



THE INFLUENCE OF ORGANISATIONAL CULTURE ON JOB SATISFACTION: A CASE STUDY OF NKOMAZI MUNICIPALITY- MPUMULANGA

Nontuthuzelo M. Mabuza

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APPROVED FOR FINAL SUBMISSION

—
Dr. D.L Moodley
Supervisor

20/12/2019

Date

DECLARATION

This work has not been acknowledged beforehand in substance for any degree and is not by and large simultaneously submitted in candidature for any degree.

Signed...

Date...21/12/2019.....

DEDICATION

This study is dedicated to my late parents Magajule Moses Mabuza and Dinah Rosemary Nyoni who passed on respecting education. May their soul rest in eternal peace.

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ABSTRACT

Organisational culture plays an integral part in every organisation, particularly on aspects such as employees' morale, emotions, satisfaction and performance. Earlier researchers have demonstrated the connectivity between an organisation's culture and employees' level of satisfaction. This study attends to probe further on this topic; however, its scope is within the Nkomazi Municipality in Mpumalanga, South Africa. The study's core goal was to determine factors affecting the relationship between organisational culture and job satisfaction within the Mpumalanga Province of South Africa. To achieve this aim, the study pursued a qualitative research approach by interviewing personnel at the Nkomazi Municipality as a means to gaining deeper insight on their perceptions and opinions.

The study revealed that organisational culture did impact on job satisfaction at Nkomazi Municipality; however, this positive note was downplayed by the insufficiency of information flow among different strata of the municipality. In line with this, the study recommends regular meetings as a means to enhancing the communication flow amongst role-players within the municipality. Furthermore, the study advocates training programmes as an agenda towards an efficient flow of communication at different levels within the Nkomazi Municipality; while also adopting capacity developmental programmes for the development of personnels' communication, interpersonal and cognitive skills.

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LIST OF ABBREVIATION AND ACRONYMS

CSR	- Corporate Social Responsibility
HR	- Human Resource
HRM	- Human Resource Management
IDP	- Integrated Development Plan
IT	- Information Technology
JS	- Job satisfaction
LRA	- Labour Relations Act
MP	- Mpumalanga Province
NLM	- Nkomazi Local Municipality
OC	- Organisational Culture
PC	- Personal Computer
SAGC	- South African Geoscience Council

CHAPTER ONE: INTRODUCTION

1.1 Introduction

This chapter provides an overview of two core variables of this study - organisational culture and job satisfaction. It commences by providing a background on organisational culture. It further proceeds by discussing the problem statement, aim of the study as well as objectives of the study. This chapter also provides a summary of the research methodology. Also, discussed are the scope of the study and significance of the study. The chapter finally concludes with the structure of the dissertation.

1.2 Background of the study

Organisational culture is an important management characteristic of an organisation. It is shaped through the organisational visions, working language, norms, values and symbols. Also inclusive are systems, habits and beliefs. Tsai (2011) also explains that, organisational culture is a pattern of assumptions and cultural behaviour been instilled and taught to new employees. He further explains that it influences the manner in which employees interact with each other, with customers as well as stakeholders.

According to Laghari (2011), the workforce is the most integral and foremost factors that contributes to an organisation's success, particularly in a competitive environment. This assertion is particularly more obvious in service-related establishments which rely significantly on respectable behaviour of staff members in providing courteous and friendly services to their clients (Laghari 2011).

In relation to the above statement, Habib, Aslam, Hussain, Yasmeen and Ibrahim (2014) state that it is highly imperative for organisations to create an organisational culture as a means to staying competitive in the market-place. Organisational culture must be continuously sustained with the aim of achieving a continuous improvement in the organisation. Organisational culture is equally significant as it accelerates the progression of the organisation, while inversely impacting on workforce commitment and satisfaction.

In recent years, numerous organisations have conceded that their employees are their most valuable asset. Hence, such organisations have continually attempted to establish an, “employment brand” that is appealing to their current workforce while also attracting potential talents (Glen 2006). Lumley (2009) further states that organisations are experiencing a transformational era, which has brought about a series of notable effects; such as job loss; technological advancement, globalisation, challenges attributed to work-life balance, an increase in the understanding of cultural diversity and changing nature of work. A prominent challenge among organisations is their inability in handling competition in a profitable while also having every employee committed to organisational strategic goals and objectives. Subsequently, in accordance with the above discussion, the research anticipates determining factors affecting the relationship between organisational culture and job satisfaction. It further aims to focus on this phenomenon within a specific municipality.

1.3 Problem statement

The Centre for Economic Performance (London Stock Exchange) and Institute for Work Psychology (University of Sheffield) embarked on a joint project between the years 1991 and 1998. They emphasised that the manner in which employees are managed has a strong linkage with profitability and productivity (Nderitu 2013). There are several factors that affect the relationship between organisational culture and job satisfaction, whether positively or negatively. This study will seek to examine these factors.

Spector (2003) alleges that a number of factors motivate employees at their workplaces. While some of these motivating factors are tangible concerns, such as money; others are categorised as intangible. A main intangible motivating factor is sense – sense of achievement (Spector 2003). However, a variety of studies in this field have looked at job satisfaction from a range of perspectives, this study in its on case is confined only to – the influence of organisational culture on job satisfaction.

The primary point of departure of this study is that the success of any government department, and Nkomazi Municipality in particular, is mainly dependent on the collective efforts of employees, wherein such employee efforts are to a large extent determined by individual characteristics or mannerisms, as well as peculiar aspects of employees work setting which may inspire them to commit more mental and physical energy to their daily task (Nderitu 2013). By so doing, the goals of governmental establishments are targeted and achieved. Hence, organisational culture and job satisfaction are considered as core attributes to the success of a governmental department, both of which are interrelated. An in-depth knowledge regarding the nature and important sources of employee satisfaction will empower supervisors to impact the required positive key changes, for example, adapt their key human asset and government departmental improvement planning and usage towards ideal worker reliability and maintenance.

A number of variables such as uncondusive work environment, interpersonal relationship among employees and poor communication may adversely impact on organisational culture and job satisfaction (Obakpolo 2015). Should some of these concerns be overlooked or not addressed at an early stage, it can possibly have a devastating consequence on an organisation in the medium and long term (Biggio and Cortese 2013). Thus, it is imperative to understudy variables associated with organisational culture and job satisfaction, particularly those variables which may have an adverse impact on an organisation, particularly on the Nkomazi Municipality.

1.4 Definition of the key terms

1.4.1 Organisational culture

Schein (1985: 9) describes “organisational culture as a pattern of basic assumptions invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration that has worked well enough to be considered valid, and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems”.

1.4.2 Job satisfaction

According to Locke (1976: 1300) defines job satisfaction as, “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences”.

1.5 Aim

The study aims to firstly study the organisational culture of the municipality Nkomazi Municipality, hereafter referred to as the ‘Municipality’. In addition, it aims to determine the factors that affect the relationship between organisational culture and job satisfaction within the Municipality.

1.6 Objectives of the study

In order to achieve the aforementioned aim, the following objectives have been established;

- To assess the organisational culture of the Municipality.
- To discover how organisational culture impacts on employees’ job satisfaction within the organisation.
- To identify gaps that affect job satisfaction of employees and make recommendations for positive change within the organisation.

1.7 Research methodology

The procedure and method of research are essentially significant for accomplishing convincing and dependable instruments of data collection, investigation and analysis. These methods are necessary for verifying the process and the reliable study results. Existing knowledge resources were used as corresponding sources to fortify the validity of the study. Research methodology involves the choosing of the sample, tool for data collection and process and the technique of information gathering and the process of data interpretation.

The study pursued a qualitative research approach. This approach was used as it aided in providing insight into interpretation of the research topic. Thus, the needfulness of a hypothesis was not required (Noor 2008:1602). The interview questions were designed with the intent of

obtaining an in-depth deeper understanding of the Nkomazi Municipality's employees' and managers' viewpoint regarding factors affecting organisational culture and job satisfaction. Hence, there were no closed-ended questions. The purposive non-probability sampling method was used in selecting 28 participants of this study.

Purposive sampling was used to select respondents because this enables the researcher to recognise participants who are probably going to give data that is detailed and pertinent to the research questions. The collected information was captured and analysed, with individual themes being identified and analysed. The major data preparation techniques included data-capturing, data-editing, data-coding (McDaniel and Gates 2010, cited by Ngxongo 2016). In ensuring trustworthiness of data, NVivo 12 (Windows) was utilised in analysing qualitative data.

1.8 Significance of the study

The study is proposed to assist practitioners in comprehending organisational culture and its impact on job satisfaction. While understudying these two variables, the study equally intends to saliently cover aspects such as organisational commitment and turnover intention which are critical concerns with municipalities of South Africa (Nkomazi Local Municipality 2016). Comprehending the role of organisational culture can assist managers in formulating precepts that can reinvigorate job satisfaction and organisational commitment among employees. These results could also positively impact on strategies that could decrease employees' turnover. Given the fundamental for managers to perceive the effect of organisational culture on employee-related factors in the present's focused world, this research will help Nkomazi local Municipality to evaluate and shape the appropriate organisational culture that involves the highest standards of job satisfaction and organisational commitment, yielding lowest measurement of turnover. More so, the study may contribute to managements level of comprehending on the impact of culture, environment, values and norms at the Nkomazi local Municipality. To further stress the uniqueness of this study, as at time of conducting this research, no work on organisational culture and job satisfaction had been conducted at the Nkomazi Municipality of the Mpumalanga Province.

1.9 Scope of the study

The scope of this study is within the confines of ‘organisational culture’ and ‘job satisfaction’. This is further restricted to Nkomazi local Municipality at the Mpumalanga Province. Other municipalities in Mpumalanga were excluded.

1.10 Structure of the dissertation

Chapter 1 provides an overview of the study. It equally discusses aspects such as aim, objectives, problem statement, research methodology, definition of key terms, significance of the study, scope of research and structure of dissertation.

Chapter 2: This chapter discusses literatures on organisational culture within the confines of the study’s aim and objectives.

Chapter 3 focuses on the research methodology and design that was used in the study.

Chapter 4 presents the data analysis based on interview responses.

Chapter 5 concludes with the findings of the study and makes recommendations based on the empirical analysis.

1.11 Conclusion

This chapter has provided a background to the statement. Also contained are the problem statement, definition of the core terms used throughout the chapters of the study. The chapter also explicitly outlines the study’s aim and objectives. This was followed by the research methodology used, significance of the study and scope of the study, while concluding with the structure of the dissertation. The next chapter presents the literatures related to organisational culture and job satisfaction, as well as previous studies that were conducted on the influence of organisational culture on job satisfaction.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The previous section presented a background to the current study. The current chapter focuses on literatures which are in consonance to the research aim and objectives. A survey of pertinent literature is an imperative feature of any research. This section commences with an indication of the concept of organisational culture. Subsequent to exhibiting definitions of both organisational culture and job satisfaction, it is trailed by discussion on the main constructs of this study: how organisational culture affects job satisfaction; while also elaborating on factors undermining organisational culture and job satisfaction. A section dedicated to the strategies to enhance job satisfaction through organisational culture is also presented. A section is dedicated to strategies to enhance job satisfaction through organisational culture. Finally, the chapter concludes with conceptual framework of the study.

This chapter will hence be discussed as follows:

- 2.2 Organisational culture
 - 2.2.1 Definition of organisational culture
 - 2.2.2 Organisational culture from a global perspective
 - 2.2.3 Organisational culture from a South African perspective
 - 2.2.4 Organisational culture and the South African Public Sector
 - 2.2.5 The difference between organisational culture and organisational climate
 - 2.2.6 Precepts of organisational culture
 - 2.2.7 Theory on organisational culture
 - 2.2.8 Significance of organisational culture
 - 2.2.9 The impact of organisational culture on employee's satisfaction
 - 2.2.10 Organisational culture and employee performance
 - 2.2.11 Factors influencing organisational culture
- 2.3 Job satisfaction
 - 2.3.1 Definition of job satisfaction

- 2.3.2 Theories on job satisfaction
- 2.3.3 Significance of job satisfaction
- 2.3.4 Challenges attributed to job satisfaction
- 2.3.5 Factors influencing job satisfaction
 - 2.3.5.1 Extrinsic factors influencing job satisfaction
 - 2.3.5.2 Intrinsic factors influencing job satisfaction
 - 2.3.5.3 Factors affecting job satisfaction within a municipality
- 2.4 The influence of job satisfaction on employee performance
- 2.5 Relationship between organisational culture and job satisfaction
- 2.6 Strategies to enhance job satisfaction through organisational culture
- 2.7 Conceptual approach to the study
- 2.8 Conclusion

2.2 Organisational culture

2.2.1 Definition of organisational culture

According to Saddique (2015), the word “culture” emanates from a Latin word “cultus” which is translated as “care”. He further mentions that culture denotes shared values, beliefs, practices, customs as well as behaviour of a specific group of people. Saddique (2015) defines “organisational culture” as the behaviour of individuals in an establishment, which entails organisational norms, vision, systems, habits, assumptions, languages and beliefs. All of these factors are linked to an organisation’s development, growth, performance as well as sustainability (Campbell 2009).

A generic and precise definition of the term “organisational culture” is a significant point of departure as a means to having an in-depth understanding of this terminology. Manetje (2009) alleges that most organisations possess their distinctive traits just as in the case of individuals. This distinctive trait is known as “organisational culture”. Organisational culture is unseen, however, highly influential as it is capable of persuading the behaviours of the members of such organisation.

In relation to the above statement Manetje (2009) mentions that organisational culture is a system of shared perceptions, beliefs and principles which influences how employees of such organisation act. These perceptions, beliefs and principles strongly impact employees of an organisation and influence the manner in which they behave, dress and perform within their work environment. Institutions and organisations aim to develop and sustain a peculiar culture aimed at providing guidelines and regulations which influences the behaviours of the employees.

Adding to the above definitions, Schein (1985: 9) also describes organisational culture as:

“A pattern of basic assumptions invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration that has worked well enough to be considered valid, and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems”.

By this description, Schein outlines that organisational culture is a set of assumptions, where people learn most of the behaviour and beliefs from the people they grow up with.

Luthans (2011: 71) agrees that:

“When individuals join an organisation, they bring with them values and beliefs they have been educated frequently, however, these values and beliefs are deficient for helping people prevail in the organisation. The individual needs to learn how the specific endeavor gets things done”.

In Ehlers and Lazenby's (2010: 292) view, organisational culture refers to:

“The way we do things around here. Organisational culture can be defined as the set of important, often unstated, assumptions, beliefs, behavioural norms and values that the members of an organisation share. An organisation's culture is its personality. It is a system of taken-for granted practices that determines how activities for which there are no rules are performed. An organisation's culture is manifested in its stories, legends and traditions, its ways of approaching problems and making decisions, its values, and its dos and don'ts. It is also manifested in the organisation's belief system, behaviour and thought patterns; its philosophy about how business ought to be conducted; its policies; its stakeholder relationships and its approach to corporate governance and ethics. An organisational culture that is rare and not easily imitated can be a source of competitive advantage”.

Thus, as inferred from the aforementioned quotes, organisational culture entails beliefs, behaviour, norms and values upheld by an establishment.

Luthans (2011) argues that a mutual misguided judgment is that an organisation has uniform culture. However, at any rate as human studies utilise the perception, it is most likely increasingly precise to treat organisation ‘as if’ they had a uniform culture. He further illustrates that “all organisations ‘have’ culture in sense that they are installed in particular societal cultures and are part of them”. As demonstrated by this view, an organisational culture is a mutual observation held by the organisation’s individuals. Everybody in the organisation would need to share this observation. However, all may not do thusly to a comparative degree. Therefore, there can be a prevailing culture and also subcultures all through a regular organisation.

Robbins and Sanghi (2007) also describe organisational culture as the pattern of common beliefs and values that employees adopt even though such employees may come from different backgrounds, faith, race or ethnicity. Tichy (1982) describes organisation as “normative glue” which implies that an organisational culture serves as a centre of attraction holding other entities of such organisation together. Bolton, Kannan and Bramlett (2000) allege that an organisational culture plays a critical role in an organisation as it inversely impacts on policies of the organisation, influences employees’ commitment and equally creates selflessness among employees of an organisation.

In line with the above preposition, Uddin, Luva and Hossian (2013: 23) define organisational culture as a propelling factor which identifies and recognises the input made by employees, and facilitates an all-inclusive understanding of, “what and how is to be achieved, how goals are interrelated, and how each employee could attain goals”.

Having provided several definitions of organisational culture in this area, the most applicable and adopted meaning for this study is the one given by Harrison (1993: 11). He defines organisational culture as a, “distinctive constellation of beliefs, values, work styles and relationships that distinguish one organisation from another”.

2.2.2 Organisational culture from a global perspective

Culture impacts the behaviour and inclinations of employees (Vernon 1991). The concept of organisational culture is important for explaining the functioning of organisations as a, “critical phenomena, making the progressive system of values upon which the strategic direction of the system, build up the worldview of human relations, elucidation of time and space, system configuration information or determining important attitudes towards the internal and external environment” (Blaga 2014: 39).

Thusly, numerous institutions are required to scale down, causing strain, blame, stress and pressure on the rest of the workers. These sentiments of strain, blame, stress and pressure due to cutting back are consequence of survivor disorder (Luthans, Steven, Avolio and Avey 2006). The current work environment has turned into an unsafe and insecure condition for workers (Ashkanasy, Wilderom and Peterson 2011) and as result, workers’ job satisfaction levels are influenced (Morrow 2011), which is probably going to impact on the accomplishment of the institution or establishment. The worldwide recession has been affected by globalisation and with an expanding worldwide economy, institutions will not only have to endure the subsidence, yet in addition stay focused and fruitful through the challenging moments, while creating a steady environment (Prabhu 2010).

According to Schein’s (1992: 9) definition:

Pattern of basic assumptions—invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration that has worked well enough to be considered valuable and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.

As indicated by Clugston, Howell and Dorfman (2000: 20) “organisational culture has an effect on organisational commitment, as it influences the effectiveness and efficiency of organisation. Therefore, it is important to assess the organisational culture. Employees may be less committed to the organisation due to the recession and related changes, which may result in an organisation not surviving the recession”. “As such, it is also important to measure the commitment levels of the organisation, as committed employees will likely be effective and efficient in their work,

making sacrifices to achieve the organisation's goals which in turn results to the success of the organisation" (Baron and Greenberg 2003).

Organisational culture will adjust to adapting to the external and internal environment's situations with a specific end goal to survive the present recession. The recession significantly affects organisational commitment of employees because of the changing work practices and designs (Morrow 2011). Consequently, levels of commitment have decreased (Morrow 2011). According to Luthans (2008), employees' commitment regarding the institution will in all probability result in the worker tolerating the objectives and the values of organisation and consequently prompting the employees to work hard towards the association's objectives which thusly, may prompt the achievement of the institution (Dhladhla 2011).

2.2.3 Organisational culture within the South African Perspective

South Africa is a diverse nation comprising Black, White, Asian and the Coloured people. Her 11 official languages are inclusive of isiZulu, isiXhosa, Ndebele, siSwati, Sotho, Shangaan-Tsonga, Venda, Afrikaans, Tswana, Pedi and English. More so, several other international languages are spoken within the borders of South Africa. These include languages such as the Portuguese, Greek, Italian, French, Mandarin and so on (South Africa languages and culture 2016). Furthermore, her cultural diversity is expressed in a number of ways; food, music and traditional clothes (South African History Online 2014). This diversity is notable within provinces, districts and organisations across South Africa. This diversity has an effect on organisational culture.

Organisational culture should be comprehended within the global context and additionally inside the South African context for this research. The effect of national culture on organisational culture is sometimes under-rated when evaluating organisational culture (Brenton and Driskill 2011). Organisations are confronted with difficulties, for example, rivalry and enduring the current troublesome economic environments. Globalisation has had a major effect on South African institutions, where they are required to contend nationally as well as inside the worldwide market too with a specific end-goal in order to guarantee achievement (Wood and

Giaster 2008). “The progressions within the municipal setting incorporate innovative advances and therefore requests economic trends that characterize the global market with the declining impact of global economic recession; competition and survival of the fittest has fundamentally expanded” (Naik 2012: 191).

Knowledge of organisational culture within the South African context has become a topical issue as organisations have begun to recognise the significance of such knowledge. This has been argued to impact on organisations’ sustainability, efficiency and effectiveness. Coupled with the challenge of globalisation and the ever-evolving situation across organisations and institutions, each organisation is compelled to adapt in order to withstand the high volatility locally and internationally. Furthermore, a good understanding of organisational culture can strengthen the manner in which organisations manage their resources as well as members of staff, while avoiding misunderstanding or conflicts which may arise due to cultural differences. More so, an in-depth understanding of the organisational culture in South Africa, particularly amongst the municipalities can further enhance service delivery, result in efficiency of limited resources, ensuring long-term success and customer satisfaction (Harinarain Bornman and Botha 2013).

According to Martins and Martins (2003: 380), organisational culture, “helps to provide stability to an organisation, the community and South Africa as a nation”. This shows the significance of organisational culture in helping organisations to manage multi-social workforces. The South African government has utilised several measures to address the discrepancies of the apartheid regime, and at present is taking proactive measures to curb cultural-related conflicts. Major changes are fundamental, for example, altering organisational culture, confining organisations and emerging supervisors and personnel to work in an institution that is unique in relation to what it used to be (Norris 2000; Luke and Walters 2013). (Manetje and Martins 2009) allege that South African institutions are additionally encountering changes in their culture accordingly of the transformatory process in South Africa and in addition the changing enactment which South African institutions are required to perceive and implement (Robbins, Judge, Odendaal and Roodt 2009).

Taking into account that South African institutions are required to manage matters that are inimitable to a South African atmosphere, and the continuous changes that they experience keeping in mind the end goal to manage multi-social employees, the relationship amongst culture and commitment may likewise be continually changing similarly that South African organisations manage consistent changes. In this way, it is vital to comprehend organisational culture and job satisfaction in a South African organisation considering the unstable socio-economic climate.

The influence of the 2008 global economic recession on the South African Labour Market was felt across most organisations. This recession also ensured an adverse impact on organisations in South African. Several organisations were compelled to reduce their workforce, cut cost and adopt a conservative organisational culture. Beyond this period, the leadership and managerial style in organisations changed as a means to surviving the difficult circumstances which prevailed (Reichardt 2009 and Verick 2010). This affected the manner in which members of staff in an organisation worked as structural changes were adopted within different organisations. Drastic changes in organisational culture were detrimental to some employees as such employees found it problematic in coping.

Using the MTN scenario as an example, this company retrenched 138 amongst its 6, 196 employees in South Africa over a period of 12 months. During this period, the company also contemplated retrenching more employees which could have affected 847 employees at the management level. This retrenchment was as a result of MTN's 7% fall in revenue and the 2.7% decline in Market share. Thus, this retrenchment impacted on the organisational culture within MTN as the retained employees had to work under pressure (Vorster 2014).

Struwig and Smith (2000) outline four common organisational cultures peculiar to South Africa, viz., power, role, task and person culture. They explain power culture as a culture which relies upon a focal power source, with emissions of power and influence spreading out from a central figure. Role culture is often stereotyped as administration. This culture works as indicated by rationale and reasonability and its quality lies in its capacities or specialists. Task culture is

clarified as employment or venture arranged and is very versatile for a specific circumstance where individuals and different assets can be drawn from different pieces of the firm on a brief premise. The person culture is explained as a situation whereby an employee or individual is the main issue in the person culture. This form of organisational culture exists to support the employees (individuals) rather than the employee (individual) supporting the organisation. Furthermore, Struwig and Smith (2000) argue that a significant portion of the South African organisations (institutions) fall within the task culture as these organisations adopt to changes while surviving in a competitive environment.

2.2.4 Organisational culture and the South African public sector

Valle (1999) alleges that most public sector organisations are confronting tremendous strain to adjust to important transitions in the external environment. He further proposes that supervisors in public sector institutions must enable their employees to comprehend these external environment's changes and the pressing requirement for their organisational adaptations.

A study conducted by Nzewi, Chiekezie, Ekene, Raphael and Ebuka (2016) on culture of work in municipal government in South Africa demonstrates the inequalities and shortcomings in organisational culture within the selected municipalities of the Eastern Cape. The study uncovered that the task of modernising local government towards powerful and competent service delivery has been a challenge. The authors further elucidate that, with a surplus of problems, insider and external concerns, have posed impediments to the growth of the South Africa's public sector. Hence, local government administration and control has proven to be one of the noteworthy challenges for South Africa since 1994.

Studies on the management of the state demonstrates that there is relationship amongst changes and the prevalent culture at the organisational level (Cresswell, Hanson, William, Clark and Alejandro 2014). The authors argue that change does not happen in light of the fact that it is driven at the administration level, however at the organisational level. Stefanescu and Panzaru (2009) bring into center the role that organisational culture plays in supporting change procedures, which in turn improves organisational performance. To meet improvement, key

ranges of performance anticipated from local government are in service provision, financial sustainability, local economic development, arranging help and great administration (Nzewi *et al.* 2016).

However, signs are that to the extent these key ranges of performance are concerned, local government in South Africa is encountering challenges. Reports throughout the years have identified certain key challenges. Some of these challenges include: poor accountability, poor intergovernmental relations, inadequacy of human capacity, inadequacy in complying with regulatory and legislative framework. All of these challenges have been the core undermining factors constraining performance amid the South African public sector.

2.2.5 The difference between organisational culture and organisational climate

Organisational climate can be defined as the common insights which the organisation's individuals have concerning their institutions and workplace (Robbins and Judge 2011). They further allege that the culture and climate of an organisation are interrelated. The qualities and beliefs of worker identify with the way of life inside the organisation. These qualities and beliefs are controlled by their comprehension of organisational techniques, policies and practices. The culture and climate within an organisation symbolise its feel. "An important distinguishing feature is that climate relates to the evaluation of a current state of affairs and culture relates to the registration of actual work behaviours" (Van der Berg and Wilderom, 2004: 573).

The climate of an institution is derived from its individuals. The climate can be isolated into two features: how the institution approaches its everyday business, and the objectives that the institution effectively seeks after. Techniques, policies, practices, expected sorts of conduct and everyday schedules all add to and impact how the organisation's individuals interpret the organisational climate (Schneider, Brief and Guzzo, 1996).

Organisational culture and climate emphasise how organisational members perceive, experience, and comprehend their workplace (Schneider, Ehrhart and Macey 2011) and can pose as major structural obstructions for depicting and examining organisational phenomena (Schein 2000). In

spite of the fact that culture and climate have been drawn from various academic practices and founded on various orders, they both involve an understanding of psychological phenomena in organisations. The two concepts rest upon the idea of shared meanings, or shared understanding of some aspect of the organisational context.

2.2.6 Precepts of organisational culture

Organisational culture is a for the most part used term, however one that seems to offer rising to a dimension of vagueness as far as evaluating its efficiency on change factors in an association. For the previous number of decades, maximum scholastics and practitioners reviewing organisations recommend the idea of culture is the atmosphere and practices that institutions create around their treatment of individuals (Schein, 2004).

Research findings of approaches for organisational atmosphere overviews that were conducted in the 1970s propose that organisational culture is by all interpretations a modern way to contract with and understand the beliefs and attitudes of individual employees about their own organisations (Aldhuwaihi 2013).

Deal and Kennedy (1982) affirm that from a national culture standpoint, the beginning of organisational culture is based, among other factors, as per the view that organisational culture is seen as being basic to organisational accomplishment instead to mechanisms, for instance, strategy, politics or structure. Hence, the thought moved a long way from national cultures, towards more focus on organisational culture.

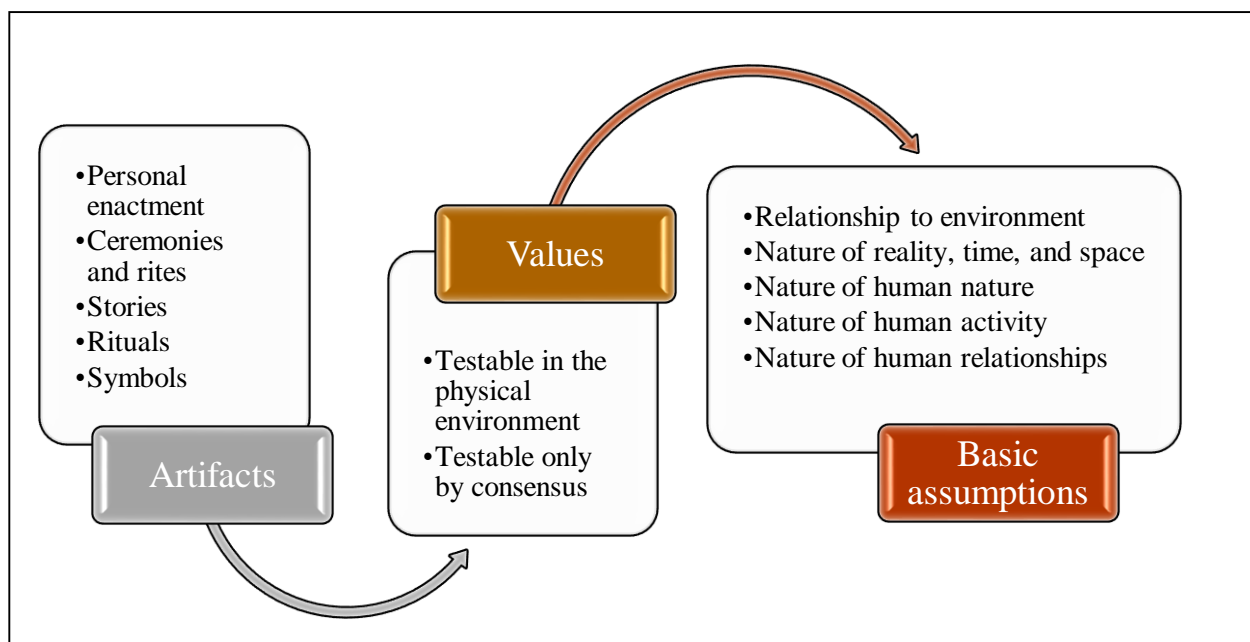
From the human resource management and execution perspectives, interests in organisational culture originates from the way that organisational culture supposedly offered a non-unthinking, versatile and creative approach to manage perceiving how organisations work (Brown 1996). Thus, organisational culture is viewed as the huge “fix all” for most organisational concerns (Wilson 1992).

2.2.7 Theory on organisational culture

The notion of cultures in organisations was mentioned as early as the Hawthorne studies, which depicted work group culture Mohanty and Rath (2012). The topic made its mark amid the early 1970s, when managers and researchers alike started to look for keys to survival for organisations in an economical and turbulent environment. Then, in the mid-1980s, a few books on corporate culture were distributed, including Deal and Kennedy's *Corporate Culture*¹, Ouch's *Theory Z*² and Peters and Waterman's *in Search of Excellence*³. These books discovered wide audiences on the vague topic of organisational culture (Nelson and Quick 2005).

Nelson and Quick (2005) further explain that numerous descriptions of organisational culture have been suggested by many. A large portion of them concur that there are several of cultures and these levels vary as far as their reflectivity and their aptitude to be changed. The definition adopted in this section is that organisational culture is a design of essential expectations that are viewed as legitimate and that are imparted to new individuals as a system of seeing, thinking and feeling in the organisation. In his wide-ranging work on organisational culture and leadership, Schein (1992) proposes that organisational culture has three levels. His perspective of culture is introduced in Figure 1 below.

Figure 1: Levels of Organisational Culture



Source: Adapted from Nelson and Quick (2005: 363)

The levels array from visible artifacts and manifestation to testable qualities to invisible and even preconscious essential assumptions. To accomplish a total comprehension of an organisational culture, every one of the three levels must be considered (Nelson and Quick 2005). These levels are further discussed as follows:

- **Artifacts**

Symbols of culture in the physical and social environment are called artifacts. They are most obvious and available dimension of culture. The way to understand culture through ancient rarities lies in understanding what they mean. Among the artifacts of culture are personal enactment, ceremonies and rites, stories, rituals and symbols.

- **Values**

Values are the second and the more significant dimension of culture. They reproduce an individual's basic beliefs of the should be or should-not to be. Values are often deliberately clarified both in talk and in association's statement of purpose or yearly report. Values may similarly be reflected in the conduct of individuals, which is a piece of an organisation's way of life culture.

- **Assumptions**

Assumptions are the significantly held beliefs that manage conduct and exhort individuals from an institution how to see and consider things. A more profound and most principal dimension of an institution's culture, as indicated by Schein (1992), they are the embodiment of culture. They are also so emphatically held that a section acting in and design that would abuse them would be unbelievable. Another normal of presumptions is that they are frequently oblivious. Individuals within an organisation may not know about their suppositions and might be hesitant or not able to examine them or change them.

2.2.8 Significance of organisational culture

Organisational culture has significant effect on an establishment. According to Szczepańska-Woszczyna (2014), organisational culture has the potentiality to improve or impede cooperation amongst employees and could also facilitate the exchange of ideas and experiences. Szczepańska-Woszczyna (2014) further explains that a good organisational culture can possibly promote an interactive participation amongst employees which has positive consequences on the overall performance of such establishment. More so, organisational culture influences the behavior of employees. There have been instances where the behavior of the entire team is either positively or negatively impacted by the leadership style adopted by the manager. In the same manner, the accepted norms and standards are being shaped by the organisation culture. Thus, this implies that productive norms and standards adhered by employees of the organisation will be advantageous to such establishment and vice versa (Szczepańska-Woszczyna 2014).

A flexible organisational culture promotes the involvement of employees wherein such employees work collectively as a team. Such flexibility could transform to creativity and innovation. On the contrary, an inflexible organisational culture is not conducive to innovative ideas and creativity. Hence, this could undermine the performance of employees as such employees may not be able to exhibit their creativity (Szczepańska-Woszczyna 2014: 30).

The Management Study Guide (2016) also discusses a variety of significances of organisational culture on employees. The study states that the organisational culture determines the manner in which employees interact with one another; it influences predefined rules upheld by the organisation. Furthermore, the work culture of an organisation as an overarching effect on the reputation and brand of an organisation.

Hence, in line with above significances, the importance of promoting a positive organisational culture at the workplace cannot be over-emphasised (O'Donnell and Boyle 2008).

2.2.9 The impact of organisational culture on employee satisfaction within an organisation

Job satisfaction is one of the most critical factors in the workplace. It is considered as a significant indicator for determining the efficiency of the organisation (Hammadi 2016). Hammadi also sustains that job satisfaction is a term in which the employees feel that they are responsible for work and able to accomplish the organisation objectives in all conditions.

Literature review demonstrates that job satisfaction is a multifaceted phenomenon, which does not occur in separation, however, relies upon organisational factors, like structure, size, salary, working conditions and leadership, all of them establishing organisational climate and culture (Belias and Koustelious 2014).

Organisational culture can be heightened to encourage the accomplishment of job satisfaction and organisational objectives. The estimation of culture can fill in as a beginning stage in identifying and affecting such change in the institution. The study of Ogbonna and Harris (2000) uncovered that there is no measurably huge contrast between employees of various sorts of organisational cultures and distinctive kinds of organisations. In every organisation, the transcendent culture is apparently power culture, which infers that there is a central wellspring of impact and authority-possibly one individual or a gathering of individuals. This impacts job satisfaction as far as working conditions, collegiality, organisation as a whole and opportunities for promotion. Furthermore, the organisational culture of power is by apparently the most fitting for a definitive point of the management, the recognisable proof of the objectives of the employees and those of the organisation. Personnel who can work in minor groups will in general be progressively proficient and profitable, therefore promoting the organisation's function and rivalry (Deal and Kennedy 1982).

The primary examiners on the impact of organisational culture on job satisfaction put forth that a productive workplace has a positive effect on the development of a particular organisational culture and hence on employees' job satisfaction (Hellriegel and Slocum 1974, Schneider and Synder 1975).

2.2.10 Organisational culture and employee performance

The degree to which an employee accomplishes his or her duty in accordance with the organisation's central goal is referred to as "performance" (Awadh and Saad 2013). Performance has been alleged contrarily by different scholars, yet most researchers relate performance with estimation of value-based productivity and efficiency towards organisational objectives (Stannack 1996).

In developed countries, the areas that recommended relationship between the culture and performance of social organisations have been a daily practice in their sociologies for more than 50 years (Weber 1930, Mead 1934, Radcliffe-Brown 1952).

Agwu (2014) explains that organisational culture is closely linked to organisational practices. This practice in turn inversely impacts on employee's performance at the workplace. More so, Hellriegel and Slocum (2009) also sustains that organisational culture can underpin employee performance if the approaches and strategies maintaining this are clearly laid out to the employees. Hence, an organisational culture familiarizes employees with an organisation's background, which also guides the employee to acceptable and non-acceptable standards expected at his or her workplace. Additionally, theoretical models have argued that an effective human resource system advocates values which can possibly influence employees' attitude and behaviour in a positive manner; which eventually translates to good performance (Ferris, Arthur, Berkson, Kaplan, Harrell-Cook and Frink 1998; Gilbert 2010). According to Sackmanns (2006), a number of cultural surveys have supported the claim that employees' performance can be enhanced through the development and creation of specific types of organisational culture.

Mohanty and Rath (2012) argue that organisational culture is hypothetically identified with performance and have positive impact on it. Uddin *et al.* (2013) observe the culture in supporting, maintaining and improving employees' performance in organisations. Uddin *et al.* (2013) observed that organisational culture helps coordination of assignment and limits inadequacy in asset usage. Employees require a reassuring organisational culture to achieve their individual goals. According to Furnham and Gunter (1993), organisational culture works as the

interior incorporation and coordination between organisations' operations and its employees. However, when an organisation neglects to satisfy these capacities to a satisfactory level, employees might be affected adversely. A positive culture underpins adjustment and upgrades employees' performance by persuading, molding and diverting their behaviours toward the fulfillment of corporate destinations or objectives. An organisation's focal goal objective mirrors its complete whole deal target which is capable by coordinating joined operational and social activities. An organisation's performance improves in case it has an undeniable sentiment of reason and responsibility towards its fundamental objective (Athumani 2015).

Sun (2008) further emphasises the relationship between organisational culture and employee performance when he affirms that shared and strong values upheld by an institution allows the management to anticipate employee's responses to specific strategic decisions; while reducing these values and norms can result in negatives consequences. Furthermore, studies conducted by Brown (2010) revealed that organisations with a "participative culture" benefited significantly in comparison to organisations with less efficient organisational culture. Thus, he further argued that cultural and behavioral concerns of an organisation are closely tied to employee's performance in the short-term, and survival of such organisation in the long-term.

Depending on an organisation's culture, the management of an organisation needs to consider members of staff during an organisational change, as ignoring this concern could be detrimental and hence resulting in an adverse consequence to an organisation. Such adverse consequence could be notable through lack of employee commitment. During a restructuring process or retrenchment, the retained members of staff are expected to have a loyal relationship with management as a means to ensuring employee commitment (Cohen 2003). It is vital that the organisational culture fits into the external environment, considering the manner in which employees are expected to relate with their organisation's external realities as well as other uncertain changes that may arise. Such adaption often affects the level of satisfaction of employees as this often comes with drastic changes.

As can be deduced from the above literatures, an effective organisational culture can enhance employees' performance. The next section will highlight other factors capable of influencing organisational culture.

2.2.11 Factors influencing organisational culture

The researcher acknowledges that all the factors influencing organisational culture are not exhausted in this section; however, the factors discussed herein are some of the main factors influencing organisational culture in South Africa.

A variety of authors have outlined factors influencing organisational culture (O'Donnell and Boyle 2008; Yahaya, Yahaya, Bon, Ismail and Ing 2011, Campbell 2009). One such author is Saddique (2015) who maintains that internal and external factors both impact on culture of an organisation. He explains internal factors as those found within an organisation. These are inclusive of leadership style, structure and organisational values. Saddique (2015) further explains external factors as constituents such as socio-economic factors of a country, legislative framework and technological advancement.

Saddique (2015) alleges that one of the most significant internal factors is the manner in which members of staff think and their perception. Employees' mindsets, characteristics, temperament as well as attitudes largely impacts on the culture of an organisation. Secondly, the manner in which businesses are being conducted, which are manifest through practices, procedures and policies influences an organisation's culture. More so, the management and employee remuneration structure also directly impact on organisational culture (Adewale and Anthonia 2013). Thirdly, the management or leadership style adopted by an organisation influences an organisation's culture as this relates to creativity and innovation. For instance, the authoritarian leadership style may result to a tense work environment, while on the other hand, a participatory leadership style might result to a conducive work environment for employees.

A study conducted by Lauren (2015) also highlights five key factors influencing organisational culture. These factors are: top leadership principles, nature of the business, organisation esteems,

policies and work ambience, customers and external parties and enlistment determination. Furthermore, Lauren (2015) affirms that no variable is more critical to organisational culture than recruitment and choosing the correct sorts of employees. The sorts of employees contracted by an organisation has the biggest impact on its way of culture particularly when an organisation is in high development mode and is quickly adding new employees.

2.3 Job satisfaction

2.3.1 Definition of job satisfaction

Mullins (2007) alleges that the term “job satisfaction” and its impact on work performance can be a daunting task to unravel or explain. Aziri (2011) further explains that job satisfaction is a multifaceted terminology which communicates different meanings across different sectors or individuals. This term has often been related to terms such as motivation and performance, however, the extent of this interrelatedness is not clear. On the contrary, “satisfaction” is synonymous to attitude, or can imply an individual’s internal condition or state. Satisfaction can also be linked with a personal feeling of accomplishment. Hence, empirical studies have often emphasised the imperativeness of job satisfaction among employees as a means to attaining motivation and high performance at workplaces. Mullins (2002), Dawis and Lofquist (1984) explain job satisfaction as an assessment of an employee’s achievement level as to the extent to which the working conditions meets their needs. A satisfied employee is often committed and thus, this commitment translates into productivity and progression of such organisation he or she is working for (Lock 1969).

One amongst the most predominant and recognised definitions of job satisfaction is that propounded by Locke (1976: 1300) who defines it as, “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences”. In line with this definition, job satisfaction comprises of emotional, behavioral and cognitive component (Bernstein and Nash 2008). With regards to the emotional component, this comprises aspects such as excitement, boredom, acknowledgement and anxiety. The behavioral component refers to concerns such as employees pretending to be ill in order to be excused at work, tardiness and working late. The

cognitive component entails an employee's perception regarding whether his or her job is mentally demanding and rewarding or suitable. Thus, job satisfaction implies an optimistic attitude or the emotional temperament employees may derive through their job or through certain facets of their job (Redmond 2013).

The explanation offered by Vukonjanski and Nikolic (2013) also relates to attitude. They allege that job satisfaction relates to attitude of an employee to their respective occupation. They further mention that the term "job satisfaction" is more inclined to attitude of an employee rather than the behaviour. Robbins (1993) provides a similar definition, when he defines job satisfaction as an employees' general attitude towards their daily duty at work. He further affirms that positive attitude is synonymous with employees who are highly satisfied with their jobs, while dissatisfied employees often possess a negative attitude to their job.

As indicated by Lumley, Coetzee, Tladinyane and Ferreira (2011) job satisfaction and employee satisfaction can be used interchangeably. They state that employee satisfaction is a pleasurable experience felt by employees which could emanate from an employee's assessment of their respective work environment. They consider job satisfaction as a predominant factor which persuades or dissuades employees to leave or remain in their organisation.

Sempane, Rieger and Roodt (2002) look at job satisfaction from another perspective. They argue that job satisfaction cannot happen in isolation, as organisational factors such as, leadership style of an organisation, size of organisation, salary and conduciveness of employees' work environment are key factors which result to job satisfaction or dissatisfaction.

Having cited all the above definitions and explanations of the term "job satisfaction", the definition adopted in the current study is the one given by Rothman and Coetzer (2002) who define job satisfaction as a pointer of organisational efficiency, and is prejudiced by organisational and individual variables. Most supervisors understand that ideal working of their organisation depends to a limited extent on the level of job satisfaction of the workforce. This definition has been chosen for this study as it relates to organisational culture.

2.3.2 Theories on job satisfaction

The main motive behind contemporary theories of motivation and job satisfaction is intended to generate a model for organisations, as a means to influencing their staff members, while motivating and underpinning their level of enthusiasm (Golshan, Kaswuri, Agashahi, Amin and Ismail 2011). In consonance to this organisational input, outputs such as quality service delivery are achieved. However, only few studies on local municipalities, employee motivation and job satisfaction have been conducted (Luddy 2005). More so, several studies have emphasised the numerous challenges faced by employees in the South African public sector, and how these challenges adversely impact on effectiveness and efficiency of their services (Derlin and Schneider 1994; Calder, Young, Kean and Dean 2000; Boshoff, Van Wyk and Bester 2003; Dolliver 2003; Hoole and Vermeulen 2003; Malherbe and Pearse 2003; Kh Metle 2005; Buitendach and De Witte 2005, cited by Ncube and Samuel 2014).

A variety of prominent researchers have propounded theories on job satisfaction. This section will however discuss theories of Herzberg, Maslow and McGregor in relation to the topic under study.

As indicated by Herzberg (1996) satisfaction and dissatisfaction can be determined by various factors (motivation and hygiene factors) separately. Furthermore, Herzberg (1996) sustains that managers who pursue to eliminate variables that can create job dissatisfaction can achieve working environment agreement, but not necessarily motivation. They are appeasing workforce, rather than motivating it. Since they do not inspire employees, the components that create job dissatisfaction are described by Herzberg as hygiene factors. At the point these factors are satisfactory, individuals will not be dissatisfied. However, they will not be satisfied either that means the presence of hygiene factors simply avert dissatisfaction. To motivate individuals on their employments, Herzberg recommended emphasising motivators, the factors that increase satisfaction of employees. Factors that truly motivate employees to perform and motivate them to stay in organisations are parts of the job that are viewed as intrinsic to the job and they incorporate accomplishment, advancement, career growth opportunities and good performance. Employees are predominantly motivated by factors which Herzberg considered to be extrinsic (hygiene) to the job. However, these factors must be available in the organisation to make

employees happy. These factors are inclusive of pay, management style, company policies, work condition and interpersonal relationship. Absence of these hygiene factors can bring about dissatisfaction in employees and may prompt turnover.

According to Maslow (1968) inside each individual is a hierarchy of five needs. He advocates that a man's motivational needs could be orchestrated in a hierarchical way. Generally, he trusted that once a given level of need is fulfilled, it never again serves to persuade. The following higher level of need must be actuated with a specific end goal to inspire the individual (Luthans and Doh 2012). Maslow distinguished five levels in his hierarchy, including love needs, safety needs, psychological needs, a need for self-actualisation and esteem needs. Maslow (1968) conjectured that as each need is considerably fulfilled, the following need ends up predominant and individual climbs up the hierarchy. While no need is ever completely satisfied, a considerably satisfied need will never again inspire a person. He further stated that on the off chance that you need to inspire somebody you have to comprehend what level that individual is on the hierarchy and focus on fulfilling at or above that level.

McGregor (1960) proposed two distinct views about the nature of humans. One is basically a positive view, labelled Theory X and the other is basically a negative view labelled Theory Y. The table below lists the assumptions about human nature for each of these perspectives (Stephen 2012).

Table 1: McGregor's Theory X and Theory Y assumptions

Theory X	Theory Y
<ul style="list-style-type: none"> • Employees intrinsically loathe work and will endeavour to dodge it, at whatever point conceivable. 	<ul style="list-style-type: none"> • Employees see job as being as common rest or play.
<ul style="list-style-type: none"> • Workers must be pressured, controlled, threatened with discipline to accomplish wanted outcomes. 	<ul style="list-style-type: none"> • Employees will practice self-direction and self-control if they are focused on the goals.
<ul style="list-style-type: none"> • Employees will shirk duties and look for formal course at whatever point conceivable. 	<ul style="list-style-type: none"> • The normal individual can figure out how to acknowledge and even look for duty.
<ul style="list-style-type: none"> • Most labourers put security over every 	<ul style="list-style-type: none"> • The capacity to make good decisions

single other factor related with work and will show little aspiration.	is broadly scattered through the populace and is not essentially the sole capacity of supervisors.
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Source: Adapted from Sapru (2013: 444).

McGregor (1960) stated that Theory X assumes that lower-order needs command people and Theory Y assumes that higher-order needs overwhelm. McGregor himself held to the conviction that the presumptions of Theory Y are more substantial than those of Theory X. He recommended that interest in decision-making, responsible and testing employments, and great gathering's relations would expand work inspiration and job satisfaction.

Herzberg's theory of job satisfaction proposes that a person's connection to his or her work is an essential one and that his or her demeanor toward work can decide achievement or disappointment. Maslow on the other hand postulates that inside each individual is a hierarchy of five needs and McGregor proposed two perspectives about the nature of people—one fundamentally pessimistic view and the other is essentially constructive view (Stephen 2012).

As inferred from these theories, job satisfaction can be accomplished through focusing on the aspects that have been related with job satisfaction, for example, job security, co-workers, working conditions, work itself, promotion, opportunities and pay. It can be expected that workforce value certain conditions of job and if those states are obvious and consistent with people's particular needs, workers will be committed and be more satisfied and less inclined to leave the organisation (Martin and Roodt 2008).

While each of the theories mentioned above contribute some meaningful understanding to the study of job satisfaction, the theory X and Y by McGregor (1960) appears to be the most relevant to this study. In this regard, Theory X and Y will be adopted as theoretical framework for this study. In review, McGregor's theory X and Y attempts to develop employees and improve organisational culture. According to McGregor (1960) the theory Y approach applied by a more democratic trusting manager who involves staff in decisions, ensures good communication, is more likely to see staff responding positively to this approach and reinforcing the self-fulfilling prophecy, and as postulated by Herzberg (1966) employees are motivated by the recognition.

2.3.3 Significance of job satisfaction

The importance of job satisfaction has been overtly researched. This aspect, being a broad topic, have compelled researchers in this field to focus on only a branch or few branches of this field. For instance, Nelson's (2013) study focused only on "employee retention" in relation to job satisfaction. On the contrary, other researchers such as Sarma (2012); Indermun and Saheedbayat (2013) and Imran, Arif, Cheema and Azeem (2014) have looked at job satisfaction from the perspective of performance, commitment of employee and productivity respectively. Hence, the study will discuss the significance of job satisfaction from four perspectives. These four perspectives are discussed below:

- **Performance**

As indicated by Nelson (2006:136) worker satisfaction is "priceless". Aggravated or discouraged workers who are not satisfied do not have the desire to work. A small number of satisfied employees in the organisation affects their performance towards the organisation. Imran *et al.*'s (2014) study on relationship between job satisfaction and performance stressed that when an organisation increases the wages of employees, this often enhances job satisfaction and thus impacts on employee performance. They further mention that this enhanced employee performance eventually results in the success of the organisation.

- **Commitment of employees**

Sarma (2012) affirms that powerful administration of human resource **is** responsible for the growth and accomplishment of any organisation. He further explains that it is by large trusted that commitment of the work force is the outcome of high satisfaction. To develop committed, loyal and efficient employees, organisations should pay sufficient consideration to hiring, training and employee development activities and attempt efficient human resource practices on a long-haul premise. Studies by Khan (2012) and Lee (2013) also found that satisfaction has an impact on absenteeism; satisfied employees have a tendency to be at work more frequently and do not leave the organisation more often than those who are dissatisfied. Thus, job satisfaction results in commitment of employee.

- **Employee retention**

Nelson (2013) argues that one of the most difficult challenges faced by the management of an organisation is to retain highly skilled or experienced employees. He further explains that this could be more problematic if such organisation belongs to a highly competitive industry. Organisations often do not want to lose employees who are highly experienced as such organisations would have invested resources in developing such employees through training; compensations through monetary and non-monetary items, and the likes. Nelson (2013) thus stresses that through job satisfaction, such skilled and experienced employees can be retained in an organisation which often reproduces a ripple and positive effect on an organisation.

- **Productivity**

Indermun and Saheedbayat (2013) mention that organisations are facing immense tensions in competitive environments to be competent and at the same time yield prosperity. Organisations make attempts in ensuring that their workforce performs optimally at all times as a means to gaining competitive advantage. Satisfied employees form a bond with their organisation and esteem their organisational membership. Such employees trust in the goals and values of the organisation. Therefore, these employees exhibit high levels of performance and productivity.

Indermun and Saheedbayat (2013) further state that dissatisfied employees display characteristics of low productivity. More so, it has been proven empirically that job satisfaction enhances the productivity and quality of work of an employee (Bockerman and Ilmakunnas 2012; Dobre 2013).

2.3.4 Challenges attributed to job satisfaction

According to Moloantoa (2015), job satisfaction is a multi-dimensional concern as it does not only entail the quality of employment but also extends to employees' expectation regarding their respective duty. Such expectations are premised on issues such as promotions from inside the organisation, rewards for performance, as well as a higher percentage of payroll allocated to training and development. According to Stephen (2012), most employees doing same or similar

jobs can reasonably be expected to have similar feelings about job satisfaction; however, this could be an individual rather than a group response. Thus, some employees may exhibit high levels of job satisfaction, while others may not.

A major factor determining the level of job satisfaction is the extent to which expectations are met. If there is no or insignificant discrepancy between expectations and reality, job satisfaction is likely to be achieved. If there is a positive discrepancy the individual receives more than anticipated, job satisfaction will be high. If there is a negative discrepancy, job satisfaction will be low. The greater the discrepancy, the greater the effect on job satisfaction levels. Some of the challenges attributed to job satisfaction, and which definitely need to be monitored, are as follows (Stephen 2012: 67; Okafor 2014; Moloantoa 2015; McFarlin 2016).

- **Absenteeism**

Absenteeism stands out amongst the most genuine challenges of any organisation and has been recognised as a variable that decreases organisational adequacy and productivity, which brings about lower job satisfaction (Moloantoa 2015). A member of staff who is highly committed to his work and also enjoys such job is unlikely to be absent without genuine reasons. On the contrary, a member of staff with low job satisfaction or high alienation levels is more likely to avoid work. Thus, they tend to exhibit higher levels of absenteeism and high level of frustrations. Such members of staff are likely to take “mental health days” as a means of coping with their low levels of job satisfaction. Absenteeism can incur significant damage on any organisation’s efficiency. It raises costs, for example, substitution of staff, paying extra time to others to fill the gap and furthermore paying staff for taking leave unscrupulously.

- **Productivity**

The influence of job satisfaction on productivity is considered a key constituent for the success of an organization. Nimmagadda and Buddha (2012) assert that if a worker does not have confidence in, or is not happy with the job that has been given, at that point, not exclusively, will the nature of their work reduce, yet additionally the amount of work they create. However, in the case of a satisfied employee, improvement will be notable in terms of quality and quantity of

production. Regardless of job title and pay review, employees who report high job satisfaction tend to accomplish higher productivity.

- **Labour turnover**

Many studies have examined the connection between job satisfaction and turnover. If employees are satisfied, they have lower levels of turnover Robbins and Coulter (2010). Therefore, turnover should be definitely observed in any organisation. According to Stephen (2012), absenteeism is a temporary withdrawal of labour, turnover is a permanent withdrawal. It indicates overall dissatisfaction with a job. This factor is tempered by the number of alternative employment opportunities available. When few jobs are available for economic survival, individuals may continue to work even though they exhibit very high levels of job dissatisfaction.

- **Poor image**

The attitudes and interactions of dissatisfied employees often portray an organisation in a bad light. Such dissatisfaction is more notable with employees in service-oriented sectors where employees deal with clients on a one on one basis. Hence, such dissatisfied employees while on duty often transfer aggression to the clients they deal with. Thus, such dissatisfied employees while doing their daily task give their organisation a poor image, and such attitude could as well dissuade clients from patronizing such an organisation in future (Vigoda-Gadot, Vinarski-Peretz and Ben-Zion 2003).

- **Job loyalty**

A variety of studies have shown a strong correlation between job satisfaction and job loyalty. Dissatisfied employees are often disloyal to their organisations and vice versa. Disloyalty also has a number of adverse consequences on an organisation. Some such adverse consequences are inclusive of low retention and low productivity (Iqbal 2013).

- **Job stress**

It has been proven empirically that when employees are unhappy, they often exhibit or report stress related concerns. Satisfied or content employees on the other hand are likely to report or

complain of stress while on duty. More so, longitudinal studies on stress among employees have shown that dissatisfied employees are often stressed which adversely impacts on the productivity of such organisations the employee is employed at (Sauter, Hurrell, Murphy and Levi 1998).

- **Poor overall morale**

If an employee is unhappy while performing his or her duty, there is a likelihood of other employees becoming affected by such negative attitude. Furthermore, if an employee exhibits an act of despondence, the other employees may begin to view their own jobs in the same manner. If such negative attitude is not checked in good time, it might negatively influence co-workers; hence, such attitude might adversely affect the morale of an establishment (Bhaga 2010).

2.3.5 Factors influencing job satisfaction

The imperativeness of researching on factors influencing job satisfaction cannot be overemphasised as managers, experts, consultants as well as researchers are of the view that this significantly impacts on an organisation's output, employee retention and turnover. Baylor (2010) categorises satisfaction into two different classes; namely – intrinsic and extrinsic. Furthermore, the antecedents of job satisfaction are related to organisational commitment, organisational climate, pay and performance (Locke 1976; Agho, Mueller and Price 1993; Currivan 1999; and Lund 2003). However, it has been proven empirically that job satisfaction is showcased in a multi-faceted manner, as it varies from one individual to the other. It can be low or high depending on a variety of factors. Such factors are inclusive of an individual's personality, work environment, and to what extent employee's aspirations are attained through work.

2.3.5.1 Extrinsic factors influencing job satisfaction

Rose (2001) explains extrinsic as a contrary assertion as a member of staff is presumed to be extrinsically satisfied when rewards or other tangible items modify their behaviour. The extrinsic factors are supervision, working conditions, co-workers, pay, and the work itself (Herzberg,

Mausner and Snyderman 1959; Herzberg 1966). Herzberg (1996) claims that these factors do not serve as satisfiers, but their absence could well be a source of dissatisfaction. Luthans and Doh (2012) state that as years progressed, five measurements have been recognised to speak to the most vital qualities of work about which employees have effective reactions. (Stephen 2012). These are:

- **Supervision**

Most employees appear to prefer a supervisor who is fair, approachable and consistent. They want supervision to support, protect and encourage them, and to develop their skills. Participative styles are preferred, although in large organisations, some prefer a more autocratic approach.

- **Working conditions**

Employees expect a reasonably comfortable, clean and safe working environment-pleasant working conditions such as adequate equipment, appropriate lighting, heating etc. Help make jobs less onerous. Usually a cause for concern is only when the environment becomes either unsafe or inappropriate.

- **Co-workers**

This refers to having co-workers who are friendly, competent, and supportive. People expect to have reasonably good relations with co-workers, as they are a source of social support and friendship at work.

- **Pay**

Pay is instrumental in fulfilling other needs, determining standards of living etc. All other needs are met by this factor, which fills in as an image of accomplishment and a wellspring of acknowledgment. It is sometimes seen as method of “keeping score”. Direct money wages are more significant than perks/indirect benefits (pension/medical aid schemes), most of which are taken for granted and undervalued. The lower the wage, the greater the impact on job

satisfaction. Large salary increases result in elevated job satisfaction levels, but this tends to be a short-term reaction.

Despite its pre-eminence in job satisfaction, the higher the salary received, the less important it becomes as a factor. Once individuals receive what they perceive to be a “reasonable” salary, the importance of pay on job satisfaction declines. It is overtaken by the job itself.

- **The work itself**

Most people try to avoid repetitious monotonous jobs. Most want a job which provides a reasonable degree of variety, challenge and autonomy that means the extent to which jobs are considered interesting, provide opportunities for learning, accepting responsibility and challenging. Excessive amounts of the above are also to be avoided as they provide an opportunity for unacceptably high levels of stress and with it, the possibility for burnout.

2.3.5.2 Intrinsic factors influencing job satisfaction

Rose (2001) explains intrinsic when she states that, an employee is intrinsically satisfied when he or she receives no tangible remuneration besides the activity itself. Contrary to extrinsic factors, intrinsic factors refer to concerns such as responsibility, recognition, achievement, the work itself, growth and advancement (Herzberg 1966). This section will elaborate on intrinsic factors affecting job satisfaction. These are discussed below.

- **Achievement**

Herzberg *et al.*, 1959 and Herzberg, 1966 attributes this factor to sentiments of triumph or achievements, for example, finishing a job-related duty. Employees who demonstrate a solid introduction for accomplishment might be described by working extend periods of time, tolerating testing undertakings, and an eagerness to take the necessary steps to achieve most extreme results. (Moloantoa 2015).

- **Recognition**

Recognition is often attributed to a positive or negative consequence about an accomplishment. It is an essential factor of motivation as it signals to employees that their respective line managers or supervisors hold them in high esteem due to their valuable contribution. Recognition having been considered as a key factor to motivation of employees has been largely ignored by managers. However, such non-monetary concerns such as recognition has been realized to truly motivate employees significantly. More so, recognition also instigates employees' development within an organisation (Jackson 2001; McLaughlin, Phillimore and Richardson 2014).

- **Responsibility**

This factor relates to control over an employee's duty or that of their colleagues. A study by Dole and Schroeder (2001) reveal that job satisfaction increased, while the desire to resign significantly decreased as such employees attained authority at the workplace. These findings buttress earlier studies conducted by Herzberg.

- **Advancement**

Advancement, promotion or elevation of status at the workplace often results in a transformation or change in an employee's attitude. Similar to recognition, this factor also has proven to positively impact on retention of an employee (Jawahar and Hemmasi 2006).

- **Growth**

According to Baylor (2010), growth relates to the prospects for progression in the future. The positive relationship among this component and job satisfaction was found in a study conducted by Stein and Craft in 2007. Thus, the growth pattern may result in horizontal or vertical mobility, new opportunities, or skill acquisition (Carmeli, Shalom and Weisberg 2007).

- **The work**

Herzberg's (1966) theory pertains to personal employee attitudes about the job requirements and assigned tasks. This comprises the different aspects and facets of work itself. It has been proven empirically that there is an inverse relationship between work and employee perception, which

directly relates to their level of job satisfaction. Hence, the job description of an employee is an imperative concern which relates to level of satisfaction amongst employees (Freed 2003; Stephen 2012).

The subsequent section will entail other external factors affecting job satisfaction within South African municipalities.

2.3.5.3 Factors affecting job satisfaction within a municipality

Having identified extrinsic as well as intrinsic factors capable of influencing the level of job satisfaction amongst employees, some other studies have also argued that certain external factors can affect employee's level of job satisfaction. Such external factors are inclusive of: social factors, political factors, cultural factors, economic factors, global factors, legislative factors, environmental factors, psychological factors, domestic factors, technological factors as well as restructuring (Masood 2014; Moloantoa 2015). This study will discuss some of the above-mentioned external factors which can possibly affect job satisfaction within a typical municipality in South Africa.

- **Social factors**

A study conducted on job satisfaction in the eThekweni Municipality by Manuel and Silva (2013) affirms social factors still remain a pressing external factor affecting the level of job satisfaction amongst the employees of the eThekweni municipality. More so, examples of social factors that affect the level of job satisfaction are inclusive of noise, mosquitos, religions and family.

- **Environmental factors**

An investigation directed on the impact of work environment on job satisfaction by Jain and Kaur (2014) argues that the workplace has both positive and negative impacts on the psychological condition and welfare of employees. The study revealed that the way in which the physical environment creates toxic conditions such as, ventilation and temperature, infrastructure and interior, noise and amenities for employees, can affect the employee's level of satisfaction.

However, these environmental factors can create physical conditions that can affect the health of employees.

- **Political factors**

Organisational politics and political perceptions have a negative influence on both employees and the work environment (Akanbi, Ayobami, Ofoegbu and Eugene 2013). A higher view of organisational politics brings about decline dimensions of job satisfaction among employees, while a lower perspective of governmental issues prompts increases the dimensions of job satisfaction among workers (Gull and Zaidi 2012). This infers, if organisational politics are seen as a noteworthy concern and imperative, this could obviously expand satisfaction of employees. However, on the off chance that they are not exceptionally seen then, eventually, the dimension of satisfaction for workers drops (Moloantoa 2015).

- **Technological factors**

At the point when there is an adjustment in technology in the organisational environment and organisations embrace the new technology, the entity concerned turns out to be less practical and its focused position debilitates. Therefore, it needs to embrace new technology when its work structure is influenced and another equilibrium must be built up (Unutmaz 2016). A study conducted in India by (Pines, Iyer, Disbot, Hollander, Shofer and Datner 2008) emphasises that advancement in automation and information technologies have posed a challenging situation for the organisation of the future.

- **Legal factors**

The statutory laws governing a province or state can influence employees' level of satisfaction. Using the French state issue as an example, the French president, Francois Hollande recently invoked a new labour legislation which makes it easy for organisations or establishments to hire employees, and also to fire employees. This new legislation has brought about a high level of dissatisfaction amongst French employees. This enactment resulted in a series of protest across the French capital city of Paris in the month of July 2016. In line with this preposition, such an external factor can influence an employee's level of satisfaction (Love and Picy 2016). On the

contrary, if a set of progressive and favourable legislations are enacted, such enactment could enhance employees' level of job satisfaction.

2.4 The influence of job satisfaction on employee performance

According to Pushpakumari (2008), employees' attitude is imperative to the management of an organisation as this is a core determinant to the behaviour of the employees. He further points out that a widely held view is that a satisfied employee often is highly productive at the workplace, and thus when the majority of the workforce are satisfied, this results in a conducive work environment wherein the overall productivity of such organisation is at optimal level.

Luthans (2011) alleges that the discussion around performance and job satisfaction over the last few decades have been controversial. He further mentions that several researchers have held the view that there is a positive relationship between these two variables - "performance and job satisfaction", while some other researchers have held quite different opinions. A study conducted in the 1980's using a meta-analysis revealed that, there exists a poor relationship between these two variables (Luthans 2011). On the contrary, empirical, conceptual, practical and methodological analyses have opposed this poor relationship amongst these two variables. Furthermore, a recent research on these variables by Tim Judge and a group of researchers using a more modernised meta-analysis revealed that, "on 312 samples with a combined N of 54,417 the mean true correlation to be .30 was found" (Judge and Bono 2001:161). Luthan and Doh (2012) support this finding as an in-depth research methodology was used to unravel this hypothesis. Thus, he follows the school of thoughts which advocates a significant relationship between performance and job satisfaction.

In Pushpakumari's (2008) view, a topical issue amongst organisations is to achieve an optimal level of performance through efficiency and productivity. As a means to achieving this, the imperativeness of highly motivated and satisfied employees cannot be under-estimated. Empirical studies have shown that satisfied employees often tend to exert more efforts while putting in more working hours at their respective workplaces. Thus, it has always been

organisations' top priority to ensure employees are satisfied as an addendum to enhancing organisations' performance. According to Manuel and Silva (2013), an organisation's overall performance is dependent on the efficacy of individual employees of such organisation. Hence, organisations place reliance on their respective employees in order to maximize organisations' performance.

Luthans (2011) study however concludes that there exists a positive relationship between job satisfaction and employee performance. He further notes that this relationship however is not as assertive as the conventional school of thought which advocates that, "happy employees are productive employees". More so, Luthan (2011: 144), he reveals a casual direction, affirming that, "satisfaction influences performance rather than vice versa, the relationship may even be more complex than others in organisational behavior".

2.5 Relationship between organisational culture and job satisfaction

The concept of organisational culture and job satisfaction has been witnessed by numerous in the 1980's (*Administrative Science Quarterly* 1983; *Organisation Dynamics* 1983 and *Journal of Management Studies* 1986, cited by Lund 2003). It has been deliberated a few times by researchers that an organisational culture can impact employees and organisations (Lund 2003). Primary research about the relationship between organisational culture and job satisfaction anticipated a vibrant working atmosphere to advance the structure of a specific organisational culture and the involvement of employees' job satisfaction (Hellriegel and Slocum 1974, Schneider and Synder 1975). They additionally accentuate that satisfied employees enlist high efficiency in an organisation. In the 1980's study by Hellriegel and Slocum (1974), Schneider and Synder (1975) found an association between organisational culture and job satisfaction for employees in similar employment positions, and relationship between satisfaction and turnover. However, organisational culture has an important role to play in connection with employee satisfaction.

In line with this aforementioned position, it is imperative to research the relationship between job satisfaction and organisational culture.

The relationship between organisational culture and job satisfaction has established vital consideration in investigations of the working environment. As indicated by Robbins (1993) and Hutcheson (1996) measurement of job satisfaction are mechanisms of an organisational culture. Thus, job satisfaction is an evaluation of organisational culture. This implies that the extent of employees' level of satisfaction at their respective workplace, is a reflection of such an organisation's culture – whether positive or negative (Smith 2016).

Roos and Van Eeden (2008) reveal that organisational culture and job satisfaction are interdependent of each other. Sabri, Ilyas and Amjad (2011) suggest that supervision of an organisation with positive culture can enhance the performance and employees' level of satisfaction. Mustafa, Ilyas and Rehman (2016) studied various structures of the organisational culture: employees' history, organisational size, attitudes and general culture. In terms of development, they found that there was a significant variance in job satisfaction among employees who work in different organisational cultures. Moreover, they discovered that when employees present and desired culture are in harmony, they are more pleased with core aspects of their work.

Huang and Chi (2004) are of the same opinion that the more employees are satisfied with organisational culture it will motivate them to work hard and their commitments would be reliable which at long last would raise organisation performance. Tang (2006) recommends that supportive culture of the organisation raises the employee's level of job satisfaction.

Several studies have been conducted on organisational culture, job satisfaction and employee motivation. In findings from a joint research project conducted between the Sheffield Effectiveness Programme and the Centre for Economic Performance at the London Stock Exchange and Institute for Work Psychology at the University Sheffield between 1991 and 1998, it was found that the way individuals are managed significantly affects both productivity and

probability. There are a few factors that influence the relationship between job satisfaction and organisational culture, whether positively or negatively (Roos 2005).

To comprehend the impact of organisational culture on job satisfaction is an imperative research subject since it is demonstrated by various studies that an individual's job satisfaction is crucial for success of organisation particularly in the municipality (Awadh and Saad 2013).

The afore discussed relationship between organisational culture and job satisfaction are deduced from literature on studies conducted by Roos (2005), Castro and Martins (2010), Singh, Nadim and Ezzedeen (2012) and Ntisa (2015).

2.6 Strategies to enhance job satisfaction through organisational culture

The 'employee' is an imperative asset for every organisation. The accomplishment of the organisation can be reachable through the consistent learning exertion of committed and satisfied employees which could make such organisations more beneficial. Hence, it does not mean great employees normally bring about fantastic execution. Specifically, with the enhanced levels of employee scholarly foundations and work desires, the business head could enhance workers' job satisfaction by empowering employees through leadership in the workplace and also an adaptable and open climate. As indicated by the research proposed by Belias and Koustelious (2014), job satisfaction can influence employees to accomplish organisational objectives, appreciate work, and feel regarded to be a portion of their organisation.

Studies by Luthans (2011) alleges that that profoundly satisfied workers have a tendency to have better physical wellbeing, learn new employment-related activities more rapidly, have less at work mishances, and document less complaints. He further indicated that worker satisfaction in jobs and of itself is alluring. It cannot only reduce stress but, may likewise help enhance performance, turnover, and non-attendance. In light of the present group of learning, the accompanying confirmation may help to improve job satisfaction. These could include factors, such as introducing fun activities to job; enticing employment through reasonable pay, benefits

and promotion opportunities; aligning employees' duties with their skills, and interest, and design jobs in an exciting manner. These factors are further elaborated on below.

- **Introducing fun activities to job**

World-class organisations, for example, Southwest Airlines, has a huge ton of fun culture for their workers. Southwest clarifies that disrespectfulness is okay; it is alright to act naturally; and consider competition truly, yet not yourself. Having a 'fabulous time' culture may not make occupations themselves additionally fulfilling, but rather it breaks up boredom and reduce the odds of dissatisfaction (Bolton and Houlihan 2009).

- **Enticing employees through fair pay, benefits and promotion opportunities**

These are evident factors that organisations naturally attempt to keep their workers satisfied (Luthans 2011). Luthans (2011) further indicates that workers rank compensations and pay as imperative to their job satisfaction and he pointed out that a significant method to make benefits more fruitful is give an adaptable, supposed cafeteria approach. This enables employees to pick their own particular distribution of benefits inside the planned quantity accessible. Along these lines, there would be no disagreement between what they need, since it's their decision.

- **Align employee's duties with their skills and interests**

Finding the correct fit is a standout amongst the most essential, however unnoticed approaches to having satisfied workers (Luthans 2011). It has been demonstrated, many occasions over, that job fit decidedly impacts on performance, wipes out exorbitant missteps in employing, increases turnover, and can even be utilised to draw in ability (Holloway 2012). Holloway further stated that where there is job fit, satisfaction increases, reduction in overhead cost and individuals are more profitable. A study by O'Reilly (1991) uncovers that new contracts whose qualities fit well with the estimations of the organisation and culture have a tendency to alter all the more rapidly, feel more satisfied, and remain with the organisation longer.

- **Design jobs in an exciting manner**

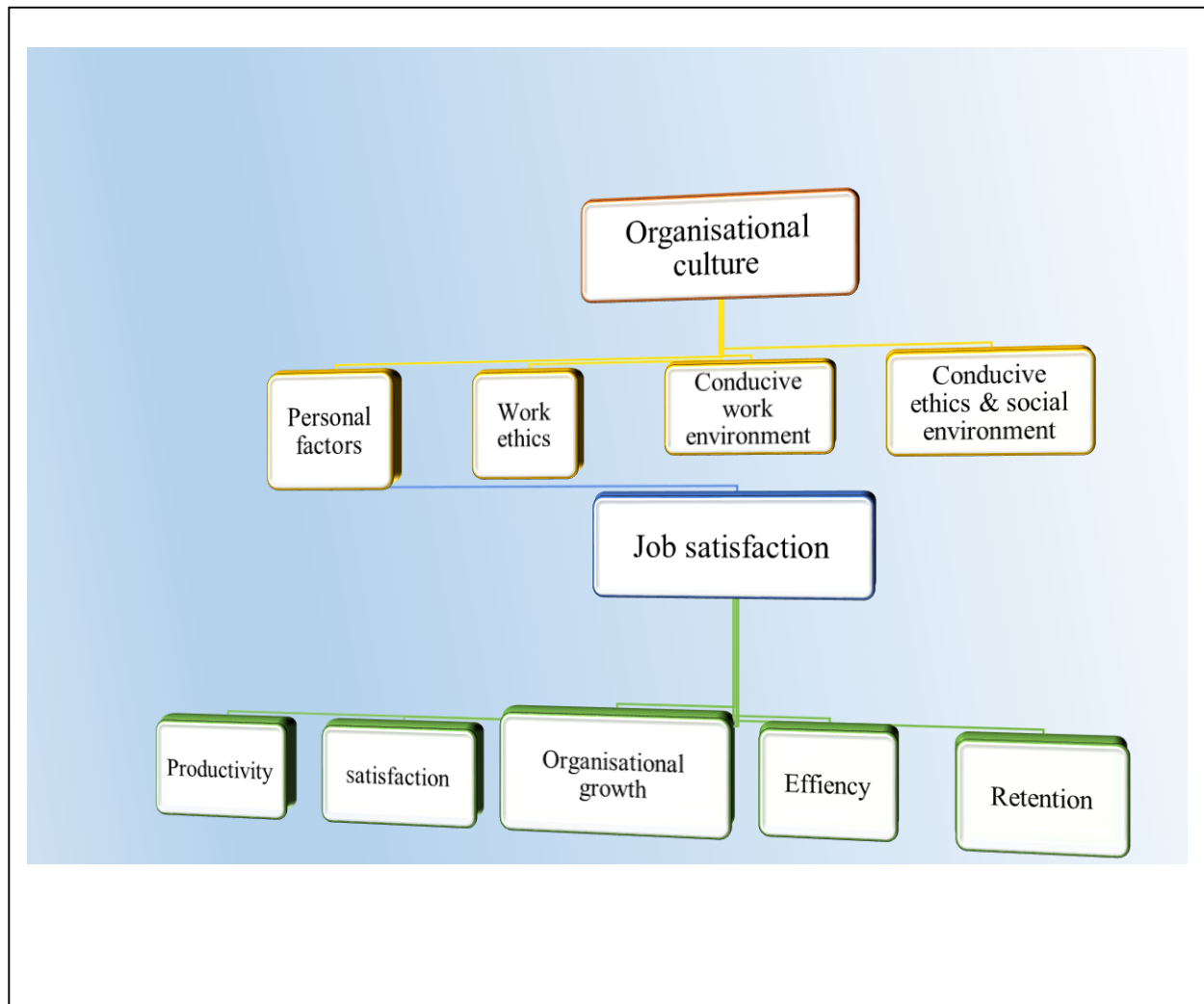
Mallikarjuna (2012) argues that expanding the level of basic leadership and flexibility to pick how and when job is done can influence job satisfaction. He further emphasises that recognising employees who perform well also creates excitement in employees. Luthans (2011) also mentions that when duties in the workplace are repetitive and one directional, employees find such daily routine boring hence, he advocates that designing jobs with the intent of inducing some form of excitement can possibly avert this concern. More so, a variety of studies have suggested that designing jobs in an exciting manner can stimulate the mind and result in creativity; reduce work stress; can result in better relationship among employees; and can also result to innovations at the workplace (Lunenburg 2011, McLaughlin *et al.* 2014, Hayati, Charkhabi and Naami 2014). All of these can possibly enhance job satisfaction amongst employees.

The above-mentioned strategies were deduced from literatures within this field of study; however, more in-depth strategies capable of enhancing job satisfaction through organisational culture will be offered in the recommendation chapters. Such recommendations will emerge through structured interviews conducted among the employees of the Nkomazi Municipality.

2.7 Conceptual approach to the study

A number of conceptual approaches have been developed by renowned authors in this field of organisational culture and job satisfaction (Renyiwijoyo 2003; Koesmono 2005; Macintosh and Doherty 2009). Some of these approaches place emphasis on achieving job satisfaction and organisational goal through organisational culture. Some of these earlier approaches include Shore and Martin (1989); and Ostroff (1992). The conceptual approaches relevant to the current study are illustrated in Figure 2 and Figure 3 below:

Figure 2: Achieving organisational culture through job satisfaction



Source: Adapted from Akhigbe (2014)

Figure 2 above explains different aspects of organisational culture in the internal environment of an organisation. As propounded by Akhigbe (2014), the core constituents of organisational culture are inclusive of personal factors, work ethics, conducive work and conducive political and social environment. This assertion is re-echoed by a variety of other renowned others, including Westrum (2004), Tsai (2011) and Nguyen (2016). Westrum (2004) places emphasis on how personal factors play an integral content in an organisational culture. He suggests that ‘personal factors’ play a crucial role within the organisational culture and mentions that harmonies are displayed amongst co-workers in their manner of interaction, social norms and

values. Furthermore, he adds, this serves as a standard – a ‘mental mode’ and ‘script’ to employees in their workplace.

According to Truxillo, Bauer and Erdogan (2016: 385), “Having an organisational culture that emphasises ethical behavior can cut down on misbehavior of organisations. Research shows that whether an organisation develops a culture that emphasises doing the right thing even when it is costly comes down to whether leaders, starting with the CEO, consider the ethical consequences of their actions. Leaders with a moral compass set the tone when it comes to ethical dilemmas”. Nguyen (2016) suggest that organisations should offer ethics training and set up seminars and workshops to reinforce the organisation’s work ethics.

Sostrin (2013) alleges that employees do not leave institutions to look for different opportunities on account of communication, leadership or culture. They leave on account of what leadership, communication and culture make or do not make as far as they can tell at work. The essential focal point through which most workers appear to survey their capacity to stay in an occupation with their association is the nature of their immediate relationship with their manager. Sostrin (2013) further illustrates that if the examples are productive and sensibly conducive for a palatable working life, at that point individuals commonly stay.

Tsai (2011) justifies that to ensure social environment in an organisation, top management must appreciate their role in maintaining or evolving the culture of an organisation. A profoundly set up culture outlines how individuals should behave, which can enable workers accomplish their objectives. This conduct system, in turn, guarantees higher job satisfaction when workers feels a supervisor is helping the person in question complete a certain objective.

Darke (2017) explains that your surroundings have an impact on your performance at work. Nzewi, Sibanda and Sambumbu (2016) allege that a conducive political environment tends to make employees flexible and work hard in fulfilling the municipality’s services to the satisfaction of the community.

Akhigbe (2014) further creates a linkage between the constituents of organisational culture with job satisfaction. He argues that when such constituents are positively advocated, they metamorphosize to job satisfaction amongst employees. Studies by Bhaga (2010) as well as that of Hambuda (2017) also support this view when they argue that job satisfaction is attainable through factors such as work ethics, conducive work, conducive political and social environment.

Akhigbe (2014) further outlines five key factors which constituent 'job satisfaction'. This he outlines as productivity, satisfaction, organisational growth, efficiency and retention. A number of authors have also argued in similar direction. One such is Dobre (2013) who alludes to the claim that job satisfaction amongst employees can be achieved by high productivity, growth within the organisation as well as efficiency. Similar studies by Mafini and Pooe (2013) equally mention that job satisfaction is attainable through retention. This view is further stressed by Shmailan (2016) who explains that there is a positive correlation between satisfaction and efficiency. A theory postulated by Schneider and Snyder (1975) further supports this precept. According to Schneider and Snyder (1975), job satisfaction has a positive significant impact on the value of efficiency.

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graph LR; Leadership[Leadership] --> Culture[Culture]; Culture --> HR[HR Strategies]; HR --> JS[Job satisfaction]; JS --> ER[Employee retention]; HR --> HR_List["• Hire the right personnel  
• Develop personnel  
• Provide support  
• Retain best personnel"]
```

The diagram illustrates a process flow for employee retention. It begins with Leadership, which leads to Culture, which in turn leads to HR Strategies. HR Strategies then leads to Job satisfaction, which finally leads to Employee retention. The HR Strategies box also includes a list of specific actions: Hire the right personnel, Develop personnel, Provide support, and Retain best personnel.

Figure 3 above can best define the leadership of the Nkomazi Municipality. As postulated by Shipra (2013) effective leadership and culture are considered to be the important factors for organisational efficiency. Prominent scholars in leadership and culture have opined that leader or manager behavior helps culture change and evolve (Schein 1992; Kotter 1996). Schein (1992) further expounds that managers control components through which they impact the culture, including fine-tuning to their condition, arranging and promoting workgroups, advancing sub-cultures that improve standards, developing frameworks of teams and advisory efforts to deal with the culture. A proficient municipal manager provides guidance for the organisation and leads employees toward achieving desired goals. Therefore, organisations need to have efficient leaders to lead, develop people, provide support and motivate employees at the municipal government level. Furthermore, Herzberg's two-factor theory maintains that employees experience satisfaction when a need for psychological growth exists in an organisation and

recognition for task completed (Ncube and Samuel 2014: 267). The figure reflects pertinent Human Resource (HR) strategies related to job satisfaction and employee retention, such as, hire the right personnel; develop personnel; provide support and retain the best personnel. Shipra (2013) places emphasis on how vital it is to hire the right personnel for a job in an organisation. He alleges that it is also important develop and hiring process in keeping with and advancing the culture. He adds that this can be achieved by hiring talent that is coherent with cultural expectations and effecting training programs that effectively underscores what the organisation stands for.

Smith (2016) highlights that there are several reasons why training and development are in order and makes sense – it impacts on how well-trained personnel are increasingly suitable and willing to take more responsibility over their jobs. Moreover, training and education motivates employees to be more productive and content. Das and Baruah (2013) advocate that for prolonged health and success of any organisation reliance on retention of employees is vital. All things considered, consumer satisfaction, organisational performance as far as expanded deals, satisfied colleagues and revealing staff, and effective progression planning is dependent upon the capacity to retain the best employees in any organisation. Panoch, (2001) maintains that organisations today take extraordinary consideration and support their important workers as they are increasingly ending up more hard to find.

2.8 Conclusion

This chapter provided literatures on relationships between the identified variables of the current study. In addition to the relationships, it was imperative to explore and comprehend the interactions between all these variables. The chapter discussed organisational culture both from a global and South African perspective. More so, relevant theories applicable to the current study were incorporated. The chapter further addressed themes such as significance as well as factors affecting job satisfaction. It then concluded with strategies capable of enhancing job satisfaction through organisational culture.

The next chapter provides an in-depth explanation on the research of this study.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The previous chapter provided literatures which are in consonance to the research aim and objectives. The current chapter provides an overview of where the study was conducted and methods that have been used in this study to investigate the influence of organisational culture on job satisfaction among the Nkomazi Municipality employees and senior management of the organisation.

3.2 Overview of population under study

Nkomazi local Municipality is dominated by siSwati speaking community. This community lies on the eastern axis of the Ehlanzeni Municipality, in the province of Mpumalanga. The Nkomazi Municipality is situated between the north of Swaziland as well as the east of Mozambique. The mission statement of Nkomazi Municipality is to improve the standard of living of her populace through a sustainable developmental approach by offering effective and efficient services to residence of the municipality (Nkomazi Local Municipality 2012). The predominant occupations in this municipality are in the fields of agriculture, mining and tourism. The main towns situated in the Nkomazi Municipality are Komatipoort, Malalane and Marloth Park. These communities are home to an estimated 393 030 individuals, comprising of local indigenous, Whites; as well as other foreign nationals such as Somalians, Nigerians, Mozambicans as well as a significant populace from Swaziland and due to the diversity of culture in this municipality, the researcher has chosen to explore the influence of organisational “culture” on job satisfaction (Statistics South Africa 2012).

3.3 Research design

According to Mouton (2006), research design is a planned process of how the investigation is to be conducted. And for Leedy and Ormrod (2005), it is a solution to the research problem. Mouton (2006) further includes that research design is a plan that forecasts manners by which to gather and investigate data through a well-developed technique. This section is intended to emphasise the research design that will be used in this study. According to Veal (2006),

accentuating research can be described as exploratory since it discovers areas or applications which have not been considered previously. In support of Veal's (2006) proposition, May (2011) proposes that engaging research has been revealed to be significant and a binding tool for qualitative study. May (2011) bases his opinion on the fact that, descriptive research aims to particularise and mirror a solitary setting to enlighten and include of a particular point. In connection to this specific investigation, it is distinct in nature because of the way that it seeks to unearth subjective evidence relating to employee's satisfaction conducted within an organisational culture in a South African Municipality in Mpumalanga. A qualitative research approach will be applied and discussed next.

3.3.1 Qualitative method

Qualitative data in the present study was collected by means of a semi-structured interview. Welman, Kruger and Mitchell (2005) point that semi-structured interviews offer a multipurpose way of collecting data that can be used with all age groups. Semi-structured interviews were conducted among specific employees of the organisation; management and lower level personnel.

This method is suitable for this research on the grounds that with the qualitative approach, it is conceivable to comprehend the employees' beliefs and opinions about the organisation's attributes that affect job satisfaction. Qualitative methods have an accentuation on understanding, translating and observing data in a natural setting from an insider's perspective.

The qualitative approach has been adopted for this study, as concerns such as enquiring into the relationship between organisational culture and job satisfaction; accessing the organisational culture among employees are explored, while also discovering how organisational culture impacts on employees. For such enquiries or explorative investigations, Marshall and Rossman (1999) affirm that a qualitative approach is imperative for such study and is particularly suited to revealing the unexpected and to investigating new avenues.

3.3.1.1 Target population

Polit and Beck (2004) describes population as the total or totality of those complying with an arrangement of specifications. In a similar vein, Nwoli (2009) describes population as a gathering of individuals, articles or things from which samples are taken for measurement; for instance, a population of professors or presidents, students or books. For this research, the target population comprised of 12 employees from different units within the municipality: administrative functions, employees from the office of the Municipal Manager and as well as 3 councils from the Nkomazi Municipality. 13 managers were selected from different units in the organisation. The employees were purposely selected as a means to obtaining some insight into their work experiences, while also relating these experiences to organisational culture at the Nkomazi Municipality. This population is considerable suitable as they represent particular characteristics of population that are of interest at the Nkomazi Municipality. Hence, the selected workforce will likely provide deeper insight into the general perception of the populations view on the influence of organisational culture on job satisfaction.

3.3.1.2 Sampling method

According to Lemmer (2011) sampling is explained as a selection from a population. Sampling procedures are isolated in into two unique kinds of sampling methods; specifically, probability sampling method and non-probability sampling method. Surbhi (2016) characterizes probability sampling method as a method in which every one of the people from the masses has a pre-decided and an equivalent chance to be part of the sample. He further defined non-probability sampling method as a method in which all the individuals of the targeted population are given a random opportunity of becoming a part of the sample. This study used the non-probability sampling method because the unit of the population and selection depended on the independent assessment of the researcher. Therefore, the conclusions drawn by the researcher cannot be inferred from the sample to the entire populace. Probability sampling techniques are inclusive of the following: cluster and stratified, while non-probability sampling techniques include purposeful, convenience and judgmental sampling (Welman *et al.* 2005). This study used purposeful sampling because with purposeful sampling, the samples are selected because there were able to provide information-rich answers to the research questions.

3.3.1.3 Sample size

28 employees from the Nkomazi Municipality of the Mpumalanga Province were selected through purposeful sampling method. The 12 Municipality employees comprised of employees from the administrative functions: Human resource, Tourism/ culture, Information technology, Sanitation, Traffic and employees from the office of the Municipal Manager: Admin officer, Communication officer, Legal adviser, Risk officer and Executive secretary. The 13 Municipality managers comprised of managers from administration functions: Human resource, Tourism/ culture, Supply chain, Local economic development, Administration, Project management, Community development, Information technology and a manager from the office of Municipal Manager. Moreover, 3 senior councils from the Nkomazi Municipality were involved in the study. These comprised of the Executive Mayor, Member of Mayoral Committee (Corporate services), and Member of Mayoral Committee (Planning and development). All participants involved were long standing staff within the municipality; permanent, and also included both genders.

Figures 4 to 6 below provide charts showing the selected workforce at the Nkomazi Municipality. The workforce is subdivided into:

- Council
- Office of the Municipal Manager
- Administrative Functions

Figure 4: Council

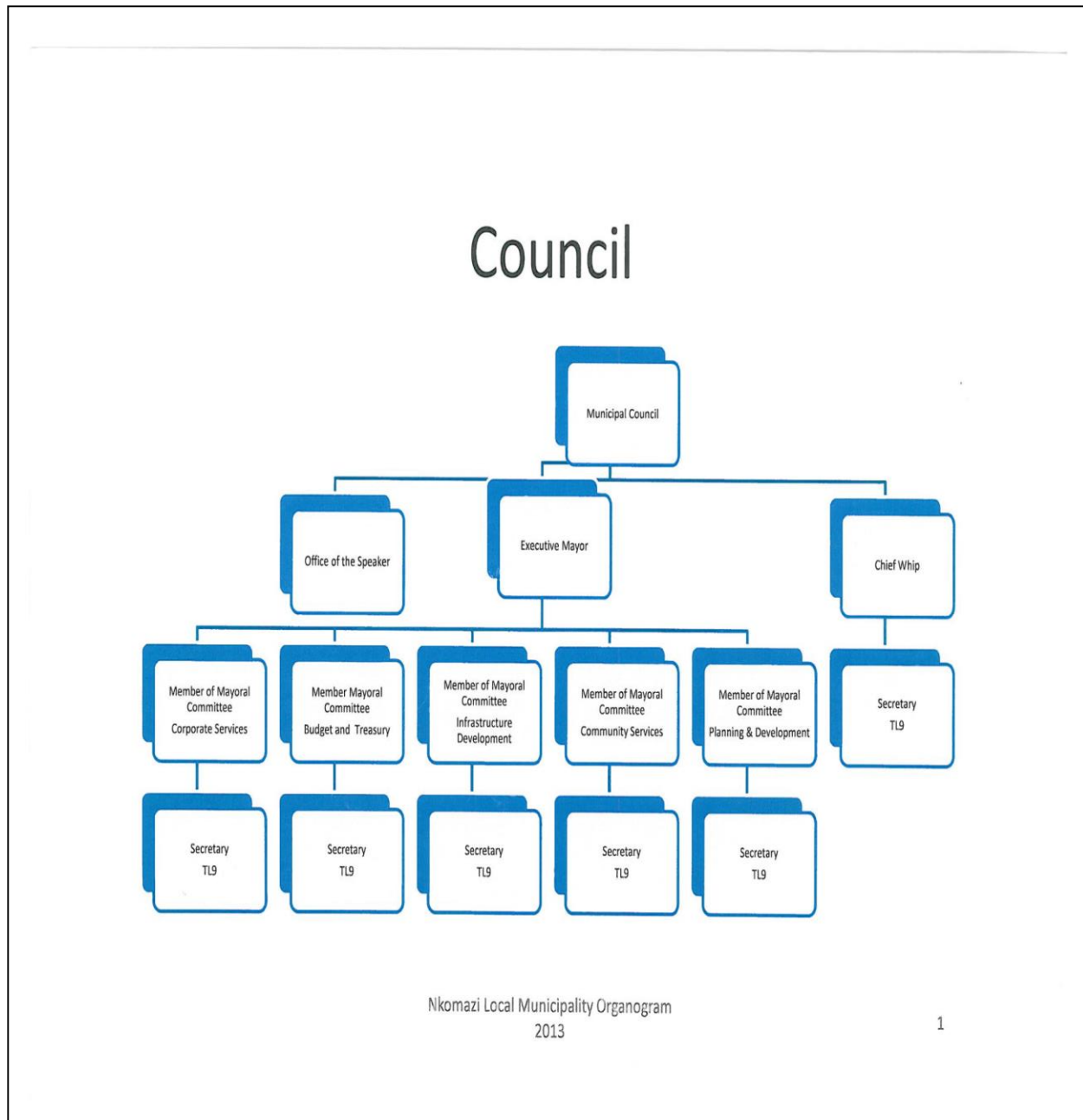
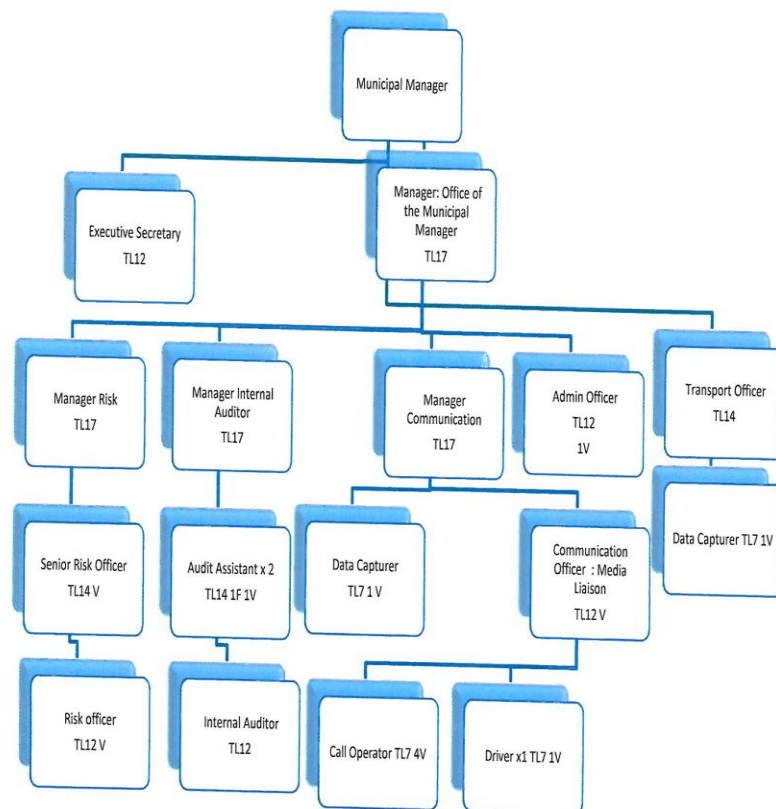


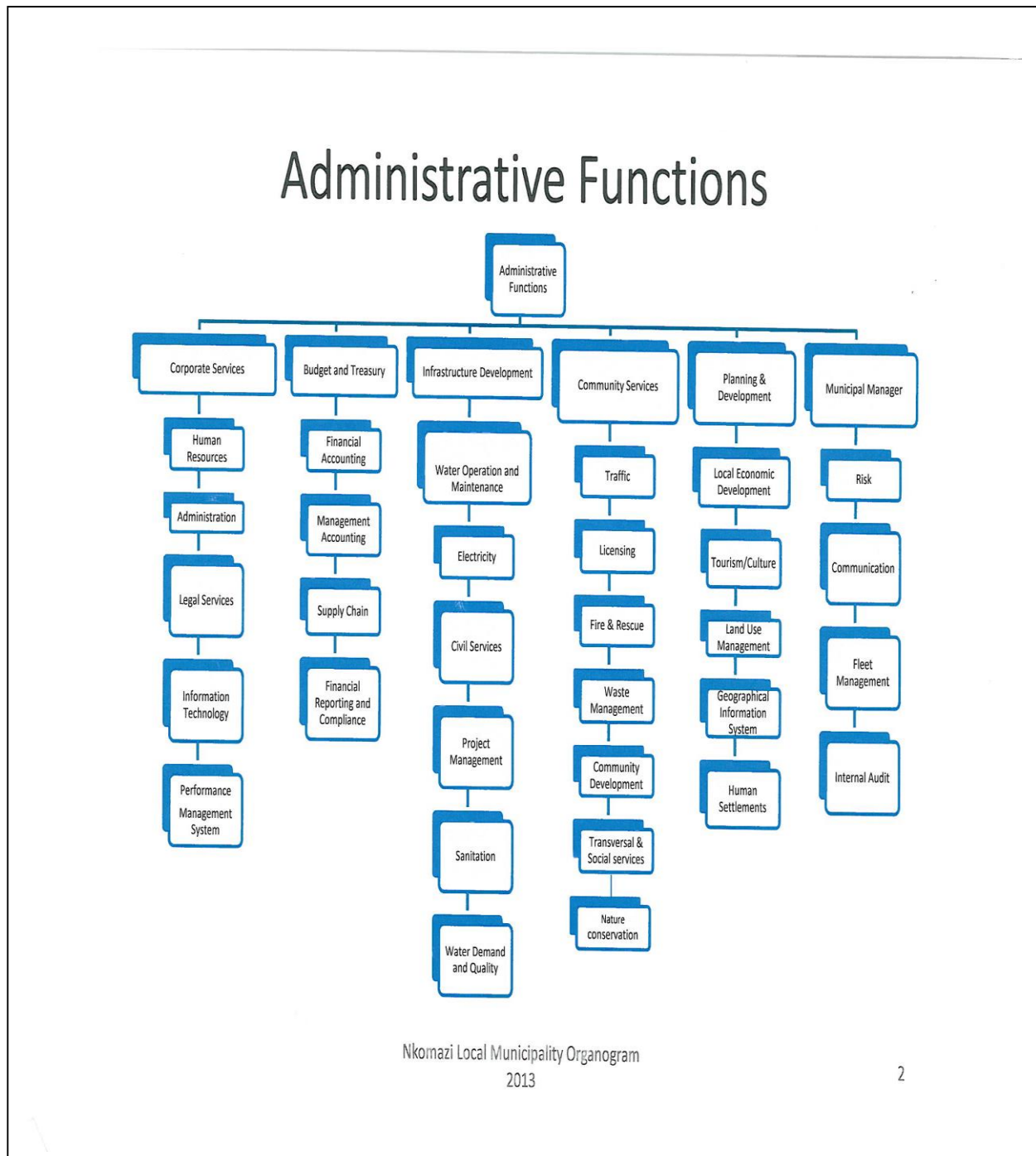
Figure 5: Office of the Municipal Manager

Office of the Municipal Manager



Nkomazi Local Municipality Organogram
2013

Figure 6: Administrative functions



Source: Nkomazi Local Municipality Organogram (2013)

As inferred from above, the number of employees making up the workforce of the following units are as follows:

- Council - 15
- Office of the Municipal Manager - 16
- Administrative Functions-32

Table 2 reveals that the Nkomazi Municipality has 63 employees. However, only 28 participants were chosen through the purposeful sampling method. The Table also provides the classified units of the municipality, total number of employees targeted for the study, interviewees who participated in this study as well as the sample size (number of participants of the study).

Table 2: Sample size

S/N	Segments	Total number of employees (Target population)	Interviewee	No. of participants (Sample size)
1	Council	15	Executive Mayor Member of Mayoral Committee (Corporate services) Member of Mayoral Committee (Planning and Development)	3
2	Office of the Municipal Manager	16	Manager operations Admin officer Communication officer Executive secretary Risk officer Legal adviser	13
3	Administrative functions	32	Human resource Tourism/culture Supply chain Project management Information technology Local economic development Community development Sanitation Administration Traffic	12
	Total	63		28

Note: S/N = Serial Number

3.3.1.4 Measuring instrument

Yaya (2014) defines measurement instrument as different strategies which a researcher acquires data from respondents for a study. She further asserts that there are distinctive sorts of

measurement tools that can be utilised by researchers for their studies and are inclusive of questionnaires, interviews, observations, focus group discussion and experiment. In this study, interviews were conducted personally through the semi-structured interview (See Appendix C). Interviews can be conducted personally; via telephonic communication or through electronic mailing system (Popoola 2011). Semi-structured interviews were conducted among employees and senior management of administration functions of the organisation.

Hawkins, Mothersbaugh and Best (2007) express that reviews are methodological methods for assembling data if the population is large. According to Churchill and Iacobucci (2005), collection is a central part of a problem-solving process. This part of research is referred to as empirical research, where respondents give input into the study by responding to interviews. A list of predetermined questions was developed to guide the interview. This was essential in capturing the data.

The most important benefit of this technique is that it yields high response rate. Moreover, it tends to be representative of the whole population of the research. Popoola (2011) highlights how personal connection between the researcher and respondents allows the researcher to refine confusing and vague questions in detail. However, some disadvantages of using this approach include interviewer's bias and distancing from key respondents due to fear of insecurity. It may also lead to the limitation of the quantity of data that could be collected through this means, in comparison to the questionnaire method, which can be used to collect surmountable amount of information from a large population within a short space of time.

The structured interviews from the works of Vietnam (2012), Bhattacharya (2012), and Moloantoa (2015) were meticulously adapted into this study as these (earlier) studies align with the current study in that they contain similar variables, such as organisational culture and job satisfaction covered in this study.

In phrasing the interview questions, the following considerations were made:

- A review of interview guides from similar studies.
- An alignment of the questions with the research aim and objectives.
- Questions that address the scope and extent of the research problem.

Thus, questions posed were aligned to the two main variables - “organisational culture” and “job satisfaction”. The table below lists the predetermined questions that were used to guide the interview and can be seen in conjunction with the interview schedule (Table 4), which provides details of dates, place and duration of each interview.

Table 3: Interview guide

Participants	Organisational culture	Job satisfaction
Employees	<p>1.1.Structure:</p> <ul style="list-style-type: none"> • Does the company have structured rules and policies? <ul style="list-style-type: none"> ➤ How informed are you about the company’s policies? ➤ Where do you access the policy documents if you need them? ➤ Which ones are you familiar with? ➤ Are you consulted with on policy updates? • Does the company have a flat or a hierarchical organisational structure? • If hierarchical, how many levels of hierarchy does the organisational structure have? <p>1.2.Support:</p> <ul style="list-style-type: none"> • How willing are managers to support their staff? 	<ul style="list-style-type: none"> • Why are you in the job that you are in? • What do you expect from your job? • What aspects of the job do you absolutely love? • What irks you most in your job? • What are your most important professional and personal priorities? • What motivates you to do your current job? • What exactly does job satisfaction mean to you? ✓ Is it the salary?

	<ul style="list-style-type: none"> • How willing are you to support the staff under your management? • Do managers get upset if their staff seeks for assistance from them? • Will you be upset if your staff seeks your assistance on work related matters? • Are managers encouraged to assist their subordinates? • In terms of the company's policy, are you required to assist your staff? <p>1.3.Identification:</p> <ul style="list-style-type: none"> • Do employees have pride in being part of the company? • Do employees look forward to join public events on behalf of the company? • Do the employees usually wear company attire like T-shirts to work? Do they wear it outside the office? • Does the company have any CSR (Corporate Social Responsibility) program? If so, to what extent are you involved in this program? <p>1.4.Performance Reward:</p> <ul style="list-style-type: none"> • How does the reward system or the evaluation system work? • Which factors are rewards (salary raise, bonus, promotion) • Which factors are based on Performance/ Seniority/ Loyalty/ Relationship? • Does the evaluation system compare employees to absolute standards or to each other? • Do you think the company's evaluation system is fair? 	<ul style="list-style-type: none"> ✓ Is it the nature of the work? ✓ Your colleagues at work? ✓ Your interpersonal relationships at work? ✓ The recognition that you get? ✓ The perks and rewards at work place? ✓ The relation of your job to your career? <p>Anything else?</p>
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	<p>1.5. Conflict Tolerance:</p> <ul style="list-style-type: none"> • Is work-related conflict prevalent in the workplace? • Is personal conflict frequent in the workplace? • Is it normal to have work-related conflict with your manager? • Is it normal to have a work-related argument with your manager in public? • Is it normal to have a work-related argument with your staff in public? • Is aggressiveness dominant in the workplace? How does the company assist in conflict resolution? <p>1.6.Risk Tolerance:</p> <ul style="list-style-type: none"> • Is it acceptable to take risk? E.g. risks related to achieving objectives at work? • Are the terms “high risk, high value” usually applied to work related matters? 	
Managers		<ol style="list-style-type: none"> 1. What do you find satisfactory being a manager at Nkomazi Municipality? 2. What areas relating to job satisfaction would you like to be improved for the employees? Why? 3. What challenges do employees experience in your line management experience? 4. Which of the following factors require attention to

		<p>improve employee's job satisfaction at Nkomazi Municipality?</p> <ul style="list-style-type: none"> • Remuneration • Fringe benefits • Promotion • Working conditions • Rank • Workload <p>5. What can be done to improve teamwork and cooperation between you and the staff in your care?</p> <p>6. How does organisational culture impact on the job satisfaction at Nkomazi Municipality?</p> <p>7. Please share any additional feedback you would like regarding your overall job satisfaction?</p>
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Note: S/N = Serial Number

Furthermore, to enhance the trustworthiness of the instruments, the researcher explained key concepts such as organisational culture, risk, job satisfaction, CSR and remuneration before conducting each of these interview sessions with the interviewees. More so, the questions on organisational culture were posed to both employees and managers to gain understanding on the

structure of the organisation from both parties. However, 7 different questions on job satisfaction were posed to managers only, to find out their views on employee's job satisfaction due to their line management experience.

3.3.1.5 Limitations

This study was conducted mainly in the Nkomazi Municipality of the Mpumalanga Province, therefore the findings may not be generalised to other provinces and other municipalities. Another limitation was that some of the personnel could not provide detailed information as regards the questions they were been asked due to time constraints. More in-depth responses would have provided more explicit data, thus detailing specific findings. A follow-up study, interrogating certain themes that emerged, would thus be most useful in providing precise recommendations.

3.3.1.6 Data collection

Data was collected through face-to-face interviews. According to Ferreira, Hansen, Nielsen, Archer and Minor (1989), interviewing is the most significant data collection instrument. These interviews were semi-structured, that is, a list of questions and issues to be examined was set up preceding the interview. Semi-structured interviewing gave space for testing for elucidation and further discussion of imperative and significant matters that were pertinent to the study. Where fundamental, questions were disclosed to suit a specific participant's level of comprehension. Face-to-face interviews permitted the researcher to peruse the non-verbal communication and responses, which turned up to be useful in the analysis of data. Interviews were recorded for future analysis. Furthermore, each participant was interviewed separately to ensure confidentiality, and also to limit the chances of biasness or intimidation from their respective colleagues.

According to Gillham (2005), there are distinct advantages in using interviews for obtaining information from research participants; some of these includes; its flexibility balanced by structure; ability to obtain in-depth information; and the quality of data obtained. Prior a letter of

information was administered to participants so that they understand the nature of the research (See Appendix D).

As indicated by Pilot and Beck (2014) reliability refers to the degree of confidence in data, interpretation, and methods used to safeguard quality of a study. Amankwaa (2016) further mentions that for each study, researchers should employ established protocols and procedures necessary for a study to be considered worthy of consideration by readers. Lincoln and Guba (1985) outlined several procedures of trustworthiness which are inclusive of credibility, dependability, transferability and confirmability. Pilot and Beck (2014) explains these components as follows:

- credibility - the assurance of accuracy of the research findings,
- dependability - the constancy of the data over time and over the conditions of the study, and
- transferability - the degree to which the results of qualitative research can be applied to other contexts or settings with other respondents.

One other component they add is confirmability - the degree to which the findings of the research study could be endorsed by other researchers.

In ensuring the trustworthiness of a qualitative data, Cope (2014) outlines the following measures:

- Credibility
- Transferability
- Dependability and
- Confirmability

For consonance in ensuring trustworthiness of data in this study, the researcher applied some of the measures stated above. These are inclusive of; the interviews being conducted in the iSiswati language, the researcher having a good understanding of the mother tongue of the participants - 'Swati'; thus, this facilitated a good communication channel between researcher and participants; and the interviews being conducted during working hours through face to face interviews with all

participants who were selected for the study. The rationale for conducting the interviews during working hours was to gain trust from the participants.

Table 4 highlights the interview schedule. It provides the dates of the interview, place of the interview, duration of the interview as well as the number of participants who took part in the interview. This Table can be read in conjunction with specific questions that were posed to the interviewees as reflected in Table 3.

Table 4: Interview schedule

S/N	Date	Place	Interviewee	Estimated duration of the interview	No of participants
1	10.08.2017	Office of the Mayor	M.M.C (Corporate services)	40 minutes	2
2	10.08.2017	Office of the Mayor	M.M.C (Planning and development)	40 minutes	2
3	10.08.2017	Office of the Mayor	Executive Mayor	30 minutes	2
4	28.08.2017	Office of the Manager	Manager Operations	30 minutes	1
5		Office of the Manager	Admin officer	15 minutes	1
6	03.07.2017	Office of the Manager	Communication officer	16 minutes	1
7	03.07.2017	Office of the Manager	Executive secretary	15 minutes	1
8	03.07.2017	Office of the Manager	Risk officer	15 minutes	1
9	15.08.2017	HR department	Human resource	20 minutes 09 minutes 09 minutes	3
10	25.08.2017	Planning and development	Tourism/culture	15 minutes 30 minutes	2
11	02.08.2017	Finance offices	Supply chain	25 minutes	1
12	15.08.2017	His office	Project management	20 minutes	1
13	08.08.2017	Finance offices	Information technology	15 minutes 15 minutes 20 minutes	3
14	10.08.2017	Office of the Manager	Legal adviser	16 minutes	1

15	02.08.2017	Planning and development	Local economic development	30 minutes 30 minutes	2
16	25.08.2017	Planning and development	Community development	30 minutes	1
17	07.08.2017	His office	Sanitation	15 minutes	1
18	07.08.2017	His office	Administration	30 minutes	1
19	02.08.2017	His office	Traffic	15 minutes	1
Total number of interview sessions			28		

Note: S/N = Serial Number

3.3.1.7 Data analysis

“The key purpose of data analysis is to interpret and draw conclusions from the collected data” (May 2011:145). Briefly and Moreland (2006) explain that data analysis can be utilised to analyse qualitative data. Relevant descriptive and inferential statistics can be elicited. The data collected for this study was analysed through the aid of a software called NVivo 12 (Windows). According to Bazeley and Jackson (2013) NVivo is a qualitative software used in analysing qualitative data. Bazeley (2007) further mentions that this software is used in analysing, organising and finding insights into qualitative or unstructured data. In same manner, the NVivo was used in this study in accordance. More so, the expertise of a statistician was employed in its usage. However, besides the statistician’s input, some thematic analysis was further done by researcher in analysing the qualitative data (Braun and Clarke 2006).

The data obtained from the structured interviews were analysed thematically. Ezzy (2000) describes this technique of data analysis as a method of analysing data by organising it into categories on the premise of themes, concepts or comparable elements. The emergent themes were in line with the study’s aim and objective. The steps utilised in developing themes were in line to those postulated by Mashaba (2008); and are inclusive of the following techniques:

- **Organising data**

The recorded data was repeatedly read through for the researcher to be well-known with the content.

- **Generating categories, themes and patterns**

This is a phase that required creative and systematic thinking. The researcher perceived the most essential themes, repeating ideas, and patterns of belief, which helped with combination of the results. The strategy of class age included noticing designs in the research participants. As categories of significant rose, the researcher filtered for those that were internally consistent but separate from one another. Thus, patterns, themes and categories were revealed.

3.3.1.8 Validity and reliability

Validity concerns the precision of questions asked, while on the other hand reliability reflects the range to which there will be no favouritism. Terre Blanche and Durrheim (2002) put forth that both internal and external validity are absolutely important and critical to a research design. The purpose of the study is thus to plan and structure the research project in such a way as to guarantee substantial literature review and empirical study in terms of these variables (Mouton and Marais 1996).

Sekaran (2006) clarifies that that to ensure validity in qualitative research, the researcher must establish the primary research tool in such a way as to avoid a line of questioning that will influence the interviewees response or any form of bias in response given by the interviewee. Elman, Kapiszewski and Vinuel (2010) explain that as a means to achieving reliability in qualitative research, the investigator must ensure that the information retrieved will be used for professional purposes and be limited to the particular study undertaken.

The logical essential of the research requires the structure to be reliable and valid (Rimlall 2007). Validity is how much a test estimates what it professes to gauge. Reliability is practiced when the information gathering procedure can be rehashed with the similar outcome (Welman *et al.* 2005). The data gathered from the research needs to yield valid and reliable knowledge.

Reliability and validity are isolated ideas, yet they immovably related (Wagner, Kawulich and Garner 2012).

Furthermore, a semi-structure interview guide was used to direct the discussions. To warrant validity and reliability in this study, simple English words and phrases were used while asking respondents questions; and also, a pilot test was conducted among five individuals who were excluded from the actual study. O'Leary (2014) asserts that a pilot test is used to test the wordings and level of understanding of questions that were posed in the interview.

3.3.1.9 Anonymity and confidentiality

Neuman (1997) describes confidentiality as when the respondent's personal information may have names connected to it, yet the researcher grasps it in confidence or keeps it secret from the public, whereas, anonymity is whereby the respondents remains unknown to a third party. Participants will remain anonymous in this study should they divulge any sensitive information.

The confidentiality and anonymity were explained in a consent letter (See Appendix E) distributed to participants before the interviews were conducted. Participants were required to append their signature to the letter if they are satisfied with the contents. Furthermore, to protect the integrity as well as avoiding possible conflict amongst the participants and their workplace, names or positions of participants will not be disclosed should they reveal any sensitive or personal view that may be considered inappropriate by their workplace.

3.3.1.10 Ethical considerations

With the end goal of this study, the collected data from interviews were kept and held in a professional manner so as not to uncover the identity of the respondents' names and whatever other information that could prompt recognising the participants. This is extremely crucial considering that Mouton (2006) is of the supposition that guaranteeing anonymity and confidentiality with participants will shape greater substance validity.

Permission was obtained from the management of the Municipality to conduct the study (See Appendix B). The researcher explained the purpose of the study to managers and employees

before interviews commenced. More so, request was sought from the Nkomazi Municipality prior commencement of the study (See Appendix A).

3.4 Conclusion

The purpose of this chapter was to provide the research methodology of this study, explain the target population, describe the procedure used in designing the instrument, sample selection, and provide explanation of procedures used to analyse data. The next chapter provides the analysis of data collected.

CHAPTER FOUR: DATA PRESENTATION AND ANALYSIS

4.1 Introduction

The previous chapter discussed the research design and methodology which guide the entire study. This chapter proceeds with the presentation and analysis of key findings which emerged from the study. The interviews were conducted in two parts, starting with the employees and followed by managers in the Nkomazi Municipality. The analysis of data collected from employees will be reported first, followed by that of the managers. In all, 28 participants took part in the interview process in the organisation. Among these participants were 3 Mayors, 12 Administrative employees while the remaining 13 participants were managers from different units in the municipality. The interviews (audiotaped) were transcribed manually. A newly designed interview questionnaire was used to structure the process of the interview. From this questionnaire, thematic analyses were conducted. Thematic analysis involves the process of sorting and then coding data into interpretable themes or categories. This involves the identification and analysis of repeated patterns emerging from the data. (Oppong Asante, Osafo and Nyamekye 2014). The themes identified relate to the research objectives and help answer specific research questions. Oppong Asante *et al.* (2014) recommend that thematic analysis involves six steps. The study has adopted these steps to analyse the data. The first step involved the transcription of the data. The second step was the iterative process where the researcher read and reread the data to get a more comprehensive understanding. The last two steps involved the identification of themes and codes drawn from and directly related to the aims and objectives of the study. The fifth step dealt with restructuring and revisiting of the themes which emerged from the study in order to ensure that the analysed data were focused and sufficiently detailed. The last step involved the process of grouping the coded data under different broad themes.

The presentation, interpretation and analysis of the results are in accordance with the main research objectives which guide the study. As outlined in chapter one, the key research objectives were:

- To assess the organisational culture of the Municipality.

- To discover how organisational culture impacts on employees' job satisfaction within the organisation.
- To identify gaps that effect job satisfaction of employees and make recommendations for positive change within the organisation.

The researcher attempted to link the constructs to the theories propounded by Herzberg (1996), Maslow (1968) and McGregor (1960). This was achieved by aligning some of the interview questions to the study's aim and objectives; while equally infusing the proponents of these theories. Some of these proponents were inclusive of 'motivation and hygiene; hierarchy of five needs; and two distinct views of the nature of human, which are the positive view and negative view.

Though, there were some slight divergence between constructs selected in this chapter and theories discussed in Chapter two (Literature review) section; non withstanding, all the aim and objectives of the study were methodically given due consideration while drafting the Interview questions.

Thus, the researcher deemed it fit to include – 'Analysis of employee interviews'; as well as 'Analysis of manager interviews'. These participants were considered due to their 'years of work experience'; 'nature of task assigned to each participant within the municipality'; and because they present particular characteristics of interest to the municipality.

Analysis of the data are presented as follows:

4.2 Analysis of employee interviews

4.3 Analysis of manager interviews

4.2 Analysis of employee interviews

The interviews focused on employees' perceptions of the organisational culture in Nkomazi Municipality. It covered descriptions of rules and policies, the kind of support system in place

within Nkomazi Municipality, employees' identification with the organisation, performance rewards in the organisation, conflict tolerance, risk tolerance and job satisfaction. The findings from the employee interviews are presented as follows:

4.2.1 Rules and policies

- 4.2.1.1 Existence of structured rules and policies
- 4.2.1.2 Access to rules and policies
- 4.2.1.3 Awareness of rules and policies
- 4.2.1.4. Familiarity with specific rules and policies
- 4.2.1.5. Consultation on policy updates

4.2.2 Support systems

- 4.2.2.1 Willingness of managers to support staff
- 4.2.2.2 Reaction of managers to assistance sought
- 4.2.2.3 Encouragement of managers to support staff

4.2.3 Identification with the organisation

- 4.2.3.1 Pride in the organisation
- 4.2.3.2 Eagerness to represent the organisation
- 4.2.3.3 Willingness to reflect company in attire
- 4.2.3.4 Involvement in Corporate Social Responsibility programmes

4.2.4 Performance evaluation

- 4.2.4.1 Nature of evaluation system
- 4.2.4.2 Factors that influence evaluation
- 4.2.4.3 Fairness of evaluation

4.2.5 Conflict tolerance

- 4.2.5.1 Conflict resolution mechanism or system
- 4.2.5.2 Prevalence of work-related conflicts

- 4.2.5.3 Prevalence of personal conflict
- 4.2.5.4 Work-related argument with managers
- 4.2.5.5 Work-related argument with managers in public

4.2.6 Risk tolerance

4.2.7 Job satisfaction

- 4.2.7.1 Factors affecting employee retention
- 4.2.7.2 Employee expectations
- 4.2.7.3 Job aspects favourable to employees
- 4.2.7.4 Challenges faced by employees
- 4.2.7.5 Employee priorities
- 4.2.7.6 Employee motivation

4.2.1 Rules and policies

The first part of the interviews with the employees was based on the description of rules and policies in the above municipality. Using the thematic analysis, various themes and subthemes were identified from the interviews.

4.2.1.1 Existence of structured rules and policies

The study sought to find out from the participants whether Nkomazi Municipality has structured rules and policies in relation to work processes and other functional activities. Boyne (2003) stated that well-structured rules and policies gives employees clear guidelines for how to proceed, maintain order and resolve disagreements. O'Donnell and Boyle (2008) also share the same view that organisational structured rules and policies binds the workforce together. Based on the results, the majority participants said that the municipality has structured rules and policies. Using the thematic analysis, the following findings were made. A few responses from the interviews are presented as follows:

Yes, they do because every work process is guided by well-structured rules and policies. I think the rules and policies guide us in our daily works (Employee 2).

I think yes, it does have rules and policies. I don't think that if there are no rules and policies people will do the right thing. Just like any other institution, we have clear rules and policies which protect each and every one (Employee 3).

Yes, the municipality do have rules and policies. The municipality cannot function if there are no system of rules and regulation. That one is true that we have policies (Employee 6).

The results revealed that Nkomazi Municipality has well-structured rules and policies in place, the purpose of which is to guide each and every one or unit in discharging their responsibilities.

4.2.1.2 Access to the rules and policies

The results indicated that there are different sources where employees in the Nkomazi Municipality get access to the rules and policies. According to the results, the participants said that they get access to the rules and policies through the Human Resource (HR) and the company's website. Some of the direct responses from the interviews are presented below.

I think I get access to these rules and policies from the municipality website and HR (Employee 3):

You might directly access the policy from HR or you might as well go to Information Technology (IT). We do have a full website where everyone can access it (Employee 4).

The rules and policies are available at the municipality website and HR (Employee 7).

From the above findings, a conclusion can be drawn to the fact that there are several sources in the Nkomazi Municipality where employees can have the access to the rules and policies

pertaining to their work or functional activities. Normally, rules and policies within an organisation serve as a means of safeguarding the interest of the organisation as well as the employees. It is important that employees in such organisations know how the rules and policies operate. However, rules and policies do not operate in a vacuum. This means that people must have access to them. Westrum (2004) makes this quite clear when he refers to policy being a benchmark for employees. It also serves as a 'mental model' and 'script' for employees at their workplaces.

It is against this background that Nkomazi Municipality is ensuring that its rules and policies are made available to all employees.

4.2.1.3 Awareness of rules and policies

The results from the interviews conducted among the employees suggest that they are reliably informed about the existence of rules and policies in the municipality. Majority participants expressed the view that they are being informed by the municipality about the existence of the rules and policies since they became part of the organisation. Most of the participants expressed opinions like the following:

Yes, we are aware of the rules and policies once joining the organisation. For example, I go to know about the rules and policies during the induction process (Employee 3).

Yes, we know the rules and policies that are in place. The policies are always made available to use when they are inducting us (Employee 4).

I am familiar with most of the rule and policies in the organisation because we are reliably informed of them (Employee 6).

As observed from the above quotes derived from the interviews, a general conclusion can be drawn to the fact that Nkomazi Municipality always informs its workers about the existence of the various rules and policies that are in the existence. Creating awareness of rules and policies in an organisation is the best thing to do because it keeps the member on their toes about the

behaviour and attitudes that are acceptable and those that are not acceptable. Westrum (2004) refers to the importance of certain commonalities in the way co-workers interact with each other - their social norms and values.

4.2.1.4 Familiarity with specific rules and policies

As part of this objective, the study sought to identify the specific rules and policies in the municipality that the employees are familiar with. From the interviews, the main rules and policies that the employees are familiar with in the municipality include recruitment and selection policies, safety policies and IT policies. With reference to the interviews, participants expressed similar opinions that they are aware of recruitment and selection policies. A group of participants also indicated that they are familiar with the policies on safety. Also, participants said that they are familiar with IT policies. The following responses from the interviews support this finding.

I am familiar with mostly IT policies because I most use the Personal Computer (PC) DAILY. Also, I am aware of employee policies on recruitment and selection, especially with the relationship with staff (Employee 2).

Recruitment and selection policies and safety policies. We have some policies from the department and others as an extract from the Labour Relations Act (Employee 3).

You can go through via reports. From Human Resource Management (HRM) (Employee 6).

Sarma (2012) reiterates the importance of employees being introduced to rules and policies of their institution. He refers to Human Resources policies being the most common policies, vital to directing and guiding employees in their job.

4.2.1.5 Consultation on policy updates

The study sought to find out whether employees are consulted on any updates regarding the policies. Findings from the study suggested that employees in the Nkomazi Municipality are often consulted when there any policy update. For example, few respondents agreed to the fact that there were consulted on policy updates in the past. A few iterative voices of the participants are highlighted below:

Yes, they do consult us. For example, if there is going to be a count of assets they do inform us. They update us when there is any review to the policies (Employee 2).

Yes, we are consulted. We are informed if there is going to be any review to the policies in the organisation. Even after the review they do inform us about the changes (Employee 5).

They do consults us if there is any update. For example, where there are major amendments the Department of Finance do update us yearly (Employee 7).

According to Carter (2000) policies play a significant role on how organisations function and are managed. He further mentions that consulting employees about changes of policies helps the organisation to achieve its mission, vision and goal.

4.2.2 Support systems

Luthans (2002) stated that employees operate better as individuals if they consider themselves to be part of a well-functioning, supportive team to which all are happy to belong. Pramlal (2004) further maintain that supported employees are more productive, trusting, communicative, motivated and loyal. The next question sought to investigate the kind of support system in the Nkomazi Municipality available for the employees. Again, using the thematic analysis, several themes were identified which form the basis of the findings. A few responses were also used to support each theme. The results are as follows:

4.2.2.1 Willingness of managers to support staff

The study intended to find out from the respondents the willingness of their managers to support them. The results of the study revealed that managers at Nkomazi Municipality are willing to offer several forms of support to the employees to enable them function effectively in their duties. Participants expressed the following opinions:

There are things that they can support and others that they cannot support. They usually support work-related activities. Let me just say that there are support teams but it depends on individual's approach. Some support may require written memos while some do not require memos (Employee 2).

Basically, on my side I will refer to my section manager. He is doing everything possible to support me in my job (Employee 3).

On my case my manager is supportive but I can't speak on behalf of others. My supervisor is always in contact with regarding how to meet targets (Employee 5).

Gabčanová (2011) states that providing support for employees is a key strategy on ensuring unity and cohesion in an organisation. Every employee requires some level of support from their bosses or supervisors. Providing employees with the necessary support will also help them to be effective and professional in their jobs. It became evident that managers in Nkomazi Municipality are willing to support their staff.

4.2.2.2 Reaction of managers to assistance sought

The study sought to identify whether managers get upset if their staff seek assistance from them. The findings from the study revealed that the managers in Nkomazi Municipality do not get upset whenever their staff ask for support. Gabčanová (2011) emphasises the provision of every necessary support by managers to their employees. This, he says, enables the realisation of organisational goals. A few responses from the study are presented below.

No, they do not get upset. How can they get upset when we are all working for the interest of the municipality and the community? It also depends of the approach that one used to ask for the support. I can't speak for others but my supervisor is a matured person he will not do such thing (Employee 2).

No, she is quite friendly. The relationship between myself and the manager is friendly. Is much easier for the two of us because of the working relationship. My support unit is also happy because of the working relationship. This helps me to execute my duties on timely basis (Employee 3).

No, they do not. They assist by all means (Employee 4). Not at all. They are oaky with whatever support or assistance I require from her (Employee 7).

4.2.2.3 Encouragement of managers to support staff

The study investigated whether managers are encouraged to assist their subordinates. Studies by Van Deventer and Kruger (2010) support this notion, that a critical responsibility of a leader is the provision of required support to perform their job. The results of the study suggest that managers in the municipality are usually encouraged by the organisation's policies and rules to assist their subordinates. Based on the interviews, majority of participants expressed similar views that their managers are encouraged to assist their subordinates. Some of the direct responses are from the interview are highlighted below:

That is too forwarded because for one to get assistance there must be parallel link in the exchange of communication in the hierarchy. They do not get offended in terms of us asking for assistance (Employee 2).

Yes, he assists us a lot. In fact, if we have any challenges he does assist us (Employee 3). Definitely, they are always encouraged to support us (Employee 5).

Yes, almost on daily basis. She always assists me with work related activities. She has been so supportive (Employee 8).

4.2.3 Identification with the organisation

O'Donnell and Boyle (2008) emphasise that the organisation's people are its essence. And in a successful organisation, people are proud of the quality of the organisation's actions and contributions, as well as proud to be associated with that organisation. This part of the study investigated how employees identify themselves with the organisation. Using the thematic analysis, main and sub-themes which identified. These themes are support by various direct responses from employees. The results discussed below:

4.2.3.1 Pride in the organisation

The results of the study showed that most employees are proud to be part of the organisation. A few responses that support this finding are presented as follows:

Let say some may be proud and other will not. I can say that I am proud because they gave space to assist the public though there are some technicality but on my part I am proud (Employee 2).

I am proud to be a member of this company. Previously I as working for another but I left because of some reasons. Here I am happy because my working equipment are safe (Employee 3).

Yes, very proud even though we are rural institution still struggling on how to survive (Employee 4).

Definitely. The organisation respect the rights of every employee. They treat as like real humans. For example, they give us incentives that encourage us to work. Unlike my former organisation employees are not fairly treated by management (Employee 5).

4.2.3.2 Eagerness to represent the organisation

As part of this broad objective, the study investigated whether employees are eager to participate in public events on behalf of the company. Based on the interviews, most of participants

expressed various opinions about their eagerness to join public events on behalf of the company. Some of the responses that support this theme are stated below:

Yes. I do attend public event because sometimes I also call community meetings. I'm part of the arrangement for planning in the community to meet the needs of the community. I also support my event like tourism event (Employee 2).

I don't have a problem participating in public events because currently most our sections always do promotion so we are always participants in public events (Employee 3).

Yes, I do go there because there is a programming that I assist in the review of Integrated Development Plan (IDP) review. So I do go there for public review (Employee 4).

According to Clifford, Neathey and Loukas (2005), the importance of involving its employees in public events cannot be overstated. This provides opportunities for employees to become more influential in their immediate work organisation as well as in their broader context.

4.2.3.3 Willingness to reflect company in attire

The results of the study showed that most of participant employees in the municipality prefer to wear the company attire to work. During the interview, a participant expressed a view that he wears the organisation's T-shirt especially when they are going out for inspection. Some of the direct responses which support this finding are presented as follows:

Yes, like yesterday I was wearing a t-shirt which is meant for the department. In the department we do have union. For example, every Tuesday I do go out for public inspection so I wear the company's attire. I do wear smart casual dress. Like jeans and t-shirt. (Participant 3).

Yes, I wear them inside and outside the organisation. I wear it mostly when I am going for community engagement and inspection. People must identify us where we are coming from. I wear the attire to show my identity (Participant 4).

However, some of the participants expressed the view that they do not have company attire. Entsuaah, Abraham and Kyremeh (2018) point to a company's attire as providing for its employees a set of standards that guides them about what is appropriate to wear to work, ranging from formal to casual attire. The participants in this particular study expressed the following views when commenting on the company's attire:

No. I do not have any t-shirt that promote the organisation. For example, I am not fully working outside like inspectors. In my designated job I don't have attire like T-shirts to work. But I don't have problem wearing it if I have any (Participant 2).

Unfortunately, I don't have t-shirt. The only t-shirt I have is too small but definitely if I have them I will be proud wearing to work (Participant 5).

4.2.3.4 Involvement in Corporate Social Responsibility programmes

The study sought to investigate whether the company has any Corporate Social Responsibility (CSR) programme. If so, it further investigated how involved employees were in this programme. Crowther and Aras (2008) stress how activities associated with corporate social responsibility impact positively upon its employees. Findings from this study revealed that the municipality is involved in CSR.

Yes, they do. They have wellness campaign. This year they do. I am not really involved. However, some people are afraid also go out. Most of the CSR is carried out by the departments. There is one training company that usually come from Johannesburg to train people here on CSR. They provide training and health screening in the communities (Employee 2).

Yes, there are some programmes towards CSR. The municipality has a contract with other companies who are asserting the organisation in terms of CSR. These companies

provide assistant to the communities on behalf of the municipality. There are some helplines and when the community members call the company follow-up to address their needs (Employee 3).

Yes, the company always do. Even the last time we had programme on tourism reception during Mandela day and we gave to the community some assorted drinks and food. We also do share blankets during Mandela day. We also contract other companies and personal from department of health to carry out free screening. We also share some glossary to some schools (Employee 5).

4.2.4 Performance evaluation

The study also investigated performance evaluation in the municipality. Devanna, Fombrun and Tichy (1984) state that rewards and motivation have positive impact on job satisfaction and is directly linked to achievement of the organisation. Using the thematic analysis, various themes and sub-themes were identified in this respect. The responses support the finding. The results of the study are presented as follows:

4.2.4.1 Nature of evaluation system

Findings from the study revealed that the evaluation system in the municipality is based on performance bonuses and the level of performance of employees. Hall (2008) clearly states that one of the best ways to improve employee performance is to set and regularly discuss explicit expectations with them. Some of the responses which support this finding are highlighted below:

I may not be informed so much about it but personally this is what has come into my ears. Everyone get bonuses. There are performance bonuses for everyone. However, the directors are those that receive bonuses most, I don't know whether is quarterly or yearly. I don't know how much they receive but I think is based on how you are rated (Employee 2).

I believe somewhere last year the managers met on how to motivate employees to achieve their target. The reward system is based on the level of employee performance. Bonuses are given for good performance (Employee 3).

4.2.4.2 Factors that influence evaluation

The results of the study showed that there are a number of factors that influence the evaluation system in the municipality. According to Kabir (2011), various factors affects a person's level of job satisfaction; including level of pay, benefits, a fair promotion system, the quality of working conditions, leadership, social relationships and the job itself. According to the participants, some of the factors include position held by the person, salary and bonuses. A few responses from the study are presented below to support the findings.

Even though I have not been at the discussion table before but I hear a lot of issues regarding the reward system. Mostly the reward system is influenced by positions in the organisation. Like I said the directors earn much (Employee 2).

I think, bonuses are the main determinates of the evaluation system (Employee 3).

4.2.4.3 Fairness of the evaluation system

The results of the study showed that the evaluation system in the municipality is not fair. Brown (2007) defines fairness as equality of treatment. Almost all the participants expressed the view that they are not happy about the evaluation system in the municipality. Some of the direct responses from the study are as follows:

The evaluation system is not fair. People get punish if they do not perform well (Employee 1).

I don't think the system is far. People are not motivated on their work. Only the people at top management positions benefits from this system of rewards (Employee 4).

Only one employee said that the evaluation system is fair. Here is the response supporting this finding.

I believe so if you work well (Employee 10).

4.2.5 Conflict tolerance

According to Manual (2001), conflict is a reality that exists in every organisation and it is the tolerance of conflict that makes a difference. As part of this study, the tolerance for conflicts in the municipality was investigated. Using the thematic analysis various themes were identified as the findings of the study. Responses from the interviews were further used to support the themes and the findings.

4.2.5.1 Conflict resolution mechanism or system

The results of the showed conflicts within the municipality are resolved either through, mediation or by the HR. Miall (2003) emphasises that conflict resolution should ideally involve intervention by skilled and effective third party to encourage new thinking and better. However, most of participants expressed the view that they prefer the resolution through the HR office. A few responses from the interview are presented below:

Okay when it comes to conflict resolution this is my understanding even though I have not been there. But what I know is that the HR is part of the conflict resolution system. When I have a problem I speak to the director and he/she will try to address. But if the problem still persist I will have to send it the HR for proper resolution. The HR will bring the two parties together to settle the dispute (Employee 2).

It depends whether those conflicts are common. Is the conflict personal or work-related? The company has a mediator who act between the employee and supervisor when there is conflicts. But this depends on the nature of the conflict. Most at times the conflicts can be referred to the HR for resolution (Employee 3).

When the two parties are not willing to bargain there will be a third party who comes in to mediate between the two. Even though I have never engaged in conflict resolution before but there is slim to non-chances for such conflicts being taken up for resolution. For example, conflicts on technical issues. For example, if my assistant has done sometime and they need as a supervisor to come in and the third party being the manager comes in (Employee 6).

4.2.5.2 Prevalence of work-related conflicts

The study sought to determine whether there were work-related conflicts in the municipality, especially between employees and their managers or supervisor. Combrink (2014) points to the importance of understanding the causes of conflict, so that the correct underlying reasons for the conflict can be addressed head on. The results of the study showed that there is no or little work-related conflicts in the organisation. The participants expressed the following opinions.

Personally I don't think there is any work-related conflicts. I can't remember having any conflict. But, it depends on your personal life for example if someone walk in here is start to talk to a colleague at the door there I will be angry because they person need to address me first. Personally, I will not have any problem because I will allow the person to speak to whoever he/she want to speak to (Employee 2).

No, because sometimes we got certain sections within the municipality where any employee intending to conduct further business with the musicality must declare interest. Sometimes it is very difficult to get approval after declaring interest (Employee 3).

Normally, conflicts are always there but in some case management and leadership are there to resolve them (Employee 4).

I don't know how I will define normal in this instance. But basically, when you work in terms of the hierarchy she is unique and I am also unique. Sometime when I prepare documents for her there is the tendency for different opinion until we sit down together to crash that idea and find solution after debate (Employee 7)

4.2.5.3 Prevalence of personal conflict

Often, external issues emanating from outside the organisation, such as personal, family, home-related, etc. have a direct effect on employees' tasks performed at work (Shweta and Srirang 2010). The results of the study revealed that there are minimal personal conflicts in Nkomazi Municipality. Based, on the interviews, majority of participants said that they have no personal conflicts ever since they joined the organisation. The following are some responses which support this finding.

I have no personal conflict. Even though people are looking for conflict but they will not get me (Employee 2).

There are no personal conflicts in the organisation. I have not seen or heard of any such case (Employee 6).

No. As I indicated I am a new person here (Employee 9).

However, few of the participants indicated that it is normal having personal conflicts at work. They expressed the following opinions.

Yes, because human beings always have conflicts. A lot of people have personal conflicts with the organisation especially with management but since this is personal at time one will not be aware of it (Employee 4).

Again, 100% yes. We can't pretend that there are no personal conflicts (Employee 5).

4.2.5.4 Work-related argument with managers

Furthermore, the study sought to determine whether it was normal to have work-related conflict with your manager. Most participants were of the view that they never had any work-related argument with their supervisors. The following response reaffirms the finding.

Actually, I never have any conflict with my manager. Sometime someone might think it is a conflict but I don't think because if I ask you to do something and you don't do it does not mean that we are having conflict. Personally, I have no related work-conflict with my manager (Employee 2).

However, a few of the participants said that it is normal having work-related argument or conflict with the manager. They expressed the following opinions.

As far as there are differences between the manager and employees, there is always a high tendency for work-related conflict (Employee 3).

I can say yes, because in most cases there may be different opinions regarding work. Your manager may not necessary agree with you and vice versa. Sometimes there can be overlapping of duties and this can bring conflict between the two (Employee 5).

According to Combrink (2014), it is possible to create an organisational culture that minimises conflict by addressing arguments with urgency and in fairness when employees cannot resolve them between themselves.

4.2.5.5. Work-related argument with managers in public

Based on the study, findings suggested it is not normal to have a work-related argument with your manager in public. The participants expressed the following views to support these findings.

It is not normal to argue with your boss in public. It does not show respect for him/her (Employee 2).

No. Personal I don't prefer. When there is a work-related argument between me and my manager the right thing to do is to go to the office to address it rather than arguing out.

For example, my manager's office is just opposite the reception so I can't argue with my supervisor at the reception. The best thing is to go to the office (Employee 3).

In public no because it can tarnish the image of the company. Even is not a healthy thing to do. It shows disrespect (Employee 5).

4.2.6 Risk tolerance

As part of this study, the researcher investigated whether the municipality has the appetite for risk. With the help of thematic analysis, several themes were identified. The themes are supported by the responses which emerged from the study. The results of the study are presented below. Findings from the study showed that the municipality accepts risks from the employees provided such risks are in the best interest of the organisation as well as the community that they serve. Jones and George (2004) support the fact that risk taking improves the organisation and contributes to the accomplishment of goals. Some of the responses which support this finding are presented as follows:

Yes, we do take risk. Because at the end of the day is in the best interest of the public. Risks are acceptable but such risk must be reasonable in the best interest of the public and the organisation. However, risk involve money is out of my jurisdiction. I take risk like advising someone based on certain information available (Employee 2).

Yes, in terms of our policies they are flexible to enable you accommodate some events. E g. we work normally with service provision so sometimes we take certain risks in the communities that are in the interest of the both the company and the communities. In as much as we have policies but there is that part where we deviate a little to take risks in supporting the communities (Employee 3).

Only one participant expressed different view. He said:

No, because sometimes we got certain sections within the municipality where any employee intending to conduct further business with the municipality must declare interest. Sometimes it is very difficult to get approval after declaring interest (Employee 3).

4.2.7 Job satisfaction

A further objective of the study was to examine the impact of organisational culture on employees' job satisfaction. Using the thematic analysis, some key themes were identified. The results of the study are as following.

The results of the study showed the employees have different perceptions or understanding about job satisfaction in the municipality. Some see job satisfaction as the interpersonal relationships at work, perks and rewards at work place, recognition of performing the job and pay check. Some of the responses that support the findings are presented as follow:

I love interpersonal relationship at work (Employee 2).

The interpersonal relationships at work is more important to me. The working environment is also important to me. The working environment around the office matters most to me.

Recognition on the work is also most crucial to me (Employee 3).

Relations with colleagues at work is also important because we work hand-in hand. Building interpersonal relationships at work is important because we work as team (Employee 4).

Interpersonal relationships have an effect on organisational efficiency (Velmurugan 2016). Velmurugan (2016) further explains that interpersonal relationships are shaped in to setting of social cultures and different impacts. Yagil, Ben-Zur and Tamir (2011) highlight that interpersonal relationships for the most part include some dimension of reliance of individuals, where they share thoughts and sentiments and participate in activities together. With regards to

this interdependence, the effect of change or impact of one individual in the relationship will have some equivalent dimension of impact on the other individual.

4.2.7.1 Factors affecting employee retention

The results of the study showed that a number of factors influence employees to stay on their jobs. Compensation is one of the factors that lead to retention and turnover. It also motivates employees to be committed to their organisation (Zobal, 1998; Chiu et al., 2002). Some of the participants said that they love their jobs and the organisation. Also a few of them said that they are passionate about helping the communities. Some of the responses that support the findings are presented below:

I love my community and wish to serve them. I also love the organisation I am working for that is why I am still performing such job (Employee 2).

I love the job because it gives me much joy. I love my community and I always wish to assist them (Employee 3).

I like participation. I share experience with people from different countries. I learn new things from other countries even though I have never been there. We do receive some tourist from Europe and also we organise exhibitions for foreign visitors. I just love to work with people from different background. For example, on Thursday, I will be at Swaziland for exhibition. I love the display of culture (Employee 4).

Because I love my job (Employee 7).

4.2.7.2 Employee expectations

The results of the study revealed employees have different expectations while working with the municipality. Some of the expectations are related to personal growth while others are related to the organisation and the content of the job. While job satisfaction and dissatisfaction may depend

on the nature of the job, it also depends on the expectations of the job (Hussami, 2008). Based on the interviews, the following responses affirm the findings.

Firstly, I am expecting challenging jobs which of course is in the existence as we speak. Now where do I channel such jobs? I write letters for confirmations which is challenging (Employee 2).

Service delivery. As far as the community appreciate my service delivery it keeps me going. This inspires me so much (Employee 3).

To see tourism growing. Current we do not have enough budget to develop tourism. For example, you will find out that many people are doing things that are related to tourism but we do not have funds to support (Employee 4).

My expectation will be narrowed to an environment that promote growth. Every opportunity available you need to speak to growth because that is what I want to see. Growth is a big thing either financial growth or mental growth (Employee 5).

4.2.7.3 Job aspects favourable to employees

Findings showed that there are different aspects of the job which employees in the Nkomazi Municipality love most. According to Kabir (2011), some factors that are viewed as favourable to employers are the level of pay and benefits, fairness of the promotion system, the quality of working conditions, leadership, social relationships and the nature of the job itself. The results of the study showed that most participants love challenging tasks. Also, some of the participants said they love providing advice to people. The following responses support the findings.

To give functional specialist advice to make some to take decision based on the advice. What I also love so much is to discover new technologies of bring special information I bring out every day. The system must be user friendly (Employee 2).

The challenging job that I perform. The job that I am doing is always challenging and I love it some much. It makes me think critically at all times (Employee 3).

Marketing part of the work. Because it helps me to interact with different kind of people (Employee 4).

When some come to the office and say thank you so much because you have helped me so much, it makes my day. Also when I achieve my set goals. When the greater portion of my goals have being achieved (Employee 8).

4.2.7.4 Challenges faced by employees

The study revealed that there are many challenges faced by employees in the municipality. However, the most common challenges identified based on the interview are dealing with difficult clients and working with different people. These types of challenges adversely impact on effectiveness and efficiency of employees' services (Derlin and Schneider 1994; Calder, Young, Kean and Dean 2000; Boshoff, Van Wyk and Bester 2003). Some of the responses from the study are presented as follows:

I find it very problematic when dealing with difficult clients. Some of these people have different attitude and one need good heart and patient to deal with them (Employee 3).

Working with different people on daily basis. You work with different people with different attitudes, emotions. Sometime people come to the office very angry and not ready to talk (Employee 7).

4.2.7.5 Employee priorities

The results of the study showed that most of the participant have professional and personal priorities which they would like to achieve. According to Kabir (2001) employees consider

professional development in light of attaining personal goals, while at the same time putting the training provided by your company to good use. These priorities relate to the personal growth of the participants in the future. Some of the responses that support this finding are highlighted below:

The position I am occupying now requires me to register with certain boards. For example, Pharmacists are supposed to register with the Pharmacy board; nurses are to register with Nursing Council for them to practice. Before the end of this year will also be registered with the body called South African Geoscience Council (SAGC) (Employee 2).

My professional image is more important. I always want to protect or cover my image (Employee 3).

Would be acquiring my professional certificate and personal growth, I mean academic growth (Employee 11).

4.2.7.6 Employee motivation

The results of the study revealed that several factors serve as motivation for the employees in the municipality to perform their current job. Kabir (2011) points to employee motivation as leading to satisfaction, loyalty or commitment to the organisation, resulting to increased productivity and lower turnover rates. Some of these factors are financial while other are non-financial. Some of the responses supporting the study are presented below:

Actually, I am looking at how our communities live. I am motivated to address some challenges in the communities. For example, we have some challenges in our rural areas that I need to address. For example, what I am doing we have information on how to plan the infrastructures in the communities. We also have a map that help to determine whether there is the need for clinic in the community. Also, for us to make decision we need to rely on information which motivates me a lot (Employee 2).

The way the organisation handles me (Employee 5).

The passion is the driving factor. I love my job so much (Employee 7).

4.3 Analysis of manager interviews

This sub-section summarises the responses offered by municipality managers. The analysis and the presentation of the results are based on the research objectives. Using the thematic analysis, several themes and sub-themes emerged based on the quotes. The results which emanated from the study are as follows:

4.3.1 Rules and policies

- 4.3.1.1 Existence of structured rules and policies
- 4.3.2.1 Access to rules and policies
- 4.3.2.2 Awareness of rules and policies
- 4.3.1.3 Familiarity with specific rules and policies
- 4.3.1.4 Consultation on policy updates

4.3.2 Support systems

- 4.3.2.1 Willingness of managers to support staff
- 4.3.2.1 Reaction of managers to assistance sought
- 4.3.2.3 Encouragement of managers to support staff

4.3.3 Identification with the organisation

- 4.3.3.1 Pride in the organisation
- 4.3.3.2 Eagerness to represent the organisation
- 4.3.3.3 Willingness to reflect company in attire
- 4.3.3.4 Involvement in Corporate Social Responsibility programmes

4.3.4 Performance evaluation

- 4.3.4.1 Nature of evaluation system

4.3.4.2 Factors that influence evaluation

4.3.4.3 4.2.4.3 Fairness of evaluation

4.3.5 Conflict tolerance

4.3.5.1 Conflict resolution mechanism or system

4.3.5.2 Prevalence of work related conflicts

4.3.5.3 Prevalence of personal conflict

4.3.5.4 Work-related argument with employees

4.3.5.5 Work-related argument with employees in public

4.3.6 Risk tolerance

4.3.7 Job satisfaction

4.3.7.1 Factors affecting employee retention

4.3.7.2 Employee expectations

4.3.7.3 Job aspects favourable to employees

4.3.7.4 Challenges faced by employees

4.3.7.5 Employee priorities

4.3.7.6 Employee motivation

4.3.7.7 Meaning of job satisfaction to managers

4.3.7.8 Areas of job satisfaction which require improvement

4.3.7.9 Factors that require attention

4.3.1 Rules and policies

The study sought to assess the perceptions of managers concerning rules and policies of the municipality. Several questions were posed to managers under this section to provide the description of the organisational culture in the municipality. Using the thematic analysis, the following findings were made.

4.3.1.1 Existence of structured rules and policies

The researcher probed the managers on whether the municipality has structured rules and policies that regulate its functional activities and culture. Boyne (2003) alludes to well-structured rules and policies providing employees clear guidelines on process, maintenance of order and resolution of conflicts. O'Donnell and Boyle (2008) also support this view. The results of the study showed that there are structured rules and policies in the Nkomazi Municipality. The participants expressed the following opinions.

Yes, the municipality has comprehensive rules and policies in place. Just like any other organisation, every aspect of our work is regulated by well-designed rules and policies (Manager 2).

Yes, we do have rules and policies in place. You don't expect us to be at where we are today if there are no rules and policies in place. There are bylaws that drive the functional works in the municipality (Manager 7).

4.3.1.2 Access to rules and policies

From the interviews, the results of the study showed that there are multiple sources of policy documents in the municipality. Westrum (2004) supports the notion that access to policies and rules makes for a better working environment and has a positive impact on organisational culture. In this study, managers were of the view that there is one best source of policy documents in the municipality, the municipality's website, from HR office, reports and archives. Here are a few responses from the interviews.

We do get them from our archives, reports and corporate services (Manager 5).

Most of our policies can be accessed online at the municipality's website. Also, one can access such policies from the HR and achieves (Manager 6).

I can say that normally, the HR make these policies available to employees, especially when you are new. You can also get them from the website or online (Manager 8).

4.3.1.3 Familiarity with specific rules and policies

The results of the study indicated that the managers in the municipality are familiar with several policy documents. Sarma (2012) places much emphasis on the introduction of employees to the organisation's rules and policies, especially the HR policies. Based on the interviews, the most common policies that the managers are familiar with includes policies on performance and bonuses, tourism policies, environmental policies, administrative policies and staffing policies. A few responses from the interviews are presented below to support this finding.

I am more familiar with regular and performance policies, tourism policies, recruitment and selection policies, the code of conduct. In fact, there are so many policies (Participant 2).

The one on our environment. Strategic policies. We also have business bylaws that we are trying to enforce with our business partners (Manager 4).

I am familiar with the common policies like safety, recruitment and selection, inspection and performance (Manager 6).

4.3.1.4 Consultation on policy updates

The study sought to find out whether the managers are consulted on policy updates in the municipality. According to Carter (2000), updating and consulting employees about changes of policies assists in the organisation's achievement of its mission, vision and goal. Almost all the participants in this study said that they were consulted each time there is the need for the review and amendments on the policies. The participants expressed the following views in relation to these findings.

Yes, HR is responsible for informing us about the policies. HR do consult us about the policies to be reviewed yearly (Manager 3).

Yes, we are consulted, especially we managers (Manager 4).

4.3.2 Support systems

This section of the study sought to investigate the kind of support that managers in the municipality provide for their staff or employees. Based on the use of thematic analysis, many themes were identified which formed the basis of the findings. The themes are further supported by responses to reaffirm the findings. The results from the study are shown below:

4.3.2.1 Willingness of managers to support staff

The results of the study revealed that managers in Nkomazi Municipality are always willing to provide support for their staff. Miao (2011) emphasises how provision of high level of support to employees lead to employees being emotionally committed to their organisation, and this in turn can lead to low turnover and high level of job performance. According to the interviews, majority of managers were of the view that they always provide support for their staff in enabling them to meet their targets. The following responses from the interviews reaffirm this finding.

I am very much willing to support them otherwise without them I cannot perform or carry out the task s alone. I need them so that we can work together to fulfil our mandates in the tourism centre. I am willing to assist them in anyway (Manager 2).

I am willing. 100% ready to give them all the support they may need (Manager 3).

Why not support them. We are here purposely to serve our community and the country. I am always supporting my staff. The work is too big for me alone so I need them on board. The only way as a manager to achieve my target is to involve the staff (Manager 7).

4.3.2.2 Reaction of managers to assistance sought

The researcher probed the managers on whether if they get upset if their staff seek assistance from them. According to Gabčánová (2011) cooperation and open communication between managers and employees lead to improved fulfillment of tasks. The results of the study suggested that the managers in Nkomazi Municipality do not get upset if their staff seek for assistance from them. The participants expressed the following views.

I don't get upset because this is what I am here for. I don't think any manager in his/her right sense will get upset because the staff seeks for assistance. I think as a manager will rather be happy (Manager 3).

No, I don't have any problem in assisting staff. I love working with my staff so there is no need to get upset. I sometimes disagree with them regarding certain issues but that does not mean that I am upset (Manager 4).

No, because every manager will want to see his/her staff succeeding in their job. I don't really know about other managers but I do not have any problem at all providing help for my staff (Manager 5).

4.3.2.3 Encouragement of managers to support of staff

The findings from the study revealed that managers in Nkomazi Municipality are often encouraged by the organisation's policies and rules to support their staff. According to O'Donnell and Boyle (2008), when the leadership of an organisation is supportive, high performance is yielded, and a culture of success prevails. Based on the interviews, most of participants expressed similar views that they are encouraged to assist their subordinates. A few responses which relate to this finding are presented below:

Yes, I think there are policies that encourage us to support staff. We have system that provide assist to staff. The system also contains delegation to support staff (Manager 1).

Definitely, there are policies that help us to extent some supports to our staff. Our staff cannot succeed in their functions if there are no support system from their managers. I for example, I provide supports like training of the staff on the job. I also ensure that necessary logistics are available for my staff. Though it is the responsible of the municipality to train staff but we also provide in-house training (Manager 5).

I am also motivated beyond every reason to support those employees working under me. As a manager, your staff will always need some amount of support. You can't say that you will not help them. I am constantly helping my staff, especially those on the field (Manager 11).

4.3.3 Identification with the organisation

The section of the study sought to investigate the various ways in which managers identify with the municipality. O'Donnell and Boyle (2008) support the view that when managers are proud of their organisation, a healthy culture prevails. Based on the interviews, several patterns or themes were discovered using the thematic analysis. The key findings from the study are discussed below:

4.3.3.1 Pride in the organisation

Findings from the study suggested that most of managers were of the view that they are proud to be members of the organisation. Some of the responses that which support this finding are indicated as:

Personally, I am proud to be part of the municipality. I am happy working for the municipality because I always wanted to support my community (Manager 1).

Yes, I am that I am in the right place. It is nice working here because I have the passion for service delivery (Manager 3).

4.3.3.2 Eagerness to represent the organisation

The study further investigated whether the managers are eager to join public events on behalf of the company. According to Clifford, Neathey and Loukas (2005), when managers are involved in public events, they become more influential within their organisation. The results of the study, based on the interviews, revealed that the managers in the municipality are willing and eager to join public events on behalf of the company. A few responses from the interview which support this finding are as follows:

Yes, currently we as municipality in the tourism business is engaging in organising workshops for the community. We also join in the celebration of Mandela day
(Manager 4).

Yes. We are public institution so definitely we are engaged in the public event. For example, national tourism day. You cannot expect is to seat down when there is event like tourism day (Manager 5).

4.3.3.3 Willingness to reflect company in attire

Based on the interviews, the results showed that managers in the Nkomazi Municipality are willing and eager to wear the company attire like t-shirts to work. According to Entsua, Abraham and Kyremeh (2018), managers themselves should model the company attire to demonstrate corporate culture, which impacts on how clients see an organisation. At least, 9 participants out of the total of 13 managers said that they often wear the municipal attire to work, especially during Fridays or when they are going to the field. This finding is supported by the following responses.

Yes, usually when we are doing field. The policy of concern compels us to wear uniforms. The uniforms signify that you are working for the municipality. People will also identify you with the uniform (Manager 2).

We do both at work and outside. We do wear them outside, especially when we have events. We usually wear them on Friday with jeans (Manager 3).

4.3.3.4 Involvement in Corporate Social Responsibility programmes

From the interviews, the results revealed that Nkomazi Municipality has engaged on a number of Corporate Social Responsibility programmes in the communities in which it is located. Most of the managers also expressed the view that they were part of the Corporate Social Responsibility programmes organised by the municipality. Crowther and Aras (2008) emphasise the positive impact of involvement in CSR by an organisation's employees. A few responses that support this finding are presented below:

Yes, we do CSR programmes. We have a lot of those programmes. We do them especially, 31st December we give some parcels to those children who are born. Mandela day we also give things out (Manager 2).

Yes. I am involved 100% (Manager 4).

4.3.4 Performance evaluation

The study further investigated the performance evaluation system in the municipality. Devanna, Fombrun and Tichy 1984) demonstrate how rewards and motivation towards job satisfaction has positive impact on achievement of organisational goals. Using the thematic analysis, various themes were identified which form the foundation of the findings. These findings are presented as follows:

4.3.4.1 Nature of evaluation system

The results of the study revealed that the evaluation system in the Nkomazi Municipality is based on individuals' performance and seniority. Most of the managers expressed their views that it is only those at top management (managers and directors) that benefit from the evaluation system. Hall (2008) clearly declares how regular reviews of expectations can motivate employee

performance at any level within an organisation. The participants expressed the following opinions.

With the municipality we are different from other organisations. With the municipality we have section 56 and 57 managers and this are the municipal managers and directors under municipality. We have the whole staff that is below. Now the system that is working is that the incentives are for those under section 56 and 57 because they are covered by the regulation. The people who get the incentives most are the managers and directors (Manager 2).

If you work hard there is bonuses. Also when there is the need for promotion you will be promoted (Manager 5).

Usually, rewards are coming after 5 years of work. The directors received more bonuses as compared to we like managers (Manager 7).

4.3.4.2 Factors that influence evaluation

The study showed that the evaluation system in the municipality is based on performance and seniority positions. About 8 managers expressed similar opinions that they are rewarded according to their positions in the municipality. 5 of the managers also indicated they are being paid according to their level of performance. The views of the participants are presented as follows:

The rewards are based on both performance and seniority. But to be honest with you, like I indicated earlier on the directors and managers are those that benefit most (Manager 4).

The rewards are based on performance. As managers it is based on position. You are paid according to your position or ranking in the organisation (Manager 12).

4.3.4.3 Fairness of evaluation

Management should reward employees for achieving certain performance goals by rewarding the whole group and not just individual employees. Devanna, Fombrun and Tichy (1984) support this view. The results of the study showed that most managers felt that evaluation system in the municipality is not fair. Few managers said that only the director and managers benefit greatly from the evaluation system in the organisation. Others also expressed the views that the junior staff are not fairly treated when it comes to rewards. Some of the direct responses which support this finding are as follows:

It is not fair but we are working on that as a municipality (Manager 2).

To some extent the system is not fair, especially to those at lower levels. Most employees are vulnerable; they don't earn much. Most managers and directors benefit at the expense of the employees (Manager 3).

4.3.5 Conflict tolerance

This section of the study investigated conflicts tolerance in the municipality. It examined various types of conflicts and how such conflicts are resolved. Using the thematic analysis, a number of themes were identified which form the basis of the findings. The findings were further supported by relevant responses from the interviews. The results of the study are presented below.

4.3.5.1 Conflict resolution mechanism or system

The results of the study revealed that there are multiple sources of resolving conflicts in the Nkomazi Municipality. This makes for good organisational culture, where there is prompt intervention by skilled third parties (Miall, 2003). While some managers expressed the views that conflicts are resolved with the intervention of a third party (mediator or arbitrator) others also believed that conflicts are resolved by the HR in the municipality. Some of the responses supporting the findings are presented below:

In our institution we got system of solving conflicts. We rely on the provisions thereof in the Labour Relations Acts (LRA). We also have third parties who are mediators and arbitrators coming to resolve conflicts. Sometimes the HR managers come in to resolve them (Manager 2).

Normally we refer the conflicts to a third party whenever the two parties are not able to reach amicable resolution. Internally, the HR unit is responsible for handling and resolving all conflicts, except where such conflicts are beyond the jurisdiction of the HR (Manager 5).

4.3.5.2 Prevalence of work-related conflict

Combrink (2014) advocates for the importance of understanding the causes of conflict in an organisation, in order to identify the correct ways of dealing with it. With reference to the interviews, the managers felt that there is an absence of prevalent work-related conflicts in the municipality. Majority of the participants were of the view that ever since they joined the organisation they never experience work-related conflicts. Some of the relevant responses which support this finding are presented as follows:

No, our environment is peaceful. You will find that there is little political interference. You will see that other departments do not interfere so much in our work. So we senior managers have to intervene (Manager 2).

I am not sure about this. I do not have any conflict (Manager 4).

4.3.5.3 Prevalence of personal conflict

The results of the study suggested that personal conflicts are not prevalent in the workplace. Most of the managers were of the view that they do not have or experience any personal conflicts since they joined the organisation. A few responses from the interviews are as follows:

I cannot say it does not happen but not me. I am not sure if the question is directed to me or the municipality as a whole. With the municipality as a whole yes, there are personal conflicts (Manager 2).

No, that happened many years ago (Manager 3).

I am not sure, but I cannot speak for everyone here. What I do know is that I don't have any personal conflict as far as my position in the municipality is concern. Even if there are any personal conflicts, I do not express them (Manager 4).

4.3.5.4 Work-related argument with employees

From the study, it was found that it is not normal for a manager to have work-related argument with his/her employees in the organisation. Even though work-related conflict is inevitable, the participants expressed the opinion that it cannot be normal for both employees and managers to have work-related conflict. Some the responses which support this finding are as follows:

No, it is not normal. I am working for the government and the only person who can sign agreement is the municipal manager (Manager 10).

Conflicts are bound to happen, but you can't say that it is normal for a manager to have work-related conflicts with his subordinates. I don't think that is the best way to go (Manager 11).

4.3.5.5 Work-related argument with employees in public

The study further found that it is not normal for a manager to have work-related argument with his/her employees in public or outside. The managers expressed the views that work-related conflict cannot be prevent but having it in public is not the best thing to do. A few responses that support this finding are presented below:

What do you mean by normal or common? No I do not have conflict with my staff in public. I am not sure this is ethically right (Manager 2).

No, it is not right fighting in the public. You are destroying yourself (Manager 3).

4.3.6 Risk tolerance

The study also explored whether the municipality is willing and ready to accept any risk taken by individual employees. Jones and George (2004) states that risk taking can contribute to the accomplishment of an organisation. Using the thematic analysis, a few themes were identified which is linked the findings of the study.

Based on the study, most managers revealed that the municipality accepts only reasonable risks that are in it best interest and that of the community. The responses which support this finding are highlighted as follows:

I am not so sure because senior manager everything we do is a risk. Definitely we are taking risk every day. Our work exposes us to risks. We do whatever is necessary to delivery for the community (Manager 2).

*It depends on the individual. You are putting yourself in the frying pan (Participant 4).
I don't know the kind of risks that you are talking about but it is a work-related risks and they are manageable and are in the interest of the municipality and the larger society they will be accepted (Manager 5).*

Sometimes people take certain decisions and they think that they are acting on behalf of the organisation. The municipality will take a number of factors into consideration before deciding whether or not to accept the risk. For example, the municipality might check whether the person act according to the relevant law/s. Also, such risks must be calculated to determine whether they are in the best interest of the municipality. Once all these factors are determined and proved to be true why not, the municipality will accept the risk (Manager 7).

4.3.7 Job satisfaction

Another objective of the study was to discover how organisational culture impacts on managers' job satisfaction within the organisation. Through the thematic analysis processes, a number of themes emerged which formed the basis of the findings. Few responses were also used to support these findings emanating from the study. The key findings are presented below:

The results of the study showed that there is a relationship between organisational culture and job satisfaction. The study found that organisational culture can have either positive or negative implications on job satisfaction. A few responses which support this finding are presented below:

The organisational culture here is political. It is difficult for us to get funds. It impacts negatively (Manager 3).

To me I can say what I am experiencing I don't see myself losing focus. I don't want people also to lose focus (Manager 5).

Through organisational culture people can become happy and will love to stay with the organisation. People may be proud working for the organisation if the culture is accommodative (Manager 11).

It is important on every organisation to comprehend its own powerful culture with the goal that leaders can benefit from the bits of knowledge produced by the way of life point of view to employ more prominent command over their organisations (Stephen and Stephen 2016). They further outlined that organisational culture plays a very significant role in an organisation. It is a well-recognised measure which helps in understanding the organisation's maintained strength for employee's motivating force encouragement and happiness. Organisational culture can possibly influence a scope of organisationally and individually wanted results (Stephen and Stephen 2016).

As indicated by Ritchie (2000) organisational culture affects such results as profitability, moral conduct, performance, communicative and satisfaction of employees.

4.3.7.1 Factors affecting employee retention

Findings from the study revealed that most managers in the municipality love their jobs that is why they remain in the organisation. Some of the participants expressed the views that they are passionate about their jobs. Some also said that they love the organisation and their community that is why they are working with the municipality. Another participant said that he is working in order to earn a living. A few responses which support this finding are highlighted below:

Because I love my job. I have the passion for the job (Manager 2).

Is because I wanted to work to earn a living. I have the passion for the organisation. In fact, I joined the organisation in 1981 and I was first working for the Local Government (Manager 3).

Is because I love the organisation. I have the passion working with this organisation (Manager 5).

4.3.7.2 Employee expectations

The results of the suggested that the managers in the Nkomazi Municipality have different expectations. Hussami (2008) conveys that job satisfaction and dissatisfaction not only depends on the nature of the job, it also depends on the expectation its employees. Based on the interviews, some of the expectations are related to their personal growth and other are related to service delivery and helping the municipality to meet its mandate. A few responses which support the findings are as follows:

I want to see myself growing. I also expect work to be done. I want the municipality promote tourism. I want us all to understand tourism (Manager 2).

I am expecting that if time may not allow I want to go to pension. I am not saying that I am no long interested in working with the organisation but I do have businesses. After retirement I will go back to my business (Manager 4).

4.3.7.3 Job aspects favourable to employees

The results of the study indicated that there are various aspects of the job that the managers in the Nkomazi Municipality absolutely love. According to the findings, some of the managers love helping their communities. Also, some of the participants said that they love working at the tourist centres. Some of the relevant responses which support this finding are as follows:

I want to promote the municipality as a tourist destination (Manager 2).

I love the work I am doing, especially helping the rural people. For me to be here it will be to their advantage. I am passionate about giving back to my community. I also like consulting with the communities concerning what we can do for them. I love giving the communities good services (Manager 8).

4.3.7.4 Challenges faced by employees

The results of the study suggested that there are many aspects of the job which challenge managers in the Nkomazi Municipality. While Nelson (2013) puts forth that one of the most difficult challenges faced by the management is to retention of highly skilled employees, based on the interviews, challenges point to other aspects of the job, some managers said that their people lack the understanding of the tourism business. Another participant also expressed the view that getting the ownership of land for tourism business is a challenge. The common responses which support this finding are as follow.

The challenge of getting the right ownership of land. As we speak I am having a problem with some staff. Also, some of the laws are frustrating. A big challenge is to secure land for us (Manager 3).

The lack of understanding our people on tourism. Though it is not scientific but it promotes economic growth (Manager 5).

To me what challenge me most is when I am performing difficult tasks. I see myself happy when I am able to perform tasks that many people see as very difficult (Manager 6).

4.3.7.5 Employee priorities

The results of the study revealed that the managers in the Nkomazi Municipality have both professional and personal priorities as far as their job is concerned. Kabir (2011) places emphasis on managers also having personal professional goals, just as employees have, and they must work towards them. However, in addition, they must also promote the advancement of employees and find ways to improve their team's skills. Based on the interviews, it was found that most of these priorities are directed towards personal growth of the managers as well as the interest of the municipality. A few responses supporting the finding are presented as follows:

I want to upgrade myself academically, I want to expand tourism, I am a businessman so I want to see my business grow (Manager 3).

My family. Usually I also prioritise my work (Manager 5).

My majority priority now is to advance my career. I want to attain the highest level of education that I always dreamt of (Manager 6).

4.3.7.6 Employee motivation

Findings from the study showed that there are some key factors which serve as motivation to managers on their current job in Nkomazi Municipality. These factors are related to the content of the job, remuneration and interrelationship at work. The common responses supporting this finding are as follows:

The excitement of the industry. I love tourism because it promotes economic growth. Personally, I am more concern about the remuneration aspect of the job (Manager 2).

One will agree with me that we are working so that we can earn living. Without the remuneration people cannot work (Manager 3).

For me, what motivates me most is the passion to serve my people. I see myself happy each time I am putting smile on the face of the community where I come from. I love helping my community (Manager 5).

The relationship I have with other colleagues and my staff is my biggest joy. You can earn huge salary but when people around you are not happy with you there is no way that you too will be happy (Manager 6).

The challenges that I am coming across activate me. Each and every time you criticize me I come out with something new (Manager 8).

4.3.7.7 Meaning of job satisfaction to managers

The results of the study suggested that the managers in the Nkomazi Municipality have different understanding about job satisfaction. Dawis and Lofquist (1984) explain that job satisfaction often refers to the extent to which the working conditions meet employee needs. A satisfied manager too, is then committed to yielding productivity and progression of the organisation. Based on the interviews, some see job satisfaction as the relationship as work while others see it as the rewards aspect of the job. A few responses that support the findings are presented below:

Everything that is there. I can work at the end of the day but I want a money (Manager 2).

The pay check because the position goes with the job. If you apply for a job, the most important satisfaction you are looking for is the remuneration. Also, to be part of the winning team (Manager 3).

I think the recognition that we get doing working, especially from our principals and politicians, directors. The paycheck is also important to me (Manager 5).

4.3.7.8 Areas of job satisfaction which require improvement

Management at Nkomazi Municipality should reward employees for achieving certain performance goals by rewarding the whole group and not just individual employees, as stated by Devanna, Fombrun and Tichy (1984). The results of the study showed that there are some few areas or aspects of job satisfaction which require improvement in the Nkomazi Municipality. These areas include career planning and education, the pay system and the performance evaluation system. Below are some of the direct responses which reaffirm the finding.

*The issue of further career planning and education. We need to be encouraged as managers to pursue relevant careers to support the municipality grow beyond expectation
(Manager 3).*

*I will be very happy if the system of evaluating performances is very transparent. Most at times many people are not clear about the criteria for evaluating their performance
(Manager 5).*

I think the procurement policies, bylaws and also the relationship between ourselves as municipality and others (Manager 7).

4.3.7.9 Factors that require attention

The findings suggested that there are a number of factors which require urgent attention in the Nkomazi Municipality. According to Herzberg (1996) concerns such as responsibility, recognition, achievement, the work itself, growth and advancement should be addressed as vital to the organisation's advancement. Within the Municipality, concerns include promotion and the remuneration system. A few responses which support the findings are presented below:

I think that the issue of promotion is much critical because you will find that some will be serving for more than 4 years they will not be promoted. You will see that people become very frustrated when there is no promotion. Without promotion people will be demoralised (Manager 3).

I think we need to go back to the rewards and incentives. Also, we need team building. I think they can assist us (Manager 4).

4.4 Conclusion

This chapter provided the analysis of the results and interpretations of the findings at Nkomazi municipality in Mpumalanga province. Themes and sub-themes were presented to indicate the understanding of organisational culture and level of job satisfaction experienced by respondents as the study objective outlined above. The next chapter presents the conclusion and recommendations on the basis of the exploratory findings. These recommendations can only be generalised in Nkomazi Municipality as this was an in-house investigation, bearing in mind that each municipality is unique in its nature and operations.

CHAPTER FIVE: CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The previous chapter presented the interpretations and results. This chapter provides a summary of the results and conclusions based on the core findings. based on these cogent conclusions, this chapter provides feasible recommendations, which are in consonance to the study's aim and objectives. Consequently, the concluding section of this chapter provides implications for future research.

5.2 Summary of findings

Evidently, organisational culture of an institution has a tremendous impact on job satisfaction of its workers. Therefore, finding the best possible fit between the organisational culture and employee satisfaction will emphatically lead to growth and satisfaction of all related parties.

The study aimed to accomplish the following:

- To assess the organisational culture of the Municipality.
- To discover how organisational culture impacts on employees' job satisfaction within the organisation.
- To identify gaps that effect job satisfaction of employees and make recommendations for positive change within the organisation.

The initial phase in accomplishing these objectives was an in-depth theoretical study. The second step was in-depth, face-to-face interviews that were conducted to obtain the opinions of employees and managers at the Nkomazi Municipality. Each of these points are summarised, based on the salient findings that emanate from an analysis of the data (from employees and managers respectively).

The organisational culture of the Municipality was perceived by employees as having structured rules and policies. Rules and policies were made available through the Human Resource (HR) and the company's website. The employees are aware and familiar with recruitment and safety policies of the organisation. Employees are often consulted on policies and rules updates. Further as deduced from participants, the organisational culture been promoted at the Nkomazi Municipality was such, wherein managers provide supportive roles to their subordinates (employees). This approach aided employees in performing their tasks effectively.

The organisational culture of the Municipality was perceived by managers as having comprehensive rules and policies in place. Rules and policies were made available through the organisation's archives, reports and corporate services. Managers are familiar with policies that includes performance and bonuses. The supportive role from managers also did aid subordinates (employees) in meeting up with their set targets.

As inferred from employees, the organisational culture of the Municipality affected their job satisfaction. This was most notable in aspects such as - position held by the person, salary and bonuses. However, employees expressed a resentment as regards the evaluation system used by the municipality.

Managers did affirm that, the organisational culture affected employees' job satisfaction. A pertinent view raised was how an employee's political affiliation could inversely impact on funding. Employees who did not belong to the 'ruling party' often had to go through bureaucratic processes before obtaining funds for projects within their units. This was alleged to have inversely impacted on organisational culture and job satisfaction.

Furthermore, the results did reveal a number of prominent concerns affecting job satisfaction within the municipality. Employees did mention concerns such as - dealing with difficult clients; working with people with different orientation; and lack of promotion opportunities. According to managers there are a number of factors which require urgent attention in the Nkomazi Municipality. These factors include promotion and the remuneration system, pay system as well as career planning and education.

5.3 Conclusions drawn from the study

In assessing the organisational culture of the Municipality, it can be concluded that the organisational culture of the municipality has structured rules and policies. The Nkomazi Municipality can therefore be portrayed as formalised and organised organisation where top-down communication ensues. Work is constrained by the formalised rules and policies which are set up as a device to impact behavior and exercise control (Robbins and Barnwell 2006). Rules and policies can be viewed as significant in this Municipality.

It can be concluded that organisational culture of the Municipality impacts on employees' job satisfaction both negatively and positively. This assertion is based on the literature and empirical findings which emanate from the study. As emphasised in the study, facets of organisational culture such as – values and beliefs of an organisation, does impact on job satisfaction amongst the employees at the Nkomazi Municipality. Organisational culture communicates shared assumptions, beliefs and values, and is the social paste holding an institution together (Tsai 2011). This source (Tsai 2011) further emphasises that a solid culture is a framework of guidelines that illuminates how individuals should behave. An institution with a solid culture has common values and implicit rules for its employees, which should enable them achieve their goals and missions. Job satisfaction and work recognition can be achieved when workers can finish the errands appointed to them by the institution.

Amongst the shortcomings identified regarding job satisfaction amongst employees was that – each employee's work-space was isolated from fellow employees which adversely impacts on their working togetherness. It is suggested that the Nkomazi Municipality should ensure work spaces are conducive; employees are availed the assets and resources they require in accomplishing their respective task. The findings also indicated that job satisfaction and organisational commitment was high amongst the respondents, even though most of these employee's revealed that they were not satisfied with their salaries and benefits. In ensuring a high retention among employees, commensurate compensations should be offered to employees.

Such compensations also increase the chances of commitment amongst employees (Taduvana 2016).

The results of this study fulfilled the main aim by identifying factors affecting the relationship between organisational culture and job satisfaction at Nkomazi Municipality. Such factors are inclusive of social, environmental, political, technological and legal factors. The study also revealed that the organisational culture at the Nkomazi Municipality was the strongest strategic lever in creating an engaged and committed workforce because of its policy and strategy. Hence, many research findings have revealed that organisational culture impacts on job satisfaction. The empirical findings of this study equally reveal that there was a significant relationship between organisational culture and job satisfaction at Nkomazi Municipality in Mpumalanga. Kochanski and Ledford (2001) and McElroy (2001) affirm that job satisfaction is fairly influenced by extrinsic and intrinsic significant factors. These include training and development, compensation, career opportunities and supervisor support.

5.4 Recommendations

Arising from the responses provided by participants and literature, the following recommendations are identified for the Nkomazi Municipality management:

5.4.1 Communication within the organisation

The results revealed that majority of respondents were satisfied with the flow of information within the organisation. However, the findings also indicated the lack of meetings between managers and employees. To address this, the study recommends monthly, quarterly and annual meetings as a means to enhancing the communication flow at the Nkomazi municipality. In addition, management should implement training programmes, with a view to improving communication at all levels within the municipality. This will support the efficient flow of information and interaction. Management should adopt capacity developmental programmes for the development of personnel's communication, interpersonal and cognitive skills.

5.4.2 Provision of work-related support

Management at Nkomazi Municipality should trust in the honesty and devotion of colleagues. The Nkomazi Municipality should create a conducive and supportive work environment wherein employees are confident in requesting for assistance or support from their respective line managers when unsure of tasks assigned to them. The municipality must balance the accentuation put on workers' relationship with the accentuation put on the errand that should be finished. This is on the grounds that in a supportive culture, workers build up an inclination to put the requirements of individual employees over the necessities of the organisation.

5.4.3 Strengthening employee relationships with co-workers and managers

The results revealed that the majority of respondents are satisfied with their relationship with their co-workers. Therefore, management at Nkomazi municipality should continue to promote and reinforce positive relationships amongst employees and managers by implementing training programmes that are focused on team building in order to evoke trust and cooperation between employees and management. Occasional team building activities such as camping at a nearby park and other sporting activities can solidify the bond among employees and management.

5.4.4 Unconducive working environment

On the off chance that workplace is poor quality because of absence of all the essential offices, for example, legitimate lighting, working in a space with some normal light, ventilation, cooling framework, open space, bathroom, latrine, furniture, security gear while releasing unsafe obligations, drinking water and refreshment, employees will not be equipped for looking up the trouble for quite a while (Singh *et al.* 2012). It is also recommended that management at Nkomazi Municipality guarantees that working conditions inside the organisation are conducive. The findings uncovered that working conditions affected the passionate connection of employees. Drummond (2000) states that individuals who regard their working conditions as unfavorable will be less committed to the organisation and will have intentions to leave the organisation.

5.4.5 Adopting a performance evaluation system

The findings indicated that the majority of workers were not happy with the performance evaluation system. Management at Nkomazi Municipality should reward employees for achieving certain performance goals by rewarding the whole group and not individual employees. In the same context, (Devanna, Fombrun and Tichy 1984) state that business procedure related with rewards and motivation towards job satisfaction has versatile impact on achievement of the organisation.

5.4.6 Enhancing the Municipality's organisational culture

The participants did allude to claim that the Nkomazi Municipality does have a 'good' organisation culture, and this does directly impacts on their level of job satisfaction. However, the participants also alleged that issues such as 'politicking' and 'periodic change of Mayors' does often impact negatively or positively on the municipalities organisation culture. Thus, the study does advocate a very sound institutional structure, wherein a 'positive' organisational culture is promoted. This may be achieved through simplistic concerns such as Celebration of Employees birthday; as well as motivating incentives such as - Awards for Employee of month; alongside team-building activities. When such activities are introduced, and consistent over time, it has the potential of enhancing the organisational culture of the Nkomazi Municipality while also inversely impacting on job satisfaction.

5.4.7 Provision of opportunities for promotions

The findings indicated that a majority of respondents were worried about promotions. Management at Nkomazi Municipality should provide additional support to help employees with career guidance and implement training programs. The more individual employees amass abilities, the more such workers ought to be compensated by methods of promotions. The change of workers' performance and skills, through quality employee training and development, will prompt enhanced performance by municipal workers. This will permit selected municipality a more prominent chance to furnish occupants with productive and solid fundamental services.

5.4.8 Restructure of organisational environment

A high significant number of respondents did show discontent as regards the manner in which their offices were situated. Their offices are separated, and thus municipality employees work in isolation. This form of isolation often adversely impacts on cordiality, communication and interaction within the municipality. More so, some of the participants did allege that such isolation does negatively impact on the organisational culture of their municipality. As a means to addressing this, the study does advocate the re-structuring of offices wherein municipality employees work as a team in office spaces that are interlinked or close to each other.

5.5 Summary of chapters

Chapter 1: This chapter provided an overview to job satisfaction and organisational culture. It further provided the research aim and objectives. This chapter also emphasised the justification for conducting the current study; explained the problem statement; saliently introduced the adopted research methodology, while concluding with the structure of dissertation.

Chapter 2: This chapter discussed literatures on organisational culture within the confines of the study's aim and objectives. It also presented definitions of organisational culture; typologies pertaining to organisational culture; factors and meanings of organisational culture as well as theory of organisational culture. Chapter 2 also provided a discussion on the relationship between organisational culture and job satisfaction. Furthermore, strategies capable of enhancing job satisfaction through organisational culture were discussed, while concluding with a conceptual approach on the above subject matter.

Chapter 3: Chapter 3 focused on the research design and methodology applied in this research. This section commenced with an overview of the study area - Nkomazi Municipality. Aspects such as data collection method, target population, sample size, sampling strategy as well as data analysis were discussed in relation to the study. More so, the measuring instruments utilised were explained, while also touching on the reliability and validity of measuring instruments.

Furthermore, it explained the data collection process. Lastly, the ethical considerations pertaining to this research were also mentioned.

Chapter 4: This chapter described the results of the qualitative investigation gathered from field work conducted from amongst the respondents in Nkomazi Municipality. This chapter also formulated themes in line with the study's aim and objectives. The concept and literature discussed in chapter two were challenged in this chapter.

Chapter 5: This chapter concluded this dissertation by explaining the summary of study, an overview of what the research study outlined. Furthermore, the chapter discussed the recommendations emanating from the findings of the research. The chapter concludes with implications for future study.

5.6 Implications for future study

This investigation proposes tentative recommendations that can be used to enhance job satisfaction and organisational effectiveness. Although this study adopted a qualitative paradigm to a single organisation within in a single district, future researches may adopt a similar research design across more organisations and districts. In this way, findings can be generalised to assimilate into a broader, more universal knowledge base in this subject area. It is also recommended that future research should examine the possibilities of doing a post-study within the same organisation, testing whether the application of any of the recommendations provided above will yield any significant change in the current state of affairs within the organisation.

5.7 Concluding remarks

Organisational culture plays an integral role in work environments, particularly that of the Nkomazi Municipality. The study emphasised this assertion from the preliminary chapters to the final chapter. The first chapter gave a background to study where the foundation of the study was set. The chapter two gave a discourse within the confines of the core variables – organisational

culture and job satisfaction, while chapter three explained how the qualitative approach was used in obtaining relevant information relative to the study's aim and objectives. Chapter four further analysed the qualitative data, while chapter five offered recommendations and concluded the study.

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Appendix A
Technology

Durban University of

Department of Public Relations

Tromso Annex

1st Floor

Gate 1

Steve Biko Campus

Dean: student services

10 August 2015

Dear Sir/Madam

RE: REQUEST FOR PERMISSION TO CONDUCT RESEARCH

I am studying towards the attainment of a Master's Degree in Public Relations at the Durban University of Technology. I will appreciate if your department authorizes me to conduct a research on "**The influence of organisational culture on job satisfaction**". The purpose of the research is to determine the influence of organisational culture on job satisfaction. It will further scrutinize the organisational culture inherent within a specific municipality and to discover how organisational culture impacts on employees' job satisfaction within the organisation.

Manager(s) and employees will be requested to answer questions being asked by the interviewer. No personal or sensitive questions will be asked as only questions relating to organisational culture and job satisfaction will be posed to the respondents of the study. These questions will be self-administered by the researcher at the premises of the Municipality.

Please be assured that details regarding the participants' responses will be kept anonymous and confidential. Should you desire, the final report will be made available to you. If you have any queries about this research project, please contact me on **072 590 2681** or email me at **mnontuthu@yahoo.com**. If you require further clarification or would you like to share concerns regarding the research do not hesitate to contact my supervisor, **Dr Moodley** on **084 952 1093** or by email at **moodleydi@aol.com**

Thank you for your time and co-operation.

Yours sincerely,

Nontuthuzelo Mabuza

Appendix B



PRIVATE BAG X101
MALELANE
1320
Tel: 013 7900245/6/7
Fax: 013 7900886
E-mail: gabby.nkosi@nkomazi.gov.za

OFFICE OF THE MUNICIPAL MANAGER

Enquiries : Mr NV Bhiya

The Head of Department
Durban University of Technology
Department of Management Sciences
Tromso Annex
1st Floor
Gate 1
Steve Biko Campus

Attention: Dr D Moodley
Supervisor

**Subject: Letter of approval to conduct research in the municipality:
Ms Nontuthuzelo Mirriam Mabuza**

The above matter refer:

This letter serves to confirm that Ms Nontuthuzelo Mirriam Mabuza who is currently doing his Master's Degree in Public Relations in the Department of Management Science, specialising in management sciences with your institution has been granted permission to conduct research with reference to Nkomazi Local Municipality as indicated above.

The office of the Municipal Manager hereby commit to assist her with any information that she may request and also avail officials that may be needed to engage on a one on one whenever a need arise.

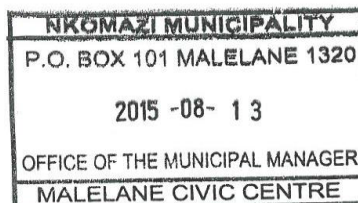
We hope after completing her research project with regards to findings and recommendations of the research will be shared with the municipality to improve in strengthening our municipality in delivering quality services to the communities of Nkomazi.

Hope this letter will serve the purpose and do not hesitate to contact my office should any further information may be required by the university.

I wish her all the best in all her endeavours studies.

Yours faithfully

Mr MD ngwenya
Municipal Manager
Date: 13 / 08 / 2015



"ALL CORRESPONDENCES SHOULD BE DIRECTED TO THE OFFICE OF THE MUNICIPAL MANAGER"

Appendix C

INTERVIEW GUIDE

Topic: The influence of organisational culture on job satisfaction: A case study of Nkomazi Municipality

Interview for the employees

1.Describe the culture of the organisation

1.5.Structure:

- Does the company have structured rules and policies?
 - How informed are you about the company's policies?
 - Where do you access the policy documents if you need them?
 - Which ones are you familiar with?
 - Are you consulted with on policy updates?
- Does the company have a flat or a hierarchical organisational structure?
- If hierarchical, how many levels of hierarchy does the organisational structure have?

1.6.Support:

- How willing are managers to support their staff?
- How willing are you to support the staff under your management?
- Do managers get upset if their staff seeks for assistance from them?
- Will you be upset if your staff seeks your assistance on work related matters?
- Are managers encouraged to assist their subordinates?
- In terms of the company's policy, are you required to assist your staff?

1.7.Identification:

- Are employees proud of being part of the company?
- Are employees eager to join public events on behalf of the company?
- Do the employees usually wear company attire like T-shirts to work? Outside the office?
- Does the company have any CSR (Corporate Social Responsibility) program? If so, how involved are you in this program?

1.4. Performance Reward:

- How does the reward system or the evaluation system work?
- Which factors are rewards (salary raise, bonus, promotion) based on? Performance? Seniority? Loyalty? Relationship?
- Does the evaluation system compare employees to absolute standards or to each other? Do you think the company's evaluation system is fair?

1.5. Conflict Tolerance:

- Is work-related conflict prevalent in the workplace?
- Is personal conflict prevalent in the workplace?
- Is it normal to have work-related conflict with your manager?
- Is it normal to have a work-related argument with your manager in public?
- Is it normal to have a work-related argument with your staff in public?
- Is aggressiveness prevalent in the workplace? How does the company assist in conflict resolution?

1.7.Risk Tolerance:

- Is it acceptable to take risk? E.g. risks related to achieving objectives at work?
- Are the terms "high risk, high value" usually applied to work related matters?

2. Job satisfaction

- Why are you in the job that you are in?
 - What do you expect from your job?
 - What part of the job do you absolutely love?
 - What irks you most in your job?
 - What are your immediate professional and personal priorities?
 - What motivates you to do your current job?
 - So, what exactly does job satisfaction mean to you?
-
- ✓ Is it the pay check?
 - ✓ The work content?
 - ✓ Your colleagues at work
 - ✓ Your interpersonal relationships at work?
 - ✓ The recognition that you get?
 - ✓ The perks and rewards at work place?
 - ✓ The relation of your job to your career?

Anything else?

Interviews for Managers

1. What do you find satisfactory being a manager at Nkomazi Municipality?
2. What areas relating to job satisfaction would you like to be improved? Why?
3. What challenges do employees experience?
4. Which of the following factors require attention to improve job satisfaction at Nkomazi Municipality?
 - Remuneration
 - Fringe benefits
 - Promotion
 - Working conditions
 - Rank
 - Workload
5. What can be done to improve teamwork and cooperation?
6. How does organisational culture impact on the job satisfaction at Nkomazi Municipality?
7. Please share any additional feedback you would like regarding your overall job satisfaction?

Thank you for your participation.

Appendix D



LETTER OF INFORMATION

Title of the Research Study: The influence of organisational culture on job satisfaction: A case study of Nkomazi Municipality

Principal Investigator/s/researcher: Nontuthuzelo Mabuza, Bachelor of Technology in Public Relations

Co-Investigator/s/supervisor/s: DR Dianna Moodley

Brief Introduction and Purpose of the Study:

The current study will focus on the influence of organisational culture on job satisfaction among employees and management. The study will take place in Nkomazi Municipality in Mpumalanga.

The purpose of the research is to determine the effect of organisational culture on job satisfaction. It will further scrutinize the organisational culture inherent within a specific municipality and to discover how organisational culture impacts on employees' job satisfaction within the organisation.

Outline of the Procedures:

1. Managers and employees will be asked to participate in an interview.
2. The scheduled interviews will be administered at the organisation's location.
3. Each of the respondents will be guided while answering the questions to ensure they understand the questions being asked.
4. It will take each of the respondents about 15-20 minutes to answer the questions
5. The interviews with management will take about 30 minutes each.

Risks or Discomforts to the Participant: None.

Benefits: The study will provide insight into how organisational culture influences employee's job satisfaction. The results and recommendations presented in the study will not only be beneficial for the organisation under study, but may be applied to organisations that share common features within the South African context.

Reason/s why the Participant May Be Withdrawn from the Study: Participants may be withdrawn from participating if they are non-compliant, ill or as a result of an adverse reaction. Participants could also withdraw from participating if they so wish.

Remuneration: None

Costs of the Study: None

Confidentiality: Names of participants would be kept confidential and anonymous.

Research-related Injury: None.

Persons to Contact in the Event of Any Problems or Queries:

DR Dianna Moodley (Supervisor) 084 952 1093.

Nontuthuzelo Mabuza (Researcher) 072 590 2681, or the Institutional Research Ethics administrator on 031 373 2900. Complaints can be reported to the DVC: TIP, Prof F. Otieno on 031 373 2382 or dvctip@dut.ac.za.

General:

Potential participants must be assured that participation is voluntary and the approximate number of participants to be included should be disclosed. A copy of the information letter should be issued to participants.

Appendix E



CONSENT

Statement of Agreement to Participate in the Research Study:

- I hereby confirm that I have been informed by the researcher, (Nontuthuzelo Mabuza), about the nature, conduct, benefits and risks of this study - **Research Ethics Clearance Number: 76/18 FREC.**
- I have also received, read and understood the above written information (Participant Letter of Information) regarding the study.
- I am aware that the results of the study, including personal details regarding my sex, age, date of birth, initials and diagnosis will be anonymously processed into a study report.
- In view of the requirements of research, I agree that the data collected during this study can be processed in a computerised system by the researcher.
- I may, at any stage, without prejudice, withdraw my consent and participation in the study.
- I have had sufficient opportunity to ask questions and (of my own free will) declare myself prepared to participate in the study.
- I understand that significant new findings developed during the course of this research which may relate to my participation will be made available to me.

Full Name of Participant

Date

Time

Signature / Right

Thumbprint

I, Nontuthuzelo M. Mabuza, herewith confirm that the above participant has been fully informed about the nature, conduct and risks of the above study.

Nontuthuzelo M. Mabuza

Full Name of Researcher

Date

Signature

Full Name of Witness (If applicable)

Date

Signature

Full Name of Legal Guardian (If applicable)

Date

Signature

Appendix F



MANAGEMENT SCIENCES: FACULTY RESEARCH ETHICS COMMITTEE (FREC)

25 April 2019
Student No: **21235688**
FREC REF: 76/18FREC

Dear **Ms. N Mabuza**

MManSc: Public Relations

TITLE: The influence of organisational culture on job satisfaction: A case study of Nkomazi Municipality-Mpumalanga

Please be advised that the FREC Committee has reviewed your proposal and the following decision was made: **Ethical Level 2**

Date of FRC Approval: 10 October 2019

Approval has been granted for a period of two years from the above FRC date, after which you are required to apply for safety monitoring and annual recertification. Please use the form located at the Faculty. This form must be submitted to the FREC at least 3 months before the ethics approval for the study expires.

Any adverse events [serious or minor] which occur in connection with this study and/or which may alter its ethical consideration must be reported to the FREC according to the FREC SOP's. Please note that ANY amendments in the approved proposal require the approval of the FREC as outlined in the FREC SOP's.

Yours Sincerely

Prof JP Govender
Chairperson: FREC