05$ . Thus, the outcomes of the study ( $\chi^2 = 0.414$ ;  $df = 1$ ;  $PV = 0.520$ ) showed that **H4<sub>n</sub>** is not rejected at 5% level of significance. The sample preference to promotional program does not differ significantly in the likelihood on opinion of EJS.

**Table 10. Cross tabulation of EJS of perceived supervision.**

		Level of perceived supervision					
		Low		High		Total	
		N	%	N	%	N	%
EJS	Low	53	71.6	21	28.4	74	100
	High	5	11.9	37	88.1	42	100

From the table 10 majority of the respondents with a low EJS have a low perception of the level of supervision (71.6%) at work place. However, the majority of respondents with a high EJS have a high (88.1%) perception of supervision at the work place.

### Hypotheses testing

**H5<sub>n</sub>**: There is no significant relationship between EJS and preference to perceived supervision

**H5<sub>a</sub>**: There is a significant relationship between EJS and preference to perceived supervision.

**Table 11. Pearson chi-square test for EJS and preference to perceived supervision**

		Level of perceived supervision
EJS	$\chi^2$	38.219
	Df	1
	p-value	0.000

A non-parametric chi-squared test was conducted to test for the significant relationship between EJS and preference to perceived supervision at 5% level of significance. From the table above there is a significant relationship between EJS and preference to perceived supervision at  $p\text{-value} < 0.05$ . Thus, the outcomes of the study ( $\chi^2 = 38.219$ ;  $df = 1$ ;  $PV = 0.000$ ) have shown therefore that **H5<sub>n</sub>** is rejected at 5% level of significance. Thus, in this sample preference to perceived supervision differ significantly in the likelihood on opinion of EJS.

A number of interacting variables contribute to EJS in the workplace. This is true because scientific evidence points to various factors that are known to play significant role in satisfying employees (Porter, Bigley & Steers, 2003). This study enlightens few of the variables by determining the relationships between the independent and dependent variables. Earlier in the study, it emerged that the bulk of employees across the organisation were dissatisfied with their job status. The fact that most of the employees have family responsibilities; it remains to be seen how dissatisfaction of their jobs relates to the overall upkeep of their family members. The revelation of this study concurred with recent study by Boggie (2005) that concurred that dissatisfaction by employees could be due to variables including low



employees morale, poor pay packages, lack of employees' recognition among other. The fact that employees in the organization are dissatisfied, there is the need to establish positive working climate that in alignment with respective jobs. (Bakotic & Babic, 2013)

Next, the study found that gender composition does not differ significant in the likelihood on opinions of EJS. In sum, there is no significant relationships between gender and EJS. Males and females are likely to be satisfied provided the employer provides variables such as security, better pay systems and healthy working climate just to mention few. A study by Bellou (2010) add that the gender composition within the organization impact on EJS. Additionally, the outcomes of the current study is inconsistent with similar study that revealed some dissimilarities among men and women in terms of job satisfaction. (Zou, 2007)

Although this study did not specifically explore security and EJS, the study argued that one of the underlining reasons why men are dissatisfied in contrast to female is due to poor pay. Job security is seen as the principal motivator for female job satisfaction within the organization. Hence, both the men and women feel highly satisfied in the organization and enjoy job stability and as an enhancement to security.

Given the fact that academic achievements bears significantly relationship to EJS (Well-Maker, 1985; Hamshari, 1986), the study found that employees with minimal academic achievements are more satisfied. Though the level of satisfaction differs in general, this study concluded that academic qualifications in one way or another is of significant benefits to the organization since it makes employees to be satisfied and increase productivity. For instance, in an organisation setting where there is chronic acute skill shortages, qualified employees are bound to attain enough levels of job satisfaction in terms of promotion and monetary payments. This finding disagreed with a study by Saner (2009) which state that highly qualified employees are more satisfied in their jobs than others. Similar scientific evidence revealed that academic achievements in general does not bear significant relationships in terms of EJS. (Paul & Keng, 2012)

One of the reasons why highly qualified employees are dissatisfied is that well-educated employees are knowledgeable enough to conduct better assessments of existing employment conditions prior to accepting the employment offer. (Gurbuz, 2007) It emerged from the study that preference to remuneration incentives does not differ significantly in the likelihood on opinions on EJS. The present study confirms earlier related empirical evidence by Welsh, Ganegoda and Willey (2012) indicated highly strong positive relationship between incentives and EJS. The study established that factors of motivation (eg. expectancy in pay packages) are able to determine significant level of personal commitment to EJS. The reason for low levels of EJS could be explained in relations to poor implementation of existing monetary incentives. (Pouliakas, 2010) Similar study by Shodhganga (2012) have revealed positive significant relationship in line with remuneration incentives and EJS.

Further revelations by the study stated that promotional programs does not differ significantly in the likelihood on opinions of EJS. Scientific evidence so far add that employees' become motivated by being certain that promotion is eminent. (SHRM, 2016) This finding bears similarities to a recent empirical study by Pergamit and Veum (1989) which claimed that promotion opportunities in the organization enhance EJS. Further evidence supported this finding that by offering employees

promotion opportunities to reach senior positions, increases their chances of EJS in addition to growing personal commitment. (Bates, 2008)

Finally, the study found that preference to perceived supervision differ significantly in line with likelihood on the opinions of EJS. In sum, the perceived supervision does not have relationships with EJS. The outcomes of this study is not consistent with a study conducted by scientists Packard and Kauppi, 1999 cited in Khalid, Irshad and Mahmood (2012) which add that supervisors who applied “*democratic management style*” creates the necessary climate for EJS in contrast to supervisors who use “*autocratic management styles*”. In a working environment that is largely rural, the municipality in which communities are in constant demand of services, experience in interpersonal relations in addition to the ongoing positive psychological environment could provide the employees with emotional assistance to deal the stalemate.

## 6. Conclusion and Recommendations

Drawing on the primary objective, this study made some key revelations regarding the significant relationship between independent variables and EJS. Through cross-sectional descriptive method, analysis revealed positive and negative significance on EJS. A total of 120 seven Likert-Scale questionnaires were administered to source primary dataset. The study utilized statistical tools of descriptive, cross tabulation and the Pearson’s Chi-Square Test to conduct the empirical analysis.

In conclusion the researchers are of the view that majority of employees were not satisfied due to various reasons. Whatever the actual figure may be, the fact still remains that in an establishment such as the municipality that provides services, employees must be equipped to offer requisite services of high quality. In otherwise, employees must be satisfied with their jobs no matter the individual position. Empirical data indicated that variables such as working experience, gender and employee status have no significant relationship to EJS. This implied that given the conditions the municipality, employees are satisfied due to other variables except the above. The study further established that variables such as present position, highest academic achievement, remuneration incentive, promotional programs and perceived supervision have positive relationship between EJS. For municipal managers to enhance employee satisfaction, it is vital that recommendations that were suggested are implemented in line with the study outcomes.

Across the country, municipal employees are known to perform several community functions using scarce resources. (Du Plessis & Fouche, 2015) The same applies to the present municipal environment where this survey was conducted. Worst of all, this research setting is very rural with high levels of growing infrastructure shortfalls. Given these bleak pictures of the working environment, management of the municipality need to control the situation and establish some level of job satisfaction among the employees. To ascertain these commitments, the following recommendations must be adopted:

- Provide employees the necessary career path opportunities for personal developments. This will further empower employees with long service working experience the necessary skills for promotion;



- Providing a conducive working climate is critical to boost the existing employees' status in the organization. Permanent employees are to add more value to the organization activities in contrast to contract employees;
- Management should link promotion opportunities to employees' positions as prescribed by policy. By so doing, junior staff members will aspire to work hard for promotions; thus meeting productivity targets and organisation's objectives;
- Application of suitable human resource policies in terms of employees experience, personal status, healthy working climate, inclusive decision-making, career advancement and ongoing training opportunities;
- Provision of employees' emotional training (EET) opportunities to better position individuals to handle customer difficulties as well as high level of despondencies;
- Taking into account the demographic variables of employees, it is vital that the style of management and various forms of motivational strategies are carefully crafted to take care for every employee's satisfaction.

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