

JOB SATISFACTION AND PRODUCTIVITY: AN INTEGRATED MODEL, A CASE OF PUBLIC SECTOR ENTITY IN SOUTH AFRICA

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Abstract

The purpose of the study was to validate an integrated model to capture factors that motivate job satisfaction and to study the relationship between Job Satisfaction and Productivity. A model considering five factors; pay, promotion, communication, co-worker and fringe benefits were developed with job satisfaction and productivity as dependent variables. Data was collected through survey questionnaire, 51 responses were received. The model could not validate the positive relationship between pay, communication and co-worker with job satisfaction. While the relationship between promotion and fringe benefits were found to be positive with job satisfaction. The relationship between job satisfaction and productivity was also found positive and statistically significant**.

Keywords: Job Satisfaction, Productivity, Promotion, Pay, Fringe Benefits, Communication, Co-worker

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1 Introduction

Given the critical role that job satisfaction and productivity play in determining the efficiency, effectiveness and sustainability of organisations, it is paramount to understand what motivates them and to what extent they are satisfied by the organisations and other contextual variables. Job satisfaction among organisations is increasingly being recognised as a measure that should be included in quality improvement programmes. Low job satisfaction can result in increased staff turnover and absenteeism, which affects the efficiency of organisations. Knowledge of employees on job satisfaction and productivity and the nature of the relationship between these variables will enhance understanding of the aspects that may influence employee job satisfaction and productivity in workplace.

In view of the above the objectives of the study was to ascertain the level of job satisfaction and productivity of employees and establish the relationship between the two variables in a public sector organisation in South Africa. Further this study developed an integrated model that captured the motivators of job satisfaction and its relation with productivity.

2 Background literature

There is no dearth of literature on job satisfaction, productivity and factors that affects job satisfaction. However, relationship between job satisfaction and

job performance was one of the most popular research topics in industrial and organisational psychology; many empirical studies have examined this relationship (Choi & Lee, 2013:577). Although according to Al-Ahmadi (2009:51) job performance was found to be affected with satisfaction with several aspects of work conditions, including working hours, hospital policies, shifts, physical surroundings, and access to supplies and equipment as a significant predictor of job performance. According to Wilson & Frimpong (2004:471) for many decades now, the view that job satisfaction affects employee performance has received much attention in the literature, the general consensus from numerous studies was that employee satisfaction was only mildly, but positively, linked to general measures of performance with the view that satisfied employees will deliver quality service or improved performance. Notably according to Indridason & Wang (2008:78) strong emotional attachment in managing organisations their bonds with the employing organisation, seem to have weakened somewhat; moreover, employee commitment proved to be an effective predictor of citizenship behaviour and job performance; and the nature of the contractual relationship, productivity management and human resource management practices had significant influence on employees' job performance and the private company's ability to meet the performance requirements.

Correlation analyses showed that the variable job satisfaction (represented by two distinct measures) was positively related to job performance. Job

satisfaction was positively related to job performance, while working as a production employee might seem unsatisfactory to more educated people, different factors, including employee benefits, camaraderie, job security and possibly others might make this job generally satisfactory (Sarmiento, Beale & Knowles, 2007:922). Literature also suggests that the relationship between Job Satisfaction and Productivity can affect not only motivation at work but also career decisions, personal health, organisational performance and how one relates with others.

Factors influencing job satisfaction and productivity vary in nature as there are personal factors and expectations involved, which tend to generate exceptions, therefore generalisations are risky. The future of organisations work environment poses significant challenges for employers and employees. The implication for managers is that if organisations desire to attract and retain employees, they will need to find ways to cater for intrinsic job satisfaction factors as well as additional benefits.

Literature also indicate that factors like promotion, salary, fringe benefits, communication within the organisation, relationship with co-workers,

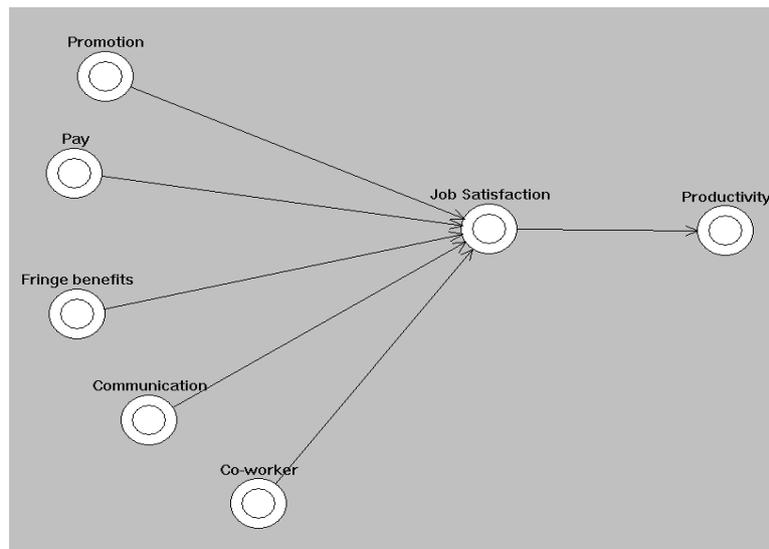
were the key factors that impact job satisfaction and there are enough academic studies to support this relationship.

However most of the studies are discrete in nature in the sense that they have studied relation between factors that affect job satisfaction in different settings or simply have studied relationship between job satisfaction and performance. There has not been an integrated model that has studied the relationship between factors that affect job satisfaction and its relationship with productivity. This study tries to close this gap in the literature.

3 Research design

The study analysed the relationship of job satisfaction and its influence on productivity, with the objective of identifying factors that affect job satisfaction. The factors for job satisfaction (pay, promotion, co-worker, fringe benefits, and communication) were taken from the previous literature. The model of study is demonstrated below by using the structural equation model in figure 1.

Figure 1. Model for the study



The selected public sector organisation had two hundred and ninety (290) employees. All were contacted and 51 employees responded, which results in 18% response rate. The questionnaire used by Lumley (2011:134), was studied and found to be limited in addressing the objectives of this study, because its emphasis was more on organisational commitment. The questionnaire by Van Dyk (2009:78) was also studied, however was found to be inadequate because it focused mainly on job embeddedness and retention. A modified questionnaire from Ramosodi (2010:25) was used as guide in this study. This questionnaire was more relevant because of the facet approach which can

provide a more complete picture of a person's job satisfaction than a global approach.

The questionnaire designed for this study consisted of a cover page and the questionnaire. The intent of the cover page was to inform the respondents about the purpose of this study and to provide them with the assurance that all information obtained through the questionnaire would be treated as confidential and that the results would only be used for research purposes. In addition, the cover letter provided the respondents with the details and contact information of the researcher.

The questionnaire consisted of three sections: Questions from 1 – 4 focused on personal and

biographical information; Questions 5 – 10 is about Job satisfaction and Productivity scale; and Questions 11 – 25 were Job satisfaction factors.

Questions 1 – 4, the personal and biographical information section, covered the more general questions of the study. It consisted of questions regarding gender, age, years in current position and years with the organisation.

Questions 5 – 10 by Swart (2010:69), the job satisfaction and productivity scale, consisted of 8 statements relating to the job satisfaction and productivity variables that were identified through the literature study. The aim of these questions were to evaluate how employees perceive their level of job satisfaction and its perspective towards organisational productivity in the following areas: company rewards system as regards salaries, promotions and benefits, high performance standards amongst co-workers, working conditions and job satisfaction.

The purpose of Questions 11 – 25 by Ramosodi (2010:54) and Steyn (2010:84), of the questionnaire was to establish the importance of each of the job satisfaction factors, which were identified during the literature study. This included, promotion as a tool to motivate, pay to remunerate performance, fringe benefits to address satisfaction as regards remuneration package, communication as regards organisational motivation and co-worker to ascertain the atmosphere of co-operation between staff and management. Clear instructions were provided to the

respondents on how to complete each section of the questionnaire.

The ethical considerations took into account the personal and revealing nature of the study, which required that voluntary, informed consent, using the consent form designed for this study, needed to be obtained from the participants. Prior to administering the questionnaires, the aims and objectives of the study were clearly explained to the participants and written informed consent was obtained. Confidentiality and anonymity were ensured throughout the execution of the study as participants were not required to disclose personal information on the questionnaire. Provisions were made to have participants' concerns relating to the study addressed and misconceptions corrected. Participants were informed that their participation was voluntary and that they could withdraw from the study at any time if they wished to do so.

4 Data analysis

Data was analysed using Partial least Square (PLS) software. In order to determine item-construct loading, a factor analysis was conducted in PLS using the items and constructs with no relationship between the constructs. The results of the factor analysis are reported in Table 1 below.

Table 1. Results of the factor analysis

Variable	Indicator
Job Satisfaction	JS1 I'm satisfied with my working conditions
	JS2 My job is personally satisfying
	JS3 My job is challenging
Productivity	P1 The company's value system adds to my productivity
	P2 My manager emphasizes productivity as one of the key objectives of the company
	<i>P3 I am satisfied with my productivity</i>
Promotion	Pr1 Promotion based on merit will enhance employee job satisfaction
	Pr2 The prospect of promotion is a powerful motivator
	<i>Pr3 The promotion process in the organisation is credible</i>
Pay	Py1 Employees should be remunerated based on performance
	Py2 Would you regard performance bonuses and notch progressions sufficient to encourage job satisfaction in the organisation
	<i>Py3 My income is a reflection of the work I do</i>
Co-workers	CoW1 I have a good working relationship with my colleagues
	CoW2 I can depend on my colleagues for support
	CoW3 There is an atmosphere of co-operation between staff & management
Communication	Com1 There is a clear channel of communication at my workplace
	Com2 Conflicts are handled appropriately through proper communication channels
	Com3 The organisation communication motivates me to meet its goals.
Fringe Benefits	Fb1 I am satisfied with my remuneration package
	Fb2 I feel that for the amount of work I do, the pay is sufficient
	<i>Fb3 My remuneration package compare well to others in this field</i>

All the indicators in italics (table 1) that did not load during the analysis therefore were excluded in

the study. In order to find multicollinearity factor constructs was obtained and shown in table 2 below. loading and cross loading of measures for the

Table 2. Factor loading and cross loading of measures for the constructs

	Job Satisfaction	Productivity	Promotion	Pay	Communiation	Co-worker	Fringe benefits
JS1	0.8432	0.4491	0.2129	0.4336	0.2626	0.3084	0.4452
JS2	0.8585	0.4194	0.2458	0.3735	0.2666	0.2908	0.1937
JS3	0.6820	0.2472	0.4961	0.1659	0.1969	0.3622	0.1767
P1	0.4436	0.8804	0.1738	0.3172	0.3961	0.4468	0.1741
P2	0.3229	0.7589	0.3936	0.2645	0.1660	0.1622	0.0382
Pr1	0.2762	0.2737	0.8567	0.0255	0.0738	0.1810	0.0806
Pr2	0.3981	0.3011	0.9338	0.1042	0.1153	0.0587	0.1068
Py1	0.3197	0.2874	-0.1004	0.7620	0.1947	0.4163	0.5910
Py2	0.2919	0.2328	0.2328	0.7044	0.3684	0.0982	0.0301
Com1	0.2736	0.3216	0.2276	0.3754	0.8566	0.3809	0.2246
Com3	0.2132	0.2540	-0.0907	0.2165	0.7492	0.5270	-0.2964
Cow1	0.1700	0.4020	0.0042	0.3231	0.2974	0.6810	0.0395
CoW2	0.3678	0.2998	0.1832	0.3421	0.6244	0.8478	0.1440
Cow3	0.3456	0.2949	0.0512	0.2183	0.3207	0.8216	0.1346
Fb1	0.3227	0.1551	0.0710	0.3569	-0.0627	0.0830	0.8869
Fb2	0.2944	0.0883	0.1175	0.4164	0.0607	0.1827	0.8622

Examination of factor loadings in Table 2 suggested that there was no major multicollinearity between the indicators, as the loading of the indicator with respect to its construct was greater than the other constructs.

To determine internal consistency and discriminant validity, the constructs were joined in the model, and the model was run as a molecular model. The results are shown in Table 3, which shows the correlation matrix for the construct where the diagonal of this matrix is the square root of AVE.

The results shown in Table 3 below suggest good internal consistency, and convergent and discriminant validity for all the constructs with AVE greater than 0.50 (the decision rule was that AVE should be greater than 0.5, which meant that 50 % or more of the variance of indicators should be accounted for. Moreover, the productivity construct shares a high covariance (0.474 in Table 3) with Job Satisfaction.

Table 3. Internal consistency and discriminant validity construct (AVE and squared correlation n=51)

	JS	Prod	Prom	Pay	Comm	Cowork	FB	AVE	Fornell	SQRTAVE
JS	0.795							0.638	0.839	0.799
Prod	0.474	0.820						0.676	0.806	0.822
Prom	0.386	0.321	0.895					0.803	0.891	0.896
Pay	0.417	0.356	0.080	0.733				0.538	0.700	0.734
Comm	0.305	0.361	0.109	0.378	0.803			0.648	0.785	0.805
Cowork	0.399	0.394	0.121	0.360	0.550	0.783		0.619	0.829	0.787
FB	0.353	0.141	0.106	0.440	-0.004	0.149	0.875	0.765	0.867	0.875

Table 4. Constructs and its associated mean values

Construct	n = 51
Job Satisfaction	2.39
Productivity	2.71
Promotion	2.27
Pay	2.27
Fringe benefits	2.00
Communication	1.87
Co-worker	2.47

5 Key findings

Section A of the questionnaire solicited data about the demographic segmentation of the target population. Its aim was to see the dynamics of the target population in relation to gender, number of years, level of education and years of service in the organisation.

- **Gender.** Males made up more than half of the sample selected, at 61%, while females made up 39% of the sample. This was a fair representation of the target population, as there were more males than females employed in the NRCS.

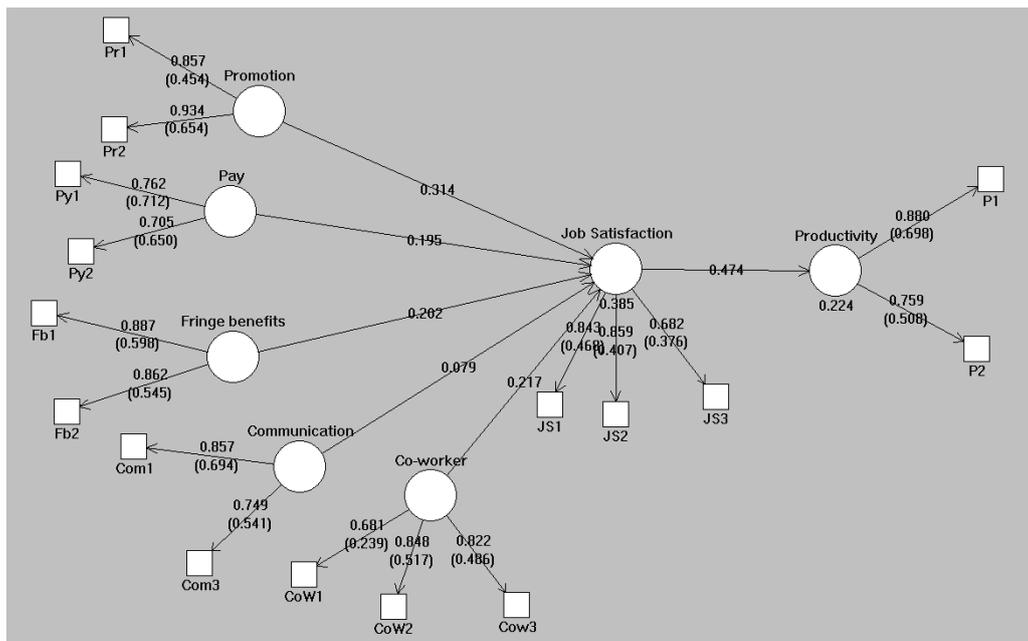
- **Level of education.** The observation of the designation of the sampled population indicated that 18% of the sample size represent employees below grade 12, 22% of the sample size represent employees with post graduate degree, 23% of the sample size represent employees with Bachelor degrees and 37% represent employees with a Diploma certificate.

- **Years of service.** The observations of the years of service of the sampled population indicated that 20% of the sample size represent employees with less than three years in the organisation, 20% of the sample size represent employees between four and five years of service in the organisation, 23% of the sample size represented employees between six and eight years of service and whereas 37% represent employees with more than eight years of service in the organisation.

- **Age.** The observations of the age of the sampled population indicated that 7% of the sample size represent employees with less than 29 years in the organisation, 47% of the sample size represent employees between 30 and 39 of age in the organisation, 19% of the sample size represent employees between 40 and 49 years of age and whereas 27% represent employees with more than 50 years of age in the organisation.

The PLS model results and explanation are shown in figure 2 and 3.

Figure 2. Model for the paths and loadings



Bootstrap re-sampling was performed to examine the statistical significance of path loadings and weights. The results in Table 5 show the results

of the analysis. The path loadings and weights suggest the relative importance of each dimension.

Table 5. The path, loading and t-values for the construct - Perceived Usefulness

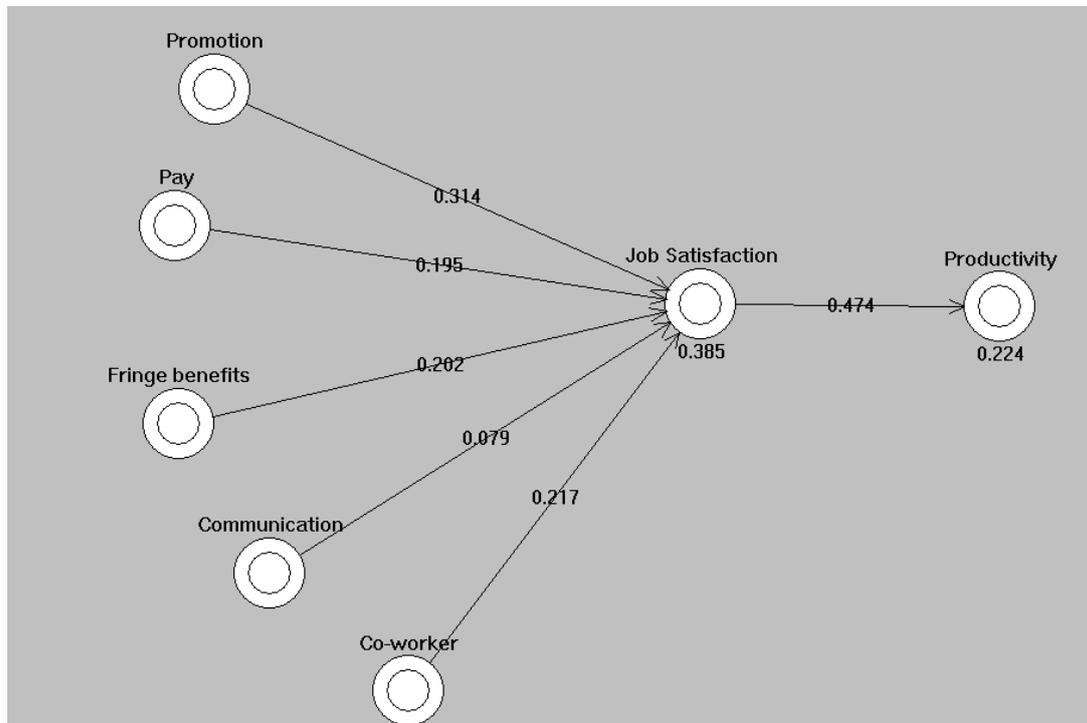
Paths	Loading	T-value
Pr→JS	0.314	1.6805*
Py→JS	0.195	0.6805
Fb →JS	0.0202	1.5262*
Com →JS	0.079	0.3609
Cow→JS	0.217	0.7619
JS →Pr	0.474	2.8502**

Note: *statistically significant at 90%, **statistically significant at 95%

Table 5 suggests that paths $Py \rightarrow JS$, $Com \rightarrow JS$, and $Cow \rightarrow JS$ were *not statistically significant* while

other paths were statistically significant at 90% or more.

Figure 3. Model showing the paths weights



The Chi Square test of association showed that there was no significant association ($p < 0.05$) between demographic variables i.e. gender, level of education, age, year of service and variables like job satisfaction, productivity, promotion, pay, fringe benefits, communication and co-worker.

6 Discussions and conclusions

The results showed that job satisfaction has a significant positive association with productivity, while promotion and fringe benefits were positively associated with productivity. The relationship between other factors like pay, communication, co-worker and productivity were not statistically significant. These findings are discussed below per factor.

6.1 Promotion

Carmeli, Shalom and Weisberg (2007:200) found organisations can use a promotion mechanism to motivate employees towards achieving good performance and job satisfaction. Study of Steidle, Gockel and Werth (2013:175) emphasizes that promotion focus should direct an employee's attention to and increase the perceived importance of aspects in the work environment that offer possibilities to reach aspirations, whereas an employee's prevention focus should lead to a preference for work-related aspects that offer security. Although according to Okpara, (2006:236)

promotions based on merit and performance evaluations will be perceived by workers as fair and equitable and would encourage performance, resulting in a greater degree of job satisfaction and ultimately higher productivity. The proposed approach was applied in a public sector organisation of a developing country, were the findings of the paper hold that independent variables such as job satisfaction, organisational commitment and job promotion have positive and significant relationships to dependent variables, i.e. employee career commitment (Shah, 2011:534).

Literature suggested that organisations can use a promotion mechanism to motivate employees towards achieving good performance. The finding of this study on the relationship between promotion and job satisfaction are in line with the findings in the literature.

6.2 Pay

According to Kara, Uysal and Magnini (2012:1061) fairness and equity in salary and wages are the basic tools that can be used to maintain and increase job satisfaction levels of both male and female employees. Qualitative insights indicate that pay fairness is important, and those who perceived pay was not fair generally made comparisons with others or felt that pay did not reflect their effort. Incentive pay has a positive effect on the mean job satisfaction of very high-paid workers only. A potential explanation for this pattern could be that for lower-

paid employees perceived to be controlling, whereas higher-paid employees derive a utility benefit from what they perceive as supportive reward schemes (Mccausland, Pouliakas & Theodossiou, 2005:653). Salimaki, Hakonen and Heneman (2009:161) indicated that both knowledge and meanings of pay mediate the effects of goal setting on pay satisfaction. A potential explanation for lower-paid employees performance related pay was perceived to be controlling, whereas higher-paid workers derive a utility benefit from what they view as supportive reward schemes (Mccausland, Pouliakas & Theodossiou, 2005:636). Although according to Okpara (2006:235) salary differential does exist between male and female, male managers were more satisfied with their salary than their female colleagues.

Literature supports positive associations between pay and job satisfaction, however the findings of this study does not validate a statistically significant relationship between pay and job satisfaction amongst the respondents. One of the possible explanations could be the permanent nature of job characterised by fixed salaries in public sector, which does not make pay as motivator.

6.3 Fringe benefits

Fringe benefits stand as an important component of worker compensation. Fringe benefits were significant and positive determinants of job satisfaction (Artz, 2010:626) while cheaper benefits should increase worker job satisfaction (Artz, 2010:627). Kasper, Muehlbacher, Kodydek & Zhang (2012:172) found that fringe benefits were significant motivators for employees and were regarded as attractive by them. However, studies by Kasper, Muehlbacher, Kodydek & Zhang, (2012:172); O'Halloran (2012:657) etc indicated that fringe benefits had a stronger negative impact on the labour turnover rate. The lack of personal attention paid to employees may have the adverse impact on their retention (Min 2007:375).

The finding of this study, fringe benefits have positive relationship with job satisfaction is in line with the previous literature.

6.4 Communication

Brunetto and Farr-Wharton (2004:582) concluded that managing the communication feedback processes is fundamental to achieve both perceived and real organisational communication effectiveness. Further studies by Awad & Alhashemi (2012:134); Goris (2007:739) etc support the fact that implementing effective and efficient communication practices in organisation was vital to create and maintain relationships as well as the ability to communicate effectively (Awad & Alhashemi, 2012:135). Dasgupta, Suar and Singh (2013:173) indicated that satisfaction with communication fostered a strong emotional bond with organisations and the emotional bond with organisations reduces employees' absenteeism. Carriere and Bourque (2009:29)

concluded that personnel operate under pressure and communication practices that were ineffective and inefficient can increase their frustration with the organisation. Further they indicated that an organisation's internal communication practices consist of the full spectrum of communication activities, both formal and informal, undertaken by its members for the purpose of disseminating information to one or more audiences within the organisation. However according to Jusoh, Simun and Choy Chong (2011:516) achieving positive outcomes from the contributions of motivated employees was an important goal in today's organisational environment.

Literature suggests that communication today has become the lifeblood of every organisation and was necessary to perpetuate the health of the organisation. However the finding of this study does not validate the fact that communication was positively related to the job satisfaction. This could be due to that fact that employees do not perceive communication in the organisation as an important aspect of their job satisfaction.

6.5 Co-workers

Studies by Moyes, Williams and Koch (2006:537); Poon (2006:526); Forret and Love (2008:25); Auh and Menguc (2013:1333) etc support the positive role of co-worker and job satisfaction. The literature indicated that when employees were provided with an environment that fostered high co-worker relationship quality and consensual knowledge sharing norms, the motivational loss resulting from the incongruence between pay-for-performance and knowledge sharing behaviour was mitigated Auh and Menguc (2013:1333). However the finding of this study did not validate this relationship. The issue needs further exploration.

6.6 Relationship between job satisfaction and productivity

The average scores of job satisfaction 2.39 and productivity at 2.27 suggest that respondents believed that they were satisfied with the job and they company systems were adding to their productivity and it was one of the key objectives of the company. The positive and statistically significant relationship between job satisfaction and productivity is in line with previous studies and the integrated model explains 22.4% of variance in productivity, while 38.5% variance in job satisfaction was explained by the factors considered in this study.

In conclusion this consolidated model provides way forwards for other researchers to study various factors of motivation, job satisfaction and productivity in an integrated way.

7 Limitations of the study

Since the study was limited to a public sector in South Africa, the findings may not be generalised to whole

of South Africa, more samples from various other public sector entity is required before the results can be generalised.

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