AN ANALYSIS OF JOB SATISFACTION IN THE ORGANISED CRIME UNITS OF THE SOUTH AFRICAN POLICE SERVICE

by

Renate Bellingan – Timmer

DISSERTATION

Submitted in partial fulfillment of the requirements for the degree

M. COM. (BUSINESS MANAGEMENT)

in the

FACULTY ECONOMIC AND MANAGEMENT SCIENCES

at the

RAND AFRIKAANS UNIVERSITY

Study leader: Prof. S. Kruger

October 2003
FOREWORD AND ACKNOWLEDGEMENTS

I dedicate this dissertation to my parents, Tim and Salome Timmer and my brother Nelisjan Timmer who have always supported me in my studies, sacrificing many hours and resources to assist me to be my best. I thank them for their unselfish sacrifice.

I would like to further express my gratitude and appreciation to the following people who have made a contribution to the successful completion of my study:

- My study leader, Prof. Stephen Kruger for his guidance and continued support.
- Assistant Commissioner Vineshkumar Moonoo for affording me the opportunity to conduct my study in the National Organised Crime unit of the South African Police Service and for his continued assistance in my study.
- Director Strini Govender and Me. Ronél Richardson for their invaluable contribution to the editing and refinement of my dissertation.
- Inspector Karin Stassen for her assistance in the gathering of the data.
- Riette Eiselen of Statkon together with Will Koster and Adam Martin without whom I would not have been able to complete my statistical analysis of the data.
- My family and friends for their continued support and interest in my study.
- My colleagues for their continued support and understanding in difficult times, in particular Director Nash Lutchman, Captain Tommy Thompson and Me. Martionette van der Merwe.
• My employer, the South African Police Service, for affording me the opportunity to conduct the study in the South African Police Service.
# CONDENSED TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>INTRODUCTION TO, PURPOSE OF AND MOTIVATION FOR THE STUDY</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>THEORETICAL BACKGROUND TO JOB SATISFACTION OF THE MIDDLE MANAGER WITHIN A BUREAUCRATIC ORGANISATION</td>
<td>13</td>
</tr>
<tr>
<td>3</td>
<td>EXPERIMENTAL DESIGN AND FINDINGS OF THE JOB SATISFACTION STUDY IN THE SOUTH AFRICAN POLICE SERVICE</td>
<td>43</td>
</tr>
<tr>
<td>4</td>
<td>DISCUSSION OF FINDINGS</td>
<td>60</td>
</tr>
<tr>
<td>5</td>
<td>SUMMARY, CONCLUSION AND RECOMMENDATIONS</td>
<td>71</td>
</tr>
<tr>
<td>A</td>
<td>MINNESOTA JOB SATISFACTION QUESTIONNAIRE FORM A</td>
<td>87</td>
</tr>
<tr>
<td>B</td>
<td>BIOGRAPHICAL QUESTIONNAIRE</td>
<td>102</td>
</tr>
</tbody>
</table>
TABLE OF CONTENTS

CHAPTER 1: INTRODUCTION TO, PURPOSE OF AND MOTIVATION FOR THE STUDY

1. Background to the study ........................................... 1
2. Literature review .................................................... 2
3. Problem statement .................................................. 4
4. Purpose of the research ............................................. 5
4.1. Specific hypotheses ............................................... 6
5. Research methodology ............................................. 7
5.1. Research design ................................................... 7
5.2. Sampling methods ............................................... 7
5.3. Data collection methods ........................................ 7
5.4. Measuring instruments .......................................... 8
5.5. Data analysis ..................................................... 9
6. Overview of empirical studies underlying this field of study .... 9
7. Assumptions in this study ......................................... 11
8. Division of the study ............................................... 11

CHAPTER 2: THEORETICAL BACKGROUND TO JOB SATISFACTION OF THE MIDDLE MANAGER WITHIN A BUREAUCRATIC ORGANISATION

1. Introduction ......................................................... 13
2. Theoretical framework of job satisfaction ...................... 14
2.1 The content of job satisfaction 14
2.2 The theory of work adjustment 15
2.3 Porter and Lawler's job satisfaction model 18
2.4 Conceptual job satisfaction framework for the middle manager 22
2.4.1 An overview of the conceptual framework of job satisfaction for the middle manager 23
2.4.2 The influence of a bureaucratic organisational structure on job satisfaction 24
2.4.3 Organisational culture 28
2.4.4 Organisational climate 29
2.4.5 Organisational policies and procedures 30
2.4.6 Top management, middle management and lower organisational levels 30
2.4.7 Needs 31
2.4.8 Abilities 31
2.4.9 Role perception 32
2.4.10 Values 32
2.4.11 Attitude 33
2.4.12 Effort leads to performance 33
2.4.13 Equitable reward perception 33
2.4.14 Job satisfaction 34
3 Factors influencing the experience of job satisfaction amongst workers 35
3.1 Educational level 35
3.2 Advancement and control over the environment 36
3.3 Uncertainty and conflict
3.4 Leadership and commitment
3.5 Communication
3.6 Organisational support
3.7 Sense of coherence

4 The consequences of job satisfaction / dissatisfaction on middle managers

5 Conclusion

CHAPTER 3: EXPERIMENTAL DESIGN AND FINDINGS OF THE JOB SATISFACTION STUDY IN THE SOUTH AFRICAN POLICE SERVICE

1 Introduction
2 Problem statement
2.1 Research problem
2.2 Formulating the hypotheses
3 Experimental design of the study
3.1 The sample
3.2 Description of the sample
3.2.1 Distribution in terms of provinces
3.2.2 Distribution in terms of age in years
3.2.3 Distribution in terms of gender
3.2.4 Distribution in terms of home language
3.2.5 Distribution in terms of education level
3.2.6 Distribution in terms of rank structure
<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.2.7</td>
<td>Distribution in terms of time in current rank</td>
<td>49</td>
</tr>
<tr>
<td>4</td>
<td>The measuring instrument</td>
<td>49</td>
</tr>
<tr>
<td>4.1</td>
<td>Reliability analysis</td>
<td>50</td>
</tr>
<tr>
<td>4.2</td>
<td>Discussion of the Minnesota Satisfaction Questionnaire (MSQ) long form</td>
<td>51</td>
</tr>
<tr>
<td>5</td>
<td>Statistical analysis</td>
<td>53</td>
</tr>
<tr>
<td>6</td>
<td>Findings</td>
<td>53</td>
</tr>
<tr>
<td>6.1</td>
<td>General MSQ scale analysis</td>
<td>53</td>
</tr>
<tr>
<td>6.2</td>
<td>Analysis of the 20 MSQ factors</td>
<td>54</td>
</tr>
<tr>
<td>6.2.1</td>
<td>Advancement</td>
<td>54</td>
</tr>
<tr>
<td>6.2.2</td>
<td>Activity</td>
<td>54</td>
</tr>
<tr>
<td>6.2.3</td>
<td>Ability utilisation</td>
<td>55</td>
</tr>
<tr>
<td>6.2.4</td>
<td>Achievement</td>
<td>55</td>
</tr>
<tr>
<td>6.2.5</td>
<td>Authority</td>
<td>55</td>
</tr>
<tr>
<td>6.2.6</td>
<td>Company policies and practices</td>
<td>55</td>
</tr>
<tr>
<td>6.2.7</td>
<td>Compensation</td>
<td>56</td>
</tr>
<tr>
<td>6.2.8</td>
<td>Co-workers</td>
<td>56</td>
</tr>
<tr>
<td>6.2.9</td>
<td>Creativity</td>
<td>56</td>
</tr>
<tr>
<td>6.2.10</td>
<td>Independence</td>
<td>56</td>
</tr>
<tr>
<td>6.2.11</td>
<td>Moral values</td>
<td>56</td>
</tr>
<tr>
<td>6.2.12</td>
<td>Recognition</td>
<td>57</td>
</tr>
<tr>
<td>6.2.13</td>
<td>Responsibility</td>
<td>57</td>
</tr>
<tr>
<td>6.2.14</td>
<td>Security</td>
<td>57</td>
</tr>
<tr>
<td>6.2.15</td>
<td>Social services</td>
<td>57</td>
</tr>
</tbody>
</table>
CHAPTER 4: DISCUSSION OF FINDINGS

1 Introduction

2 Organisational factors

2.1 General job satisfaction

2.2 Company policies and practices

2.3 Compensation

3 Top management

3.1 Advancement

3.2 Activity

3.3 Supervision: Human relations

4 Values

4.1 Moral values

5 Needs

5.1 Independence

5.2 Social status

6 Role perception

6.1 Social service
CHAPTER 5: SUMMARY, CONCLUSION AND RECOMMENDATIONS

1. Introduction
2. Summary
3. Conclusion
3.1 Opportunity
3.2 Stress
3.3 Leadership
3.4 Work standards
3.5 Fair rewards
3.6 Adequate authority
4. Recommendations to improve the job satisfaction of middle managers
4.1 Recommendations in terms of organisational factors
4.2 Recommendations in terms of top management
4.3 Recommendations in terms of values
4.4 Recommendations in terms of needs
4.5 Recommendations in terms of role perceptions
5. Limitations of the study
6. Recommendations for further studies

BIBLIOGRAPHY

Annexure

Annexure A: Minnesota Job Satisfaction Questionnaire Form A
# LIST OF FIGURES

<table>
<thead>
<tr>
<th>Figure</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>Prediction of work adjustment</td>
</tr>
<tr>
<td>2.2</td>
<td>Theoretical model of job satisfaction</td>
</tr>
<tr>
<td>2.3</td>
<td>Conceptual job satisfaction framework for middle managers</td>
</tr>
<tr>
<td>3.1</td>
<td>Organogram of the organised crime component in the South African Police Service</td>
</tr>
<tr>
<td>3.2</td>
<td>Distribution of sample according to provinces</td>
</tr>
<tr>
<td>3.3</td>
<td>Distribution in terms of age in years</td>
</tr>
<tr>
<td>3.4</td>
<td>Distribution in terms of home language</td>
</tr>
<tr>
<td>3.5</td>
<td>Distribution in terms of educational levels</td>
</tr>
<tr>
<td>3.6</td>
<td>Distribution in terms of time in current rank</td>
</tr>
<tr>
<td>Table 3.1</td>
<td>Reliability of individual scales of the Minnesota Satisfaction Questionnaire</td>
</tr>
</tbody>
</table>
Die vinnig veranderende omgewing binne organisasies in Suid Afrika bring mee dat ‘n toenemende fokus geplaas moet word op die belangrikste mededingingsbron in die organisasie naamlik die individu.

Die passingsproses wat daar tussen die individu en die organisasie bestaan mag bepalend wees ten opsigte van die graad van tevredenheid wat die individu gaan ervaar in sy werk. In hierdie studie word daar spesifiek gefokus op die middel bestuurder as kardinale skakel in die tevredenheidsproses.

Werkstevredenheid is die resultaat van ‘n bestuurder se persepsiie van daardie aspekte in sy pos wat hy as belangrik ag. In hierdie studie word ’n model voorgestel waar die middel bestuurder geag word as die kern van organisasie effektiwiteit. Hierdie model fokus op die middel bestuurder se posisie in die hierargie waar hy verantwoordelik is aan top bestuur om die strategiese rigting te implementeer en die laer organisasie vlakke gelukking moet hou in terme van aanmoediging en ondersteuning. Daar teenoor moet die middel bestuurder binne ‘n organisasie funksioneer met ‘n eiesoortige struktuur, klimaat, reëls en regulasies. Die individu beskik ook oor sy eie inherente waardes, rol persepsies van sy werk, behoeftes en vermoëns wat ‘n impak op die individu het. Binne hierdie raamwerk sal die middel bestuurder ‘n sekere houding ontwikkelsent opsigte van sy werk en dit gee aanleiding daartoe dat hy homself sal inspan om ‘n prestasie te lewer. Hierdie prestasie kan nou deur die organisasie beloone word op ‘n intrinsieke en/of ekstrinsieke wyse. Die persepsiie wat die bestuurder van hierdie beloning handhaaf sal wekstevredenheid of werksontevredenheid meebreng. Die tevredenheidsvlakke van die middel bestuurder sal dus ook ‘n direkte invloed hê op die manier wat hy sy ondergeskiktes bestuur.

Binne die burokratiese organisasie struktuur bestaan daar vooropgestelde reëls en regulasies, metodes en prosedures wat aanleiding gee tot ‘n sekere tipe gedrag by middel bestuurders. Die Suid Afrikaanse Polisie Diens (SAPD) is ‘n voorbeeld van ‘n burokratiese organisasie. Die regulasies en wette wat in plek geplaas is om die SAPD te reguleer veroorsaak dat die organisasie baie administratief en rigied van aard is. Hierdie faktore kan aanleiding gee tot werksontevredenheid.
Die hoof doel van hierdie studie is om te bepaal watter faktore het 'n invloed op die werkstevredenheid van middel bestuurders in die georganiseerde misdaad eenheid van die Suid Afrikaanse Polisie Diens. Alle middel bestuurders (Kaptein, Superintendent en Senior Superintendent) is gevra om die Minnesota Job Satisfaction vraelys in te vul en die resultate is statisties ontleed in terme van provinsiale verspreiding, ouderdomsverdeling, geslag, huistaal, rang en jare in huidige rang.

Die bevindings het getoon dat die Afrikaans- en Engelssprekende middel bestuurders meer ontevrede was met hulle kanse om bevorder te word in die organisasie as die inheems sprekende middel bestuurders. Die inheems sprekende middel bestuurders was weer meer ontevrede met hulle aktiwiteitsvlakke asook die beleid en regulasies van die SAPD.

Hierdie studie toon dus dat daar 'n direkte verband bestaan tussen die organisatoriese faktore (soos byvoorbeeld kultuur, klimaat, reels en regulasie), die manier wat hierdie organisatoriese faktore toegepas word binne die organisasie deur top bestuur asook die faktore binne die individu (soos vermoëns, waardes en rol persepsies van die werk), en werkstevredenheid of werksontevredenheid van die middel bestuurder.
CHAPTER 1

INTRODUCTION TO, PURPOSE OF AND MOTIVATION FOR THE STUDY

1. Background to the study

In the ever-changing work environment, all individuals within an organisation is expected to make a meaningful contribution to such and thus also a contribution to the country's economy. An important success factor in any organisation is to develop an organisational structure as well as to create a climate conducive to the enhancement of the productivity of workers and managers alike. Both intrinsic and extrinsic factors influence the productivity of employees. One of the intrinsic factors that have a large impact on the productivity of employees is their level of work satisfaction.

Currently most organisational strategies focus on keeping up with the technological changes which impacts on the face of business. The South African Police Service (SAPS) is a bureaucratic organisation governed by various rules and regulations. These rules and regulations include acts of parliament, national instructions and regulations. Adherence to these ensures the optimal running of the South African Police Service.

Decisions, that have not been carefully considered, may have serious consequences for the South African Police Service and could therefore be costly for government. There are occasions where rules or laws may need to be revisited to enable police officers to operate effectively in a rapid changing environment. “Changes may be brought about due to different influences. These influences may be as a result of changes within current legislation, the promulgation of new legislation or the revision of police instructions or regulations.” These changes are often dictated to by constitutional obligations.
One of such changes is the recent amendment to Section 49 of the Criminal Procedure Act 51/1977. This section prescribed the conditions under which the use of force may be applied in the South African Police Service.

2. Literature review

Work satisfaction can be defined as an affective or emotional response toward various facets of an employee’s work (Kreitner & Kinicki, 2001: 224). Work satisfaction is not a unitary concept – an employee can be very satisfied with one part of his work but dissatisfied with another aspect of his work. Bateman and Snell (2001: 458) are of the opinion that if people feel fairly treated from the outcomes they receive, or the processes used, they will be satisfied with their work. “Work” in the context of this study entails the specific and current tasks which the person performs.

The fit between organisational structure and the needs and expectations of the individual could be a factor in the degree of work satisfaction, which the middle manager experiences in the work environment. In a bureaucratic organisation predetermined rules and regulations, processes and procedures as well as definitive rank structures exist which leads to conforming behaviour, groupthink as well as a lack of personal growth and the development of a mature work personality.

Mullins (1996: 521) suggests that there are various factors affecting job satisfaction and that there is no one, general, comprehensive theory that explains job satisfaction. He states that a wide range of variables relating to individual, social, cultural, organisational and environmental factors, affects job satisfaction. These factors all affect job satisfaction of certain individuals in a given set of circumstances but not necessary in others.

Hagedorn (2000:6) categorises the factors which influence work satisfaction into two types of constructs that interact and affect work satisfaction, namely triggers and mediators. A trigger is defined as a significant life event that may
be either related or unrelated to the work. The other type of construct, a mediator, can technically be described as a variable or situation that influences (moderates) the relationship between other variables or situations producing an interaction effect. The triggers and mediators form an elementary structure and framework within which job satisfaction can be examined.

The triggers mentioned in Hagedorn’s (2000:7) conceptual framework include aspects such as:
- Change in life stage;
- Change in family-related or personal circumstances;
- Change in rank or tenure;
- Transfer to new institution;
- Change in perceived justice; and
- Change in mood or emotional state.

The mediators are divided into three types namely Motivators and Hygienes, Demographics and Environmental Conditions. The motivators and hygienes are based on earlier theory developed by Frederick Herzberg and include factors such as achievement, recognition, work itself, responsibility, advancement and salary. The demographic type includes factors such as gender and ethnicity, whilst the environmental conditions include factors such as work relationships, administration, institutional climate or culture.

Work satisfaction is the result of the perception an employee holds of those aspects in his / her post which is important to him / her. Where an employee places a large emphasis on personal growth and development, the bureaucratic organisation might result in lower job satisfaction.

Kahn (1972: 181) mentions that the highly probable causes of work satisfaction are status, supervision, peer relationships, job content, wages and other extrinsic rewards, promotion and physical conditions of work and possibly “organisational structure”. Cornuelle (1975: 67) is of the opinion that
dissatisfaction stems from the structure of the organisation. This is consistent with the view of Mullins (1996: 521) that organisational structure could affect work satisfaction.

The bureaucratic organisation structure defines work relationships amongst structured, formal hierarchical lines, which are guided by rules and regulations to ensure standardised behaviour. This type of management approach promotes efficient performance of routine organisational activities, eliminates subjective judgement by employees and management and emphasises position rather than the person. It ignores the importance of people and interpersonal relationships and power is one of the major building blocks of the management style (Bateman & Snell, 2001: 42).

3. Problem statement

The role of policing in South Africa is both demanding and challenging and therefore in striving towards achieving excellence in policing standards, it is of utmost importance that a healthy and satisfied workforce is prevalent. By analysing the satisfaction of middle managers in the South African Police Service an indication could be obtained of the perceptions of the core of the management echelon in terms of the factors which influences their work satisfaction.

The middle manager in the South African Police Service is located in the organisation's hierarchy between top-level managers and frontline (operational / tactical) managers. They are responsible for translating the general goals and plans developed by strategic managers into more specific objectives. The majority of these officers had already attained certain ranks while they were members of the former South African Police (SAP). Their style of policing then was predominately autocratic. Policing was selective and in general it was perceived to be the apartheid arm of the former government. The first democratic elections of 1994 ushered in a Constitution, which sought to democratise policing in a manner, which would be accountable and responsive to the needs of the community while upholding the bill of rights.
The South African Police Service middle manager is constantly placed under pressure from top management to bring crime levels down and from junior management to find the necessary resources to accomplish the crime reduction strategy. The factors that influence the work satisfaction of middle managers in a bureaucratic organisation such as the South African Police Service is thus critical to determine in order to make recommendations to the management of the South African Police Service to rectify the issues which cause dissatisfaction amongst middle managers.

4. Purpose of the research

The purpose of the research is to expand on the current body of knowledge as to which factors leads to satisfaction or dissatisfaction amongst middle managers in a bureaucratic organisation.

The primary objective of the study is to investigate the factors, that play a role in the satisfaction amongst middle managers in a bureaucratic organisation.

The secondary objectives are outlined as follows:

a) To establish whether the middle managers in one province are more satisfied than those in the other provinces of the South African Police Service;

b) To establish whether Afrikaans and English speaking middle managers are more satisfied than African language speaking middle managers.

c) To establish whether age in years, rank, years in current rank educational level and gender has an influence on job satisfaction of middle managers in the organised crime units of the South African Police Service.
4.1 Specific hypotheses

4.1.1 The means of the job satisfaction scores of the ten provinces would differ significantly from each other in terms of all the dimensions.

4.1.2 The means of the job satisfaction scores of the respondents' age in years would differ significantly from each other in terms of all the dimensions.

4.1.3 The means of the job satisfaction scores of the female respondents would be higher than those of the male respondents in terms of all the dimensions.

4.1.4 The means of the job satisfaction scores of the respondents who hold the rank of captain differ significantly from the mean scores of the superintendent / senior superintendent group in terms of all the dimensions.

4.1.5 The mean scores of the job satisfaction scores of the respondents who have been in their current rank for longer than five years will differ significantly from those who have been in their current rank from zero to five years in terms of all the dimensions.

4.1.6 The means of the job satisfaction scores of the respondents who speak an African language differ significantly from those who speak English and those who speak Afrikaans in terms of all the dimensions.
5. Research methodology

5.1 Research design

The exploratory descriptive research method has been selected for this study. A randomised cross-sectional survey design will be used during the study where a random sample of subjects will be chosen after which the observations of the subjects regarding their work satisfaction will be obtained.

5.2 Sampling methods

The population of the study consist of 235 middle managers currently employed by the South African Police Service in the organised crime units across South Africa. The middle managers are classified in terms of rank (Captain, Superintendent and Senior Superintendent) as well as salary level (levels 8, 9, 10, 11 and 12). No distinction is made between the different salary levels.

According to De Vos et al (2002:201) an ideal sample size would be 32% of the population, which is thus a sample of 75 subjects. The population is a heterogeneous group consisting of Black, Coloured, Indian and White males and females. All middle managers in the organised crime units nationally will be sampled.

5.3 Data collection methods

Data will be collected using a standardised work satisfaction questionnaire. The questionnaires are self-administering. Groups of approximately 50 subjects will be drawn together at a time in order for the researcher to be available to answer questions regarding the questionnaire at all times.
5.4 Measuring instruments

The Minnesota Satisfaction Questionnaire (MSQ) (long form), which has been adapted for South African conditions by the researcher, will be used to obtain the data. The MSQ consists of 100 items in a seven point, equal-interval scale with two anchor points. The MSQ question format was changed from an ordinal scale to an interval scale to ease statistical analysis of the data. According to Torgerson (1958:35) the equal-interval scale properties are lost if more than two anchor-points are used in a scale.

Each item refers to a reinforcer in the work environment. The respondents indicates how satisfied he /she is with the reinforcer with regard to his / her present work. Each MSQ scale consists of five items. The items appear in blocks of 20, with items constituting a given scale appearing at 20-item intervals.

Following is a list of the MSQ scales:

- Ability utilisation;
- Achievement;
- Activity;
- Advancement;
- Authority;
- Company policies and practices;
- Compensation;
- Co-workers;
- Creativity;
- Independence;
- Moral values;
- Recognition;
- Responsibility;
- Security;
- Social services;
- Social status;
- Supervision-human relations;
• Supervision-technical;
• Variety;
• Working conditions.

From the research information presented by Dawis and Lofquist (1984) the scale is highly valid and the reliability of the 20 MSQ scales varies between 0.81 and 0.94 with an average of 0.88. The subscales' reliability varies between 0.21 and 0.86.

5.5 Data analysis methods

The data which will be generated with the use of the MSQ, represents one discreet variable with more than 2 categories and one continuous variable which means that an one-way analysis of variance will be performed if the vector coefficient of averages differ significantly from each other. Further the Scheffe post-hoc-comparison method will be performed in order to determine the differences between the groups regarding the biographical information.

6. Overview of empirical studies underlying this field of study

Coetzee and Rothmann (2001: 45) investigated the possible relationship between sense of coherence and job satisfaction in the management of an organisation. The Minnesota Satisfaction Questionnaire and Orientation to Life Questionnaire was used and the results showed that there is a correlation of large effect between the sense of coherence and the job satisfaction of managers.

Lawler and Porter (1967) suggest that satisfaction is important because it has the power to influence both absenteeism and turnover. In terms of performance they conclude that performance causes job satisfaction rather than satisfaction leading to performance.
Griffen, et al. (1978) conducted a study in the United States of America amongst police personnel and investigated the effect which their educational qualification, sense of independence on the job and the degree of conflict experienced in their work would have on their job satisfaction. The hypothesis that factors, which may help reduce uncertainty and conflict inherent in the police role, will increase feelings of job satisfaction was supported but needs further research to confirm the differences, which were obtained.

Grant, et al. (1990) conducted a survey with members of the International Association of Women Police in terms of their perceptions of utilisation and job satisfaction. The analysis of responses reveals that a significant correlation existed between utilisation and job satisfaction. The utilisation also correlated significantly with the number of different assignments held, the number of tactical units to which they were assigned and the rank of the respondent.

Lefkowitz (1974) conducted a study to describe job attitudes of police personnel in a Midwest American city and to determine the demographic correlates. He used the Job Descriptive Index (JDI) as measuring instrument and the five job areas measured by the JDI was highly similar to those of the norm group. He concluded that Police personnel represent a rather typical sample of working class men but demanded more personal need gratification. Lefkowitz also found that attitudes of police personnel are largely determined by conditioning processes consequent to their exposure to the police organisation.

Sheley and Nock (1978) examined the effects, which years in the police force and years in the rank had on job satisfaction of police personnel in America. They found four factors which correlated high with job satisfaction of the police officers namely, appreciation for work done, not long in the police force, not long in current rank and feelings of public confidence in the police.

The study which Winfree and Newbold (2001) conducted amongst New Zealand Police officers focussed on the following questions:
• Do perceptions of supervisors and job satisfaction vary by officer characteristics?
• Do perceptions of supervisors and job satisfaction vary by officer attitudes toward workload?
• To what extent do the respective officer characteristics, attitudes and orientations impact their perceptions of the New Zealand Police as a place to work?

A random sample of 1050 police officers were drawn and a self-administering test given to all subjects. The results showed no difference between the job satisfaction of officers and supervisors in terms of workload although the perceptions changed towards the New Zealand Police as a place to work depending on the branch, which they were working in.

Oshagbemi (1997) examined the influence, which the rank of organisational members have on their job satisfaction and found that overall job satisfaction increases progressively with rank. This finding was supported by a three-way analysis of variance, which is significant at a 95 percent confidence level.

7. Assumptions in this study

For the purposes of this study the personal pronoun “he” was used right through the study for ease of reading but must also be seen to include “she” in all instances.

8. Division of the study

The study is divided into five chapters. Chapter two covers the theoretical background pertaining to the job satisfaction field. Chapter three focus on empirical research, which has been done in the field, and the statistical analysis of the job satisfaction study will be outlined. Chapter four will deal with the discussion of the findings in the study as well as detailing the consequences of the findings on the South African Police Service as a whole.
Chapter 5 summarises the study as well as presenting the reader with recommendations regarding the improvement of job satisfaction in the South African Police Service.
CHAPTER 2

THEORETICAL BACKGROUND TO JOB SATISFACTION OF THE MIDDLE MANAGER WITHIN THE BUREAUCRATIC ORGANISATION

1. Introduction

By virtue of the fact that the South African Police Service is a paramilitary organisation, leadership is demonstrated primarily through command and control. This style of leadership, which could be deemed to represent a bureaucracy, is restrictive in nature in that it limits interaction between employees and management.

Any organisation, which is driven by people, would need to consider their people as their most valuable asset. The South African Police Service being a law enforcement agency is considered to be personnel intensive, thus the well being of every employee should be a matter of concern for all managers.

The nature of police work is also considered rather stressful as compared to other fields of work, therefore particular attention needs to be given to the emotions of employees as well as to understand how these emotions manifest themselves in the performance and attitude of police officers.

The observation and monitoring of employee behaviour is important for two reasons; Firstly employees' attitudes are closely related to employee behaviours such as attendance and length of service. It is also common belief, although the evidence is limited, that positive attitudes contribute to increased employee performance. Secondly, the role of equity in the work place features prominently in any environment and is therefore considered an important objective of human resource management. Also relevant to many managers is that they need to be perceived as good managers and in fact many employers do take great pride in
ensuring that their employees perceive them as good employers (Milkovich & Boudreau, 1988:172).

Bennett (2001) is of the opinion that the greatest challenge for South African companies these days is to make the company attractive to employees. People look at the corporate culture, lifestyle issues, the forward thinking of the top team and how they fit into the picture. In European companies employees are attracted by the calibre of persons working for the organisation as well as an opportunity to influence the broader scope of the company strategy.

2. Theoretical framework of job satisfaction

2.1 The content of job satisfaction

Employee attitudes are often called by names such as morale, opinions, job involvement and commitment. The area, which is still in dispute, is whether job satisfaction is a single construct or made up of multiple dimensions.

Edward Thorndike explored the relationship between work and satisfaction in the Journal of Applied Psychology as early as 1918. Researchers like Porter and Lawler (1968) defined job satisfaction as a uni-dimensional term implying that you are either satisfied or dissatisfied at any point of time with your job. In contrast Smith, Kendall and Hulin argues that job satisfaction is multi dimensional. You are more or less satisfied with your supervisor, pay and workplace at any given point in time (Bavendam Research Incorporated, 2003:1).

Herzberg, Mausner, Peterson and Capwell (1957) undertook a study to identify work characteristics that contributed to the psychological well being of workers. Based on this research ten common factors were identified which outlined job satisfaction. Five of these factors were defined as motivational because they dealt with the psychological effects of work. These factors include achievement, recognition, the work itself, responsibility, and advancement. The remaining factors were defined as hygiene factors because they dealt with the physical aspects of work. These factors include company policy and administration, supervision,
salary, interpersonal relations, and working conditions. From these findings Herzberg, Mausner and Snyderman (1959) formulated the Motivational-Hygiene Theory.

2.2 The theory of work adjustment

Dawis and Lofquist (1984) use the differential psychological approach to study work. This approach makes use of the psychology of individual differences to explain work behaviour in its natural setting. The following assumptions are followed in this approach:

- People differ on any behavioural dimension;
- An individual's standing in a group differs from one behavioural dimension to the next;
- For some behavioural dimensions, the individual's standing in a group will remain stable over time, whereas for others there may be change;
- An individual's status on a behavioural dimension is the result of a unique genetic inheritance and a unique response-and-reinforcement history (Dawis and Lofquist, 1984:8).

The approach taken in this study is the conceptualisation of individuals and of work environments in terms of dimensions on which reliable differences can be measured. The individual and his work environment interacts continuously and the following statements summarizes the theory of work adjustment:

- Work is conceptualized as an interaction between an individual and a work environment;
- The work environment requires that certain tasks be performed, and the individual brings skills to perform the tasks;
- In exchange, the individual requires certain compensation for work performance and certain preferred conditions, such as a safe and comfortable place to work;
• The environment and the individual must continue to meet each other's requirements for the interaction to be maintained. The degree to which the requirements of both are met may be called correspondence;
• Work adjustment is the process of achieving and maintaining correspondence. Work adjustment is indicated by the satisfaction of the individual with the work environment and by the satisfaction of the work environment with the individual, by the individual's satisfactoriness;
• Satisfaction and satisfactoriness result in tenure, the principle indicator of work adjustment. Tenure can be predicted from the correspondence of an individual's work personality with the work environment;
• Work personalities and work environments can be described in terms of structure and style variables that are measured on the same dimensions (Dawis & Lofquist, 1984:10).

It is a basic assumption of the theory of work adjustment that each individual seeks to achieve and maintain correspondence with the environment. There are various kinds of environments i.e. home, school, work and social. The interaction in one environment will affect the performance of an individual in another. It is therefore that the work environment is studied since it represents a major environment to which most individuals must relate. Individuals and work environments change constantly and the continuous and dynamic process by which the individual seeks to achieve and maintain correspondence with the work environment is called work adjustment (Dawis & Lofquist, 1984:54).

The achievement of minimal correspondence enables an individual to remain in a work environment to achieve more optimal correspondence and to stabilize the correspondent relationship. This stability of correspondence between the individual and the work environment is manifested as tenure in the job. As the correspondence increases, the probability of remaining on the job and the projected length of tenure decreases. Tenure can thus be regarded as a function of correspondence between the individual and the work environment (Dawis and Lofquist, 1984:55).
From the basic concepts of correspondence and tenure the satisfaction dimension can be developed. The individual who meet the requirements of the work environment is termed a satisfactory worker. The individual whose requirements are fulfilled by the work environment is termed a satisfied worker. Satisfactoriness is therefore an external indicator of correspondence, whereas satisfaction is an internal indicator of correspondence, which represents the individual worker’s appraisal of the extent to which the work environment meets the requirements of the individual (Dawis and Lofquist, 1984:57). The theory of work adjustment is graphically depicted in figure 2.1.

The individual has certain abilities and values, which need to be in correspondence with the job requirements. This correspondence leads to a reinforced pattern of behaviour, which result in satisfaction or dissatisfaction for the individual. The satisfaction will lead to tenure in the company whereas the dissatisfaction could lead to the individual quitting the work environment. On the other hand the work environment expects certain ability requirements from the individual and when these requirements are in correspondence with the individuals abilities the result will be satisfactory performance in the company. The individual could be promoted, transferred and retained in the company, which would lead to new opportunities and tenure in the company. An unsatisfactory performance on the part of the individual could lead to the individual being fired and thus resulting in a new job for the individual (Dawis and Lofquist, 1984:63).
2.3 Porter and Lawler’s job satisfaction model

Porter and Lawler (1968) developed a theoretical model to gain greater insight into the basic psychological problem connected with human behaviour in organisations. The model is depicted in Figure 2.2 below.
Porter and Lawler (1968) supports the view that managers with more inner-directed role perceptions and behaviour are rated higher in terms of performance assessment by both themselves and their superiors. This will lead to certain rewards, which can be classified into two types namely, intrinsic- and extrinsic rewards. Intrinsic rewards deals with the rewards that the individual administer to himself whereas the extrinsic rewards are administered by the organisation. Porter and Lawler (1968) found that those types of needs that could primarily be satisfied by intrinsic rewards - i.e. the higher order needs such as autonomy and self-actualisation - are more likely to produce attitudes about satisfaction that are significantly related to performance than are needs - such as security and social needs - which can be satisfied primarily by extrinsic rewards. Managers are
therefore obliged to ensure that the individual's job provides sufficient variety and challenge so that when a person feels he has performed well, he can reward himself. If the design of the job does not include these characteristics, there would be no direct connection between good performance and intrinsic rewards. The degree of connection between performance and intrinsic rewards is dependent on the make-up of the job duties.

The way that an individual views the reward as equitable is another aspect, which is addressed in the Satisfaction Model of Porter and Lawler. There is a direct link between performance and the perceived equitable reward, which depicts the fact that self-ratings of performance seem to act rather directly upon this variable. The data from Porter and Lawler's study clearly point out that higher levels of self-rated performance are associated with higher levels of expected equitable rewards. This comes about because the self-ratings of performance are a major influence on an individual's feelings about what levels of rewards he should receive as the result of his performance (Porter and Lawler, 1968:164).

Many organisations do not know what their managers want from their jobs (i.e. value of rewards). Top management often do not know how middle managers and lower level managers feel about the effort that they are putting into their work. The abilities, which the individual worker displays, must be in correspondence with the job requirements as set out by the organisation. Coupled with this is that the individual also brings his own value systems to work which colours his perception of his work. Top management must be in tact with the feelings of the middle management of the organisation to ascertain whether the policies, which they have put in place are in fact leading to the desired satisfaction levels amongst managers with the resultant performance payoff. The gathering of information on managers' reward desires and their perceptions about rewards being based on effort, would constitute an essential first step in gaining the maximum motivational effects from the incentives the organisation has at its disposal (Porter and Lawler, 1968:167).
The information, which the organisation has on what, their managers' think their role is in the organisation also plays a major role in the performance of the managers. Organisations need to pay more attention to the direction which the manager is spending his time on rather than on the technical requirements of the job. The more information the manager has on his expected role in the organisation and the more information the organisation has on the perception of the manager's role, the better fit can be made between the organisation and the manager. The manager can now decide for himself whether the effort that he puts in, is in correspondence with his values and abilities (Porter and Lawler, 1968: 176).

The rewarding of good performance is sometimes a little difficult to pinpoint since reward is a function of various factors such as perception of effort, duty to the organisation and social expectations. Porter and Lawler (1968) found during their research that managers have extremely strong desires to satisfy higher-order needs but feel a deprivation of these needs in the typical organisational setting. The implication from this is that organisations have considerable opportunities to gain motivational leverage by increased attempts to attach appropriate rewards in the higher-order need areas of autonomy and self-actualisation but they fail to develop this to the fullest (Porter and Lawler, 1968: 178).

The rewards, which are given to managers, must always be tailored to the needs and desires of the manager and good performers must be given more extrinsic rewards than inferior managers. This means the organisation must be able to discriminate between good and bad performers, must have the resources available to provide the necessary rewards, and must be willing to follow through and dispense the rewards in a credible way. The process can break down at any of these points, which could lead to incongruence between the organisations requirements and the needs of the manager. This will result in dissatisfaction for the manager and the re-evaluation of the fit between the individual and the organisation (Porter and Lawler, 1968: 179).
2.4 Conceptual job satisfaction framework for the middle manager

The above models of job satisfaction all focus on the individual as a single entity in an organisation. Ultimately the middle manager is caught up between the pressures from top management regarding performance and the needs of junior managers in terms of guidance. This makes it very difficult for the middle manager to perform according to requirements.

The model, which would be adopted in this study specifically, views the middle manager as a crucial asset in the bureaucratic organisation since he is the buffer between the strategic direction given by top management and the operational performance of the lower levels in the organisation. In figure 2.3 this model is graphically outlined.

Figure 2.3 Conceptual job satisfaction framework for middle managers
A brief overview of the constructs in the model will now be given.

2.4.1 An overview of the conceptual framework of job satisfaction for the middle managers

The model views the middle manager as a barrier between top management and the lower levels in the organisation. Top management exercise influence over the organisation's structure, policies, procedures, culture and climate. These factors influence the strategic direction, which top management will be taking as well as the middle manager's working environment. Top management has certain demands, which they set for the middle manager and the pressure, which is being placed on the middle manager, can be very high.

The lower levels also make certain demands on the time of the middle manager in terms of feedback from top management with regard to organisational goals and objectives, performance targets and motivation. This interaction is however a two way communication process where middle management needs the input from lower levels and lower levels need the feedback from the middle manager.

The middle manager has certain needs, abilities, values as well as perceptions of his role in the organisation. All these characteristics have an influence on the attitude, which the middle manager will display towards his work, and this affects the effort that the middle manager will spend in reaching the organisational goals of the organisation. This effort will result in performance, which the organisation can then reward intrinsically or extrinsically. When the middle manager perceives this reward as equitable he would experience a feeling of satisfaction with his work in general. There might be certain factors, which he would be more satisfied with than others but overall he would be satisfied. These satisfaction factors are important for top management to have information on to know how to improve the performance of the middle manager and thereby boosting the performance of the organisation.
2.4.2 The influence of a bureaucratic organisational structure on job satisfaction

According to Mintzberg (1973) the level of control in an organisation determines the type of organisation, which evolves. Robbins (1987) agrees that there is no one universal definition according to which organisations can be classified. Certain dimensions can however be determined which would position the organisation in terms of structure, i.e.

- Administration of the organisation;
- Standardising of work procedures;
- Centralisation;
- Complexity; and
- Formalisation.

The word bureaucracy is deduced from the French word "bureaux", meaning table. Bureaucracy therefore means the structure where people sit behind a table and move papers around. An individual's work is not linked to his knowledge or skills but to the goals of the organisation (Kamenka, 1979:67). The bureaucratic organisation will subsequently be discussed according to the dimensions as outlined by Robbins (1987:232).

* Administration of the organisation

The bureaucratic organisation has a large administrative component. The administrative component adds value to the organisation in an indirect way through the coordination, which takes place between the different departments in the organisation. Blau and Meyer (1987) found that the size of an organisation's administrative component is the most common measure of bureaucratisation. The ratio between the administrative and operational personnel shows the extent of bureaucracy in the organisation. They also found that the administrative capacity for a small organisation is the same as for a bigger organisation thus the larger the organisation, the smaller the administrative component should be.
Talcott Parsons (1965) defines administrative personnel as "persons with professional knowledge who has the right to give instructions". This characteristic could lead to conflict especially when a person in a higher position in the organisation does not have the necessary knowledge to lead the lower levels. This conflict between knowledge and experience, and position in the organisational hierarchy could be detrimental in an organisation where life-threatening situations are encountered on a daily basis.

Member's work in a bureaucratic organisation is carefully planned and outlined. Due to the many hierarchical levels in the bureaucratic organisation, management is totally dependant on the operational worker's component. Decision-making is therefore done top-down. A great deal of red tape is involved in the services provided by such organisations. Organisational goals are often set vaguely to hamper the measurement of efficiency. Hidden agendas are common which are safe from the public because of the huge amounts of paperwork, which is involved to expose it. As political parties change and governments have to adapt, the State bureaucracies are used to achieve the government's objectives (Goodsell, 1985: 28; Lefort, 1986: 56).

* Standardisation of work procedures

Pugh (1973) describes the standardisation of work procedures as the extent to which the organisation lays down standard rules, regulations and procedures for work. Carroll and Tosi (1977) define the bureaucratic structure according to formal written documents like procedures, job descriptions, policy documents and organograms. Newcomers easily observe the bureaucratic structure and they only have to learn the rules and procedures before they can function in the organisation. No induction programs are needed since the workers only have to do what they are told. Carroll and Tosi describe this type of organisational structure as "tight".

The work environment has a big impact on the centralising of work procedures since a stable, predictable environment would necessitate standardised work
procedures in order to meet future demands. The bureaucratic organisation is marked by this tendency resulting in inability to adapt to a changing environment (Mintzberg, 1973).

Von Mises (1944) found that the rules and regulations of a bureaucracy is not only a protection mechanism for the public but also a tool to curtail the powers of the organisation members. A bureaucracy must document all decisions and this leads to policy documents, which has to be adhered to by all personnel.

The red tape in bureaucracies keep the workers responsible for their actions and reports can be generated on the quantity of the work that was done by the department. Information technology is currently replacing many forms of red tape but this “privilege” is restricted to people who have been trained on the relevant systems, ignoring efficiency principles once again (Goodsell, 1985:45).

* Centralisation

Centralisation is defined by Robbins (1987) as the extent to which formal authority is concentrated at the highest hierarchical organisational level to make discretionary choices. The decision making process in an organisation is closely linked to centralisation. In many bureaucracies middle managers are only included in the consultation phase of decision making but the discretion still lies with the higher authority to take the decision. This practice can harm job satisfaction because middle managers feel that they are only “consulted” to satisfy top management, but their contributions are of no value. In the long run no suggestions will be forthcoming from the middle manager and his job satisfaction will lower with resultant lower performance.

Robbins (1987) views centralisation from the perspective of the middle manager where he mentions that the highest levels are totally dependant on the middle managers. This practice brings to the fore the situation that middle management can create a picture which top management has to react on through filtering the relevant information to suit their needs.
* Complexity

The bureaucratic organisation consists of various departments where each requires a specialised knowledge or skill. This horizontal differentiation leads to communication and coordination problems. Departments compete with each other and a silo approach is often followed to reach a departmental goal. The complexity of the organisational structure can be seen in terms of functional specialisation where individuals work together in a team of specialist but vertical specialisation, where individuals are separated on the basis of the different hierarchical levels, still exists (Robbins, 1987:238).

The advantage of horizontal specialisation is that the training costs for personnel are much lower, since personnel only have to be trained in selected tasks. The disadvantage is however that the specialisation makes the coordination more complex. Most bureaucracies are typified by a high level of vertical specialisation, which results in a high number of narrow hierarchical levels where a high level of control is exercised over personnel (Robbins, 1987: 239).

The complexity of the bureaucratic organisation is thus very high which makes coordination and effective communication difficult to apply but given an authoritarian management style, productivity can be enhanced (Blau and Meyer, 1987).

* Formalisation

Formalisation is the standardisation of posts in the organisation, i.e. an accounts clerk would perform his duties in De Aar in the same way as in Johannesburg. Discretion on the part of the job incumbent as to how he performs his duties is minimal (Robbins, 1987:242).

One of the characteristics of a bureaucracy is the standardised working procedure. This makes it a very formalised structure and rules and regulations are closely followed. The rules and regulations provide a specific framework
which the individual has to abide by and no actions outside of the framework is allowed. Goodsell (1985) found that the client of a bureaucratic organisation couldn’t understand why they are being treated as a “case” instead of as an individual. The reason being that if the organisation member treats the client different, he still has to provide feedback in the prescribed manner which could result in conflict and punitive measures.

The higher the amount of formalisation the less discretion is necessary on the part of the worker. It is economically cheaper (in terms of salaries, benefits and legal actions) to formalise the workerscore than to employ workers who need to use their own discretion, because discretion is a scarce skill, which is difficult to measure. Personnel are thus trained in all the rules and regulations of the organisation to obtain the maximum amount of production from them (Robbins, 1987:233).

2.4.3 Organisational culture

Culture in its broadest sense refers to the social context within which humans live. Culture has an effect on the very nature of organisations in which people work, and it affects the ways that individuals perceive and respond to the world. Organisational cultures can therefore be defined as the patterned way of thinking, feeling, and reacting that exists in an organisation or its sub-sectors (Tosi, Rizzo & Carrol, 1990:127).

Gagliardi (1986) developed a model to illustrate the multi level nature of culture. He is of the opinion that there are various forces at work in the organisation that maintain and perpetuate the dominant values of an organisation. This process can be so strong that the maintenance of the culture becomes the primary or basic strategy of that organisation.

In a bureaucratic culture the concern is more on how things look than with how things work. Managers focus more on the rules of working together than on the purpose of the rules- i.e. achieving good organisational performance. There are
specific, detailed, formalized control systems in place, and they are used to monitor the behaviour of the members. These control elements are derived from specific objectives, which have been broken down into detailed, often trivial plans of action. These plans and derivative performance indicators then become the criteria against which performance is measured (Tosi, Rizzo & Carrol, 1990:136).

Tight constraints arise from the need of top management to be in control. This is enhanced when managers find that careful planning also makes it easier to control the actions of lower level employees. The high control needs of managers are reflected in the ways that the authority structure is implemented and executed. Rank and position are important, and hierarchical deference is the norm. Ritualistic, deferential behaviour towards superiors is expected from subordinates (Tosi, Rizzo & Carrol, 1990:136).

2.4.4 Organisational climate

Brower (1986) defines organisational climate as a broad multi-dimensional concept, which has potential to influence the behaviour of individuals in the organisation.

Tagiuri and Litwin (1968:25) views climate as the relatively enduring quality of the total environment that (a) is experienced by the occupants, (b) influences their behaviour, and (c) can be described in terms of the values of a particular set of characteristics (or attributes) of this environment.

The climate of the organisation therefore comprises the attributes of an organisation and/or its subsystems and is influenced by, as well as having an influence on the individuals of the organisation. The climate could thus also contribute to the way the middle manager perceives the organisation and thus could influence the effort, which the middle manager puts into his work.
2.4.5 Organisational policies and procedures

Organisational policies and procedures refer to the rules and regulations, which are instituted by top management and in some instances by government to regulate the functioning of an organisation. In a bureaucratic organisation the policies and procedures are multiple and non-compliance to the procedures would constitute an offence. This regulated environment has a contributing factor in determining the ease in which the middle manager is able to perform his duties in the organisation.

2.4.6 Top management, middle management and lower organisational levels

The relationship between higher and lower level managers is not just a downward relationship expressed in terms of "supervision". It has three dimensions: a relationship up from the lower (supervisory level) to the higher manager (top management); a relationship of every manager to the enterprise; and a relationship down from the higher (top management) to the lower manager (middle management). Every one of the three constitutes a responsibility – a duty rather than a right (Drucker, 1961:122).

Every middle manager has the task of contributing what top management needs him to do to reach the company objectives. This is the middle manager's first duty and from this his individual objectives will be derived (Drucker, 1961:122).

The middle manager's second duty is towards the organisation. He has to analyse the tasks of his own unit and define the activities needed to attain its objectives. He has to establish the management jobs these activities require, and he has to help his managers to work together and to integrate their own interests with those of the enterprise (Drucker, 1961:122).

Finally the middle manager has a responsibility downward, to the lower level managers. He has to make sure that they know and understand what is demanded of them, help them set their objectives and empower them to reach these objectives. He is therefore responsible to ensure that they get the right tools,
human resources, support, advice, mentoring and information they need to do their work. The vision of the middle manager must always be upward – towards the organisation as a whole, but his responsibility also runs downward to the managers in his team (Drucker, 1961:123).

2.4.7 Needs

Needs can be defined in this context as the extent, to which an individual’s job, in this case that of the middle manager, provides him with what he desires. Kuhlen (1963) views job satisfaction in terms of the individual matching his personal needs to the perceived potential of the occupation for satisfying these needs. He argues that different groups of individuals have totally different needs from what their occupations offer, and certain individuals may not require their major needs to be satisfied in the job context.

Hertzberg (1968) distinguishes between two needs of man. One set of needs can be thought of as stemming from his animal nature- the built in drive to avoid pain from the environment, plus all the learned drives which become conditioned to the basic biological needs. For example a basic drive such as hunger makes it necessary to earn money. Money now becomes a specific drive. The other set of needs relates to that unique human characteristics, the ability to achieve and, through achievement, to experience psychological growth. The stimuli for the growth needs are tasks that induce growth; in the industrial setting, thus representing job content.

2.4.8 Abilities

Caldwell and O'Reilly (1990:649) provided indirect evidence that job performance can lead to job satisfaction. They showed that matching employee abilities to job requirements enhances job performance. They also found that matching employee abilities to job requirements enhances job satisfaction. People who are better able to do their job well and perform well tend to have higher job satisfaction. The
relation between job performance and job satisfaction can be explained in terms of the rewards given to individuals.

2.4.9 Role perception

Organisational roles can be associated with job positions or titles, but they are not identical, as each individual can have several roles, and not everyone with the same job title has the same role in all cases (Spector, 1997:39).

Schein (1978:112) mentions that the employee decides that he can perform in the position he is appointed in, after he has reached clarity in his mind that the work is challenging enough, the culture is compatible with his values and personality, and that he is willing to invest in the organisation. This process creates a certain role perception in the mind of the middle manager and thus leads to performance in the work environment based on the perceived role he thinks he must fulfil.

If this perceived role is not in line with the expectations of the company, the middle manager will experience role ambiguity, which could lead to job dissatisfaction (Schein, 1978:113; Spector, 1997:39).

2.4.10 Values

Values are the basic convictions that people have regarding what is right and wrong, good and bad, acceptable and not acceptable, important and unimportant. It forms the foundation of a culture and provides the context within which the norms, beliefs, attitudes, traditions and symbols of society are established and manifested. Values are legitimate goals of life and are learned from the culture in which the individual grows up (Hough, Neuland & Bothma, 2003:89). The value system of the middle manager will thus guide his behaviour according to certain basic values, which are evident in his personality make-up.
2.4.11 Attitude

Attitude as defined by Newcomb (1964) refers to the individual's organisation of psychological processes, as inferred from his behaviour, with respect to some aspect of the world, which he distinguishes from other aspects. It represents the residue of his previous experiences with which he approaches any subsequent situation and this determines his behaviour.

In the working environment the middle manager will have certain prior experiences, which would guide his feelings and behavioural patterns in a given situation. The effort, which he exerts, would thus be filtered by historically referenced behaviours, which leads to specific behaviours in a given situation.

2.4.12 Effort leads to performance

The effort, which the middle manager puts into his work, is determined by his attitude towards his work. Porter and Lawler (1968) found in their research a stronger relationship between superiors' rankings of performance and job satisfaction than between effort and satisfaction. Effort can be seen as one of the factors, which would lead to performance together with the intrinsic factors such as ability, needs, role perception and values. It can thus be deduced that effort would lead to performance and performance could lead to satisfaction.

2.4.13 Equitable reward perception

Vroom (1964) assumes that rewards cause satisfaction. It is thus possible that the relationship found between satisfaction and performance comes about through the action of a third variable namely rewards. According to Vroom's model performance leads to rewards, and it distinguishes between two kinds of rewards and their connection to performance. A wavy line between the organisation and extrinsic rewards indicate that such rewards might be imperfectly related to the perception of that reward as equitable. Extrinsic rewards are organisationally controlled such as pay, promotion, status and security. Intrinsic rewards refer to
rewards which the individual can give to himself. This is for instance the feeling of accomplishment after doing something worthwhile.

The model also shows that intrinsic and extrinsic rewards are moderated by the perception of the reward. This variable refers to the level or amount of rewards that an individual feels he should receive as result of his job performance. A middle manager's satisfaction is therefore a function both of the number and amount of the rewards he receives as well as what he considers to be a fair level of reward. An individual can be satisfied with a small reward if he feels the amount was fair or his value system dictated that he wants to do the work for the good of society (Vroom, 1964).

2.4.14 Job satisfaction

Lancero and Gerber (1995: 46) defined job satisfaction as a positive emotional feeling associated with the work role, particularly as related to feelings about autonomy and interaction with other workers.

Spector (1997:2) describes job satisfaction as the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs.

Mahoney drew a distinction between two different kinds of satisfaction, one derived from the removal of deprivation, the other “aspirational” in nature, resulting from the achievement of growth and the realisation of higher values. These two forms of satisfaction are bound to have different motivational effects. In the first case, one arrives at a state of mind to be enjoyed. The removal of dissatisfaction makes one feel “good”, and there is no immediate call for further action. In the second case one deal with a form of “divine content” which spurs on to continuous effort in the pursuit of excellence. The effect on motivation, particularly in respect of task performance, will be quite different. In the case of the removal of a deficiency the action will be a means to an end whereas in the aspirational case it will be an end in itself. It can thus be concluded that performance leads to job satisfaction and not the other way around as traditionally perceived (Biesheuvel, 1985: 37).
Job satisfaction in this context is defined as a multi-dimensional concept, which exhibits the feeling of contentment with one's own performance, the environment, people, policies and procedures of the organisation.

3. Factors influencing the experience of job satisfaction amongst workers

The following job satisfaction factors have been identified from an overview of empirical research done.

3.1 Educational level

In a study done amongst police officers in a South Western American police service, Griffin, Dunbar and McGill (1978) could not find any significant difference between the job satisfaction of police officers with a college education and those without. It seems as if all personnel experience high levels of job satisfaction irrespective of their educational background. The correlations, which were found in the study, suggested that as the educational level of police officers increased, sources of job satisfaction tend to move from being “external” to being “internal” to the individual.

Dantzker & Surrute (1986) found in their study that police officers are better trained and higher educated and see policing as more than only crime fighting. This realization seems to include a greater need for more participation into what they do and more scrutiny of the other elements associated with policing. They found that if police organisations fail to respond to this change it could lead to increasingly unsatisfied officers and ultimately to reduce effectiveness of police agencies.
3.2 Advancement and control over the environment

The reason why many college graduates left the police was that other opportunities are being provided by other organisations. The police department should then make adjustments to their own organisation to be able to compete for college graduate personnel. The tendency of higher qualified officers feeling dissatisfied with the extent of control which they have in their environments can be reversed by changing the organisational culture and structure as well as the type of education provided to the officers. When police officers perceive their advancement in the organisation to be slow they become more dissatisfied (Griffen, Dunbar & McGill, 1978:83). Korman (1968) and Reilly, Brett and Stroh (1993) confirms this phenomenon that individuals in high level posts are more satisfied with their jobs because of the extent of influence and control which they have in the working environment.

3.3 Uncertainty and conflict

Police officers experience feelings of satisfaction when factors, which reduce the uncertainty and conflict inherent in their police role, are present. These factors include the control which they have over their own job performance, the belief that their superior is doing a good job, the belief that their role is strictly to enforce the law and that they do not have to use their own discretion. Officers who were more satisfied also tend to think more about aspects in their environment, which can lead to conflict and uncertainty, and these factors are then eliminated.

3.4 Leadership and commitment

Marais & Schepers (1996) analysed the influence of restructuring of organisations on job satisfaction of employees and found that workers were extremely unhappy with the way management introduced the restructuring process. This lead to the workers having reduced commitment to the organisation and the breakdown of the relationship between management and worker. In the case of the middle manager he is the one to operationalise the restructuring process. He will receive
information and orders from top management and the targets have to be reached within a specific time. This creates feelings of uncertainty and a lack of commitment and loyalty towards the organisation. The middle manager feels that he does not have any control over the outcome of the decisions, which creates dissatisfaction. These feelings are then subconsciously relayed to the workers in the implementation of the decisions. During a study done by International Survey Research (ISR) 35 million employees in 2700 organisations in 100 countries were surveyed and a link between employee's commitment and company performance was found. South Africa scored low on ISR rankings in terms of job security and leadership but this phenomenon can be exacerbated by legislation requiring radical transformation for political reasons combined with the opening of world markets to world competition which goes hand in hand with downsizing and closure of businesses to cut costs. Only 42 percent of all employees in South Africa are of the opinion that management is doing a good job in providing leadership. The employee commitment construct can be explained at the hand of the employees assessment of leadership in the organisation, their evaluation of development opportunities, their judgement on whether they are sufficiently empowered to carry out their work effectively and their ratings of their immediate supervisor's people management skills. This is of particular importance to the South African management echelon because management is responsible for providing leadership to stimulate economic growth in the country through training and investment but this is not possible if there's no commitment and the resultant job dissatisfaction is lacking (Bennet, 2002: 4).

Marx and Celliers (2000) conducted a study to determine affirmative action success as measured by job satisfaction. They found that a significant positive relationship exists between the effectiveness of the target organisations' affirmative action efforts and the job satisfaction of affirmative action beneficiaries with regard to the following dimensions: utilisation, status and recognition, development, structures (including authority, empowerment and feedback), and interpersonal and group relations. These results coincide with the theory relating to the dimensions of organisational functioning and interactions, in which affirmative action endeavours, be they successful or unsuccessful, will impact on affirmative action beneficiaries.
The correlation between affirmative action success and job satisfaction regarding the leadership dimension and the "job guidelines and goals" dimension was relatively high and can be seen as proof of a relationship between these two dimensions and effectiveness of affirmative action. The importance of correct leadership and the provision of clear guidelines and setting of realistic goals are emphasized. It is therefore necessary to mentor the affirmative action beneficiary and to escort them as far as goal achievement is concerned (Marx & Celliers, 2000:67-68).

3.5 Communication

Hochstedler and Dunning (1983) conducted a job satisfaction study amongst police officers correlating effective communication with the officer's satisfaction levels. Their major findings were that the type of communication, which leads to the highest satisfaction in terms of recognition, is the vertical communication between the patrol officer and his supervisor. Vertical communication also correlated highly with satisfaction in terms of work and achievement which is consistent with the findings of Wilson (1967) that supervisors have a high potential for influencing patrol officer's morale and work environment. This finding is thus consistent with the model as portrayed in fig. 2.3 on page 22 supra.

3.6 Organisational support

Davey et al (2001) conducted a study on factors, which predicted job stress and job satisfaction of police officers in the workplace. They found that organisational support emerged as the strongest predictor of job satisfaction, with higher levels of support leading to greater levels of reported job satisfaction. Organisational change was associated with lower levels of job satisfaction and those who worked shifts reported lower levels of job satisfaction than those who worked office hours. An interesting finding was that higher levels of job satisfaction were associated with greater reported difficulty in coping with dangerous aspects of the job. This could indicate that police officers actually find the unpredictability and danger involved in policing a highly satisfying part of their job.
3.7 Sense of coherence

Coetzee and Rothmann (2001) conducted a study to determine the possible relationship between sense of coherence and job satisfaction. They found that the respondents with a high sense of coherence experienced an overall satisfaction with their work but were least satisfied with advancement, company policy and practice, compensation and recognition. They also found that middle managers experienced higher levels of job satisfaction than lower level managers. This finding is consistent with previous research being conducted by Schultz and Schultz during 1998 (Coetzee & Rothmann, 2001:15).

Coetzee and Rothmann (2001) and Strümpfer et al (1998) found that a middle manager will experience higher job satisfaction when:

- He experiences the work environment as ordered, structured and predictable on a cognitive level;
- He sees work as a range of experiences which is necessary and which can be dealt with by using his own or other resources;
- He can make sense of the work requirements on an emotional level and he wants to spend his energy on these challenges.

4. The consequences of job satisfaction / dissatisfaction on middle managers

Van der Westhuizen and Smit (2001) conducted a study amongst circuit managers in the Northern Cape and found the following factors to cause dissatisfaction:

- The opportunity to take a dynamic lead:
- From the research it was found that circuit managers are not always recognised as leaders who can influence the working environment of schools, thus they cannot motivate his/ her subordinates in a dynamic way.
- Participation in strategic planning:
  The Department of Education exerts a considerable influence on the job satisfaction of the circuit managers, since they work within a certain
educational milieu. The effectiveness of the Department of Education depends on the job satisfaction experienced by the circuit manager in the whole system. This research points out that there is no relationship between participation in policy and strategic planning between circuit managers and the Department of Education.

- Handling incompetent school principals and educators
  This research has shown that circuit managers do not really have the power to get rid of inefficient/incompetent school principals and educators, since terminating contracts falls outside the jurisdiction of circuit managers.

- To nurture a culture of better teaching and learning
  The conclusion reached in this research is that circuit managers do not experience job satisfaction in terms of attaining their own education objectives like, nurturing a culture of teaching and learning in school, since there was no atmosphere for safety and security in schools.

- Experiencing job security:
  Respondents pointed out that they are scared of losing their jobs as the result of poor economic conditions and rationalisation. Insecurity in the totality of the South African educational system is one of the main factors contributing to job dissatisfaction amongst educators.

- Experiencing job safety:
  The research have shown that irritation and the resulting vandalism and violence in schools are the major reasons why they cannot reach the schools in their circuit and this creates feelings of job dissatisfaction.

- The need for better communication:
  There is a poor line of communication between the Department of Education and the office of the circuit manager. Communication fosters information and guidance concerning new work and the poor communication disrupts the effectiveness of the office of the circuit manager, which creates job dissatisfaction.

Robinson et al (2003) conducted a study with regard to the impact of job design and time spent on tasks on job satisfaction. He focussed mainly on athletic
directors who were responsible for coordinating sport in major educational institutions. They found that sports directors who were appointed full time only to run the sports administration experienced significantly higher levels of job satisfaction than those who were multi tasked. The factors, which were the main determinants of dissatisfaction, were insufficient resources, the need for job role clarification and excessive job demands. This has major implications for the job design of middle managers and it is therefore important to clarify the job context and content of managers.

A study conducted by Oshagbemi (1997(a)) found that the job satisfaction of academics increased progressively with occupational level. It therefore shows a positive association between rank and job satisfaction. This finding was supported by later research by Oshagbemi (1997(b)) where it was found that managers in academic institutions derive more satisfaction from their jobs than does academics per se.

5. Conclusion

From the ensuing discussion on job satisfaction within a bureaucratic organisation it is apparent that the South African Police Service despite its bureaucracy would need to operate under business principles in as far as managing its human resources.

It is undoubtedly the middle manager who has to execute the vision of top management. In the South African Police Service this task is even more challenging because it is the foot soldiers who actually implement the objectives under the supervision of the middle managers.

The job satisfaction, which the middle manager experiences in the organisation, is influenced by various factors both intrinsic and extrinsic. The middle manager's influence on the performance of lower levels cannot be overlooked since their job satisfaction can contribute to the successful implementation of strategic priorities in the organisation. Top management should never underestimate this influence and
it is imperative that they are aware of the factors hampering job satisfaction of middle managers.

The next chapter will focus on the empirical results as well as outlining the statistical findings obtained in the study.
CHAPTER 3

EXPERIMENTAL DESIGN AND FINDINGS OF THE JOB SATISFACTION STUDY IN THE SOUTH AFRICAN POLICE SERVICE

1. Introduction

The South African Police Service is divided into 10 divisions within the head office structure and each division consists of various components. Most of these components are replicated in the provincial structures of the South African Police Service. This study focuses on the Organised Crime component, which is located within the Detective Services division of the SAPS. Their core function is to detect, investigate and eradicate organised crime in South Africa. This component is structured in terms of a national unit, which is responsible for the development of policy as well as for the issuing of directives. Each provincial office of Organised Crime resorts under the responsibility of their respective provincial commissioners with the national office maintaining a coordinating function. The organogram of the organised crime component is depicted in figure 3.1.

Figure 3.1 ORGANOGRAM OF THE ORGANISED CRIME COMPONENT IN THE SOUTH AFRICAN POLICE SERVICE

* Provincial Commander
Transformation and restructuring in the SAPS has affected many specialised units, in this instance the Organised Crime Components. These components have undergone radical changes over period 2000 -2003. These changes have left many officers in these components de-motivated and uncertain about their future.

The main aim of this study is to determine the extent of the dissatisfaction amongst the middle managers and in terms of which dimensions the dissatisfaction is, in order for management to be able to address the problem areas. For the purposes of this study the ranks Captain, Superintendent and Senior Superintendent are considered to be middle management because they are located between the grassroots level operational members and the top management of the provincial offices.

This chapter explains the methodology applied in this study. The problem statement illustrates the hypotheses, the research design is outlined, the sample is described, the measuring instrument described and the findings of the study outlined.

2. Problem statement

2.1 Research problem

The research problem is that the middle managers in the organised crime units feel that they are being bombarded with requests from lower level managers and orders from top management. Various factors contribute to the satisfaction or dissatisfaction of middle managers and some of the factors, which are identified in this study, could be directly attributed to the way in which middle managers are treated in the organisation.
2.2 Formulating the hypotheses

The hypotheses are all formulated in terms of two sided hypotheses. For the purposes of formulating the hypotheses the head office component would be considered as the tenth province.

2.2.1 The means of the job satisfaction scores of the ten provinces would differ significantly from each other in terms of all the dimensions.

2.2.2 The means of the job satisfaction scores of the respondents' age in years would differ significantly from each other in terms of all the dimensions.

2.2.3 The means of the job satisfaction scores of the female respondents would be higher than those of the male respondents in terms of all the dimensions.

2.2.4 The means of the job satisfaction scores of the respondents who hold the rank of captain differ significantly from the mean scores of the superintendent / senior superintendent group in terms of all the dimensions.

2.2.5 The mean scores of the job satisfaction scores of the respondents who have been in their current rank for longer than five years will differ significantly from those who have been in their current rank from zero to five years in terms of all the dimensions.

2.2.6 The means of the job satisfaction scores of the respondents who speak an African language differ significantly from those who speak English and those who speak Afrikaans in terms of all the dimensions.

3. Experimental design of the study

The experimental design used in this study is explorative in nature, which relies on quantitative-descriptive data in the form of survey information (De Vos et al., 2002:142).
3.1 The sample

The sample used in the study consisted of middle managers (Captains, Superintendents and Senior Superintendents) from all nine provincial offices as well as the head office component. A total of 235 questionnaires were distributed to all middle managers in the organised crime units nationally. 159 Questionnaires were returned which indicates a response rate of 67 percent.

3.2 Description of the sample

3.2.1 Distribution in terms of provinces

The distribution of respondents between the provinces is depicted in figure 3.2 below. Nine percent of the respondents were from head office sections, eight percent from the Free State and Mpumalanga, fourteen percent from Gauteng, ten percent from North West, three percent from Limpopo, four percent from Northern Cape, eleven percent from Western Cape, thirteen percent from Eastern Cape and twenty percent from Kwa-Zulu Natal.

Figure 3.2: DISTRIBUTION OF SAMPLE ACCORDING TO PROVINCES
3.2.2. Distribution in terms of age in years

The distribution of the age in years of the respondents is depicted in figure 3.3. Forty percent of the respondents were over 40 years of age, thirty four percent were between the ages of 36 and 40 and twenty three percent were younger than 35 years.

Figure 3.3: Distribution in terms of age in years

3.2.3 Distribution in terms of gender

The distribution between genders is skewed towards the side of males with eighty four percent male respondents and sixteen percent female respondents in the sample.

3.2.4 Distribution in terms of home language

In terms of home language the distribution is depicted in figure 3.4. Fifty two percent of the respondents were Afrikaans speaking, thirty one percent spoke African languages and seventeen percent spoke English.
3.2.5 Distribution in terms of educational level

The educational levels of the sample are divided into those respondents with a matric and lower, a diploma or certificate and those with a degree. The distribution is illustrated with figure 3.5. Sixty one percent of the respondents had a diploma or certificate, twenty one percent had a matric and lower educational qualification and eighteen percent were in possession of a degree.

3.2.6 Distribution in terms of rank structure

The rank structure is divided into the different middle management levels of the South African Police Service. In the sample 56 percent of the respondents were
captains and 44 percent of the respondents were superintendent / senior superintendent.

3.2.7 Distribution in terms of time in current rank

The time in the current rank was analysed in terms of number of years in the current rank and the distribution is that 52 percent of the respondents are in their current rank for a period of zero to five years and 48 percent of the respondents are in their current rank for longer than five years. The distribution is graphically depicted in figure 3.6.

Figure 3.6: DISTRIBUTION IN TERMS OF TIME IN CURRENT RANK

4. The measuring instrument

The measuring instrument which was used in this study to determine the job satisfaction of the middle managers in the South African Police Service organised crime units, was the Minnesota Job Satisfaction Questionnaire (MSQ): Long Form which was adapted for South African conditions by the researcher.
4.1 Reliability analysis

The overall reliability coefficient alpha of the 100-item MSQ scale is 0.9564, which indicates that the scale measures the construct of job satisfaction at the 95 percent reliability level.

The reliability of the individual scales is tabulated in Table 3.1.

Table 3.1: RELIABILITY OF INDIVIDUAL SCALES OF THE MINNESOTA SATISFACTION QUESTIONNAIRE

<table>
<thead>
<tr>
<th>SCALE</th>
<th>ALPHA</th>
<th>SCALE</th>
<th>ALPHA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ability utilisation</td>
<td>.7431</td>
<td>Moral values</td>
<td>.5500</td>
</tr>
<tr>
<td>Achievement</td>
<td>.7240</td>
<td>Recognition</td>
<td>.8650</td>
</tr>
<tr>
<td>Activity</td>
<td>.5411</td>
<td>Responsibility</td>
<td>.8160</td>
</tr>
<tr>
<td>Advancement</td>
<td>.8073</td>
<td>Security</td>
<td>.6831</td>
</tr>
<tr>
<td>Authority</td>
<td>.6091</td>
<td>Social services</td>
<td>.6540</td>
</tr>
<tr>
<td>Company Policies and Practices</td>
<td>.7714</td>
<td>Social status</td>
<td>.5879</td>
</tr>
<tr>
<td>Compensation</td>
<td>.7390</td>
<td>Supervision: Human Relations</td>
<td>.7684</td>
</tr>
<tr>
<td>Co-workers</td>
<td>.7104</td>
<td>Supervision: Technical</td>
<td>.7811</td>
</tr>
<tr>
<td>Creativity</td>
<td>.7504</td>
<td>Variety</td>
<td>.6692</td>
</tr>
<tr>
<td>Independence</td>
<td>.6081</td>
<td>Working conditions</td>
<td>.7471</td>
</tr>
</tbody>
</table>
4.2 Discussion of the Minnesota Satisfaction Questionnaire (MSQ) long form

Initially the MSQ long form was developed by Dawies & Lofquist (1967) for the measurement of work adjustment. The scale was developed in an ordinal format and the writer had the following reasons to adapt the scale to a Likert type scale:

- The original scale was not an equal-interval scale which makes item analysis difficult;
- According to Torgerson (1958:35) the equal-interval scale properties are lost if more than two anchor points are used in a scale. That is why a Likert-type scale was used with only two anchor points at the end points of the scale;
- A seven point scale was used because the item analysis programme is restricted to seven intervals;
- The seven-point scale is also useful when doing a factor analysis of items. Less than seven points on the scale results in coarse grouping and restriction of variance. In order to avoid acquiescence the statements were changed to questions in the questionnaire.

The authors of the MSQ were consulted and permission was granted to use the MSQ in its adapted format for study purposes.

The MSQ makes it feasible to obtain a more individualised picture of worker satisfaction than was possible using gross or more general measures of satisfaction with the job as a whole. Research has indicated that there are individual differences in the vocational needs of people. Research has also shown that there are individual differences in jobs with respect to the reinforcers available for the satisfaction of needs. It is therefore likely that people find different satisfactions in work and to understand these differences, it is useful to measure satisfaction with the specific aspects of work and work environments in mind.
The MSQ (long form) consist of 100 items. Each item refers to a reinforcer in the work environment. The respondent indicates how satisfied he is with the reinforcer on his present job. The responses are anchored on a seven-point scale with very satisfied and not at all satisfied as anchor points.

Each long form MSQ consists of five items, with certain items being inverted to increase the reliability of the test. The following is a list of the MSQ scales:

- Ability utilisation: The chance to do something that makes use of the respondent's abilities.
- Achievement: The feeling of accomplishment the respondent gets from his job.
- Activity: Being able to keep busy all the time.
- Advancement: The chances for advancement in the job.
- Authority: The chance to tell other people what to do.
- Company policies and practices: The way company policies are put into practice.
- Compensation: The respondent's pay in relation to the work he does.
- Co-workers: The way the respondent gets along with his co-workers.
- Creativity: The chance the respondent has to try out his own methods of doing his job.
- Independence: The chance to work alone on the job.
- Moral values: Being able to do things, which does not go against the respondent's conscience.
- Recognition: The praise, which the respondent gets for doing a good job.
- Responsibility: The freedom the respondent has to use his own judgement.
- Security: The way the respondent's job provides for steady employment.
- Social service: The chance to do things for other people.
- Social Status: The chance to be "somebody" in the community.
- Supervision-Human relations: The way the respondent's boss handles his people.
- Supervision-Technical: The competence of the respondent's supervisor to make decisions.
• Variety: The chance to do things different from time to time.
• Working Conditions: The working conditions as experienced by the respondent.

5. Statistical analysis

A one-way analysis of variance (ANOVA) was done to determine the differences in the means for each variable in terms of each MSQ dimension. If it was found that the means differed significantly from each other for the variables a post-hoc comparison was done with the help of Scheffe's test for post-hoc comparisons. The Scheffe-method makes a correction to the F-test statistics in order to keep the Type I-fault rate for each of the comparisons the same as the level (Huysamen, 1976).

6. Findings

6.1 General MSQ scale analysis

The overall job satisfaction of the whole group was analysed by using the 20 items from the 100-item scale, which correlated the highest in each dimension with general job satisfaction. This scale predicts the overall job satisfaction of the middle managers in the organised crime units nationally.

It was found that the middle managers as a whole in the organised crime units differed significantly from each other in terms of the provincial distribution in terms of their means but because the size of the samples in some province were so small no direction could be determined by using the post-hoc techniques. It does seem however that Free State, Head Office, Gauteng and Northern Cape are more dissatisfied than the rest of the provinces based on the mean scores.
6.2 Analysis of the 20 MSQ factors

6.2.1 Advancement

In terms of the provincial distribution of the respondents there were no significant differences in the scores between the provinces but the means of Northern Cape, Western Cape and Eastern Cape did differ from the rest of the provinces in the direction of being dissatisfied with their advancement in their jobs.

A significant difference was found between the respondents speaking an African language and those speaking Afrikaans (0.000) and English (0.004). The African language speakers are significantly more satisfied with their advancement than are the Afrikaans and English speaking respondents.

A significant difference was found between the captains and superintendent / senior superintendent groups. The captains were more dissatisfied with advancement than were the superintendent / senior superintendent grouping.

The respondents with more than five years service in their current rank differed significantly with those with less than five years service in their current rank in such a way that those with more than five year service are less satisfied with their advancement than those with less than five year service.

No significant differences were found in terms of age groups and gender in terms of each of the dimensions.

6.2.2 Activity

A significant difference was found between the respondents speaking an African language and those speaking Afrikaans. Those speaking an African language are more dissatisfied with their activity levels than those speaking Afrikaans.
In terms of time in current rank the respondents with less than five years service differed significantly from those with more than five years service in that the respondents with less than five year service were less satisfied with their activity level than those with more than 5 years service in their current rank.

6.2.3 Ability utilisation

No significant differences were found between the groups in terms of this dimension.

6.2.4 Achievement

No significant differences were found between the groups in terms of this dimension.

6.2.5 Authority

No significant differences were found between the groups in terms of this dimension.

6.2.6 Company policies and practices

In terms of this variable a significant difference was found between those respondents speaking an African language and those speaking Afrikaans and English. Those speaking an African language were more dissatisfied with the company policies and practices than the Afrikaans- and English-speaking respondents.

The superintendent / senior superintendent grouping differed significantly from the captains in such a way that the superintendent / senior superintendent grouping are more dissatisfied with the company policies and procedures than the captains.
6.2.7 Compensation

The superintendent / senior superintendent grouping differs significantly from the captains in such a way that the captains are more satisfied with their compensation than the superintendent / senior superintendent grouping.

6.2.8 Co-workers

No significant differences were found between the groups in terms of this dimension.

6.2.9 Creativity

No significant differences were found between the groups in terms of this dimension.

6.2.10 Independence

There was a significant difference between those respondents with less than five-year service in their current rank and those with more than five-year service in terms of this dimension. Those with more than five-year service were less satisfied than those with less than five-year service in the current rank.

6.2.11 Moral values

A significant difference was found between the Afrikaans speaking respondents and the Nguni speaking group of respondents. The Nguni group was more satisfied with the moral values in the organisation than the Afrikaans-speaking group.

The superintendent / senior superintendent grouping differs significantly from the captains in terms of this dimension in such a way that the captains are more...
satisfied with the moral values in the organisation than are the superintendent / senior superintendents.

6.2.12 Recognition

No significant differences were found between the groups in terms of this dimension.

6.2.13 Responsibility

No significant differences were found between the groups in terms of this dimension.

6.2.14 Security

No significant differences were found between the groups in terms of this dimension.

6.2.15 Social services

Those respondents speaking Afrikaans differed significantly from those speaking an African language. The Afrikaans speaking respondents were more satisfied with their opportunity to render a social service in the community than the African-speaking respondents. In particular the Nguni group was more dissatisfied with their opportunity for social service.

6.2.16 Social status

The Sotho speaking respondents differed significantly from those speaking English in terms of this dimension. The English-speaking respondents were more satisfied with their social status than the Sotho speaking respondents.
6.2.17 Supervision – Human relations

There was a significant difference in terms of this dimension between the respondents with less than five-year service and those with more than five-year service in their current rank. Those with more than five-year service were more satisfied than those with less than five year-service in the current rank in terms of this dimension.

6.2.18 Supervision – Technical

No significant differences were found between the groups in terms of this dimension.

6.2.19 Variety

No significant differences were found between the groups in terms of this dimension.

6.2.20 Working conditions

No significant differences were found between the groups in terms of this dimension.

7. Conclusion

The factors which showed a significant difference between the respondents in terms of job satisfaction or job dissatisfaction as displayed by the middle managers in the SAPS organised crime units on a national basis were advancement, activity, company policies and practices, compensation, independence, moral values, social service, social status and supervision-human relations.
In the next chapter the factors which showed a significant difference will be discussed in the context of the conceptual job satisfaction framework for middle managers as discussed in chapter 2 (page 22-35).
1. Introduction

The conceptual job satisfaction framework for middle managers as depicted in figure 2.3 on page 22 of this study would serve as the basis for the discussion of the findings in this chapter.

The middle manager in the South African Police service is influenced on an individual level by various factors. These factors can be grouped in terms of factors inherent to the individual such as his needs, abilities, role perception and value system and factors outside the control of the individual such as organisational factors (organisational structure, culture, climate, policies and procedures). Top management implements these organisational factors and the middle manager reacts to this environment.

In the bureaucratic organisational structure the middle manager can be seen as the implementer of the policies devised by top management. He is positioned in the centre of the operational implementation of these strategies. He must therefore account to top management on performance as well as to lower levels in terms of guidance.

The attitude which the middle manager has in terms of his perception of the organisational factors and the individual internal factors would lead to a certain effort which results in performance. The organisational policies and procedures now dictate how the middle manager can be rewarded, intrinsically or extrinsically. The middle manager views this reward as equitable or not which would result in a certain level of satisfaction or dissatisfaction.

The middle managers' satisfaction or dissatisfaction levels would have a direct influence on the lower levels and therefore it is important that the middle manager is satisfied with his job in order to create a conducive working environment.
In this chapter the dimensions, which showed a significant difference between the different variables, will be discussed.

2. Organisational factors

Within a bureaucratic organisation such as the South African Police Service the organisational factors, which could lead to dissatisfaction amongst the middle managers, are multiple. Robbins (1987:236) mentions the following consequences, which the organisation type could have on the members of a bureaucracy:

- **Goal displacement** – the rules of the organisation becomes more important than the ends which they were designed to serve;
- **Inappropriate application of rules and regulations** – formalized rules are being applied in unique situations which requires out of the box thinking;
- **Employee alienation** – members of the organisation feel that the impersonality of the organisation is placing distance between them and their work. This creates alienation and a feel of “being just another cog in the wheel”;
- **Concentration of power in senior executives** – enormous power exists in the hands of a very few top managers and the rest of the managers have no decision making powers;
- **Nonmember frustration** – the fact that salaries or promotions are not based on productivity but on following the rules, creates frustration for people who are not part of the bureaucracy because the supply of goods are divided amongst different departments and each only has a small part to play in the processing of the final product or service.

Davey *et al* (2001:37) found in their study that organisational support emerged as the strongest predictor of job satisfaction, with higher levels of support leading to greater levels of job satisfaction. This finding correlates with the current research where three organisational dimensions were found to correlate higher with job satisfaction amongst the variables. These dimensions were General job satisfaction, Company policies and practices and Compensation.
2.1 General job satisfaction

The means of the provincial offices differed significantly from each other but no direction could be determined in terms of which provinces differed from each other. The finding that Free State, Head Office, Gauteng and Northern Cape were more dissatisfied than the rest of the provinces in terms of general job satisfaction could be explained at the hand of two assumptions. Northern Cape and Free State are relatively small provinces with less organised crime activities happening in their areas. On the other hand Head Office has no executive powers over the provincial offices because they always have to work through the provincial commissioners of the provinces to communicate with the organised crime officers in the provinces. Gauteng is however the hub of organised crime and these officers feel swamped by all the work and the constant pressure, which are being placed on them.

Gauteng is therefore more dissatisfied with their jobs in general because of the abundance of organised crime activity which is taking place in Gauteng and the fragmented way it is addressed between the various units, i.e. intelligence has a part to play, the local station has a part to play and the investigators of the dockets have a part to play. This is typical of the bureaucratic organisation type where employee alienation is one of the costs of the organisation type.

Northern Cape and Free State feel they can play a larger role in the organised crime arena but attention is diverted away from these provinces because of their minor contribution towards the overall crime statistics in the country. This phenomenon can be traced back to another cost of bureaucracy namely the inappropriate application of rules and regulations. Due to the fact that Head Office has decided to focus attention on only those provinces who contribute to more than 50 percent of the crime in the country, Northern Cape and Free State are neglected. They could however make a huge contribution in terms of drug trafficking, which could enter the country from the Lesotho borders. Northern Cape is the diamond capital of the country and they could contribute significantly to the organised crime chain where diamonds are being used as payment for drugs.
Head Office is more dissatisfied because of their lack of executive power. The executive power, which is situated in a handful of senior executives, frustrates the members of the Head Office component of organised crime.

2.2 Company policies and practices

This dimension deals with the way company policies are put into practice. In the SAPS the rules and regulations, which are put in place, are multiple and governmental involvement in terms of legislation is large. The African language-speaking respondents were significantly more dissatisfied with the company policies and practices than the Afrikaans and English-speaking respondents. This can be explained due to the fact that in most cases the Afrikaans and English speaking respondents are those with the experience in terms of organised crime investigations and the African speaking respondents are being tasked by them to do certain parts of the investigation. The parts which the African speaking respondents are dealing with are being regulated by the Afrikaans and English speaking respondents in such a way that everything has to be done by the “book”.

Rules and regulations often have to be bent in the organised crime environment to successfully investigate a crime syndicate. The African speaking respondents feel that the restrictiveness of these rules are hampering their effectiveness whereas the Afrikaans and English speaking respondents have learned through years of experience how not to get themselves into trouble by bending the rules slightly.

The superintendent / senior superintendent grouping is more dissatisfied with the company policies and practices than the captains because the superintendent / senior superintendent is the one responsible for the success or failure of the operations. This means that if the captain bends the rules to be more effective and something goes wrong, the superintendent / senior superintendent must take the blame for the failure. He must discipline the members afterwards but he is in no position to do so because he knew all along that the rules were broken.

The inappropriate application of rules and regulations is one of the consequences of a bureaucracy and in the organised crime environment this is one of the major hampering factors to effectiveness.
2.3 Compensation

The captains feel more satisfied with their pay in relation to the work that they do than the superintendent / senior superintendent grouping because most of the captains have recently been promoted from the inspector level after a long wait to be promoted. They therefore feel that they were the privileged ones. The other contributing factor is that most of the superintendents/senior superintendents have been in that rank for a very long time due to the hierarchical structure of the SAPS. Affirmative action candidates fill most of the advertised posts and the number of senior posts is minimal.

3. Top Management

Communication is one of the critical aspects which top management must perform in order to keep the middle managers satisfied. Hochstedler and Dunning (1983:60) found in their study amongst police officers that those officers who are pleased with their immediate supervisors were also pleased with the communication activity. This includes downward, upward and vertical two-way communication with top management and lower levels. The importance of satisfaction in the crime detection aspects of the policing function is also emphasised in this study.

The findings of the current study showed significant differences between the variables in terms of Advancement, Activity and Supervision: Human relations.

3.1 Advancement

The officers from Northern Cape, Western Cape and Eastern Cape showed a significant difference in terms of dissatisfaction with their opportunities for advancement in their job. This could be as a result of the number of promotional posts, which are available for advancement in these provinces. The Western Cape, and Eastern Cape are some of the larger provinces but the people already in middle management positions are still young and will not be leaving soon. This clouds the opportunities for junior personnel to be promoted within the organised crime units. Northern Cape is a very small province and no promotion posts can be advertised if the need does not exist for such a post.
The provincial differences can also be explained in terms of the dissatisfaction which the Afrikaans and English speaking respondents felt in relation to the African language speakers. It was found that the African language speakers were significantly more satisfied with their advancement in their jobs than were the Afrikaans and English speaking respondents.

The organised crime units were formed as a result of the high levels of organised crime, which was experienced in the country during the early 90's. This resulted in many of the former white security branch personnel being transferred to the newly formed organised crime units. These officers were promoted to superintendent during 1995-1997 and never again. It is also visible from the findings that the captains are less satisfied with their advancement possibilities than are the superintendent / senior superintendent group.

The group who has more than five year service in their current rank are also more dissatisfied with this dimension than the ones with less than five year service because most of the promotion posts are set out for affirmative action candidates because of the predominantly Afrikaans and English speaking middle management in the organised crime units nationally.

The Afrikaans and English speaking officers are aware of the appointment of African speaking candidates but they are at a stage in their life where they cannot move to another unit because of their specialised knowledge in the organised crime field and lack of general policing knowledge. They are also fearful of venturing out of the SAPS due to the comfortable positions, which they hold in the SAPS. They are responsible to implement certain actions but not accountable to make it work. This is due to the high level of executive power in the organisation.

Marx and Celliers (2000:66) found that an affirmative action strategy results in the affirmative action beneficiaries experiencing a higher level of job satisfaction.
3.2 Activity

Due to the predominantly historically Afrikaans speaking culture in the organised crime units in the SAPS Afrikaans speaking officers traditionally did most of the "important work". They therefore have the knowledge and experience to handle the investigations. This is the only power base they have over the African language speakers and they are not sharing this knowledge. The African language speakers therefore differ significantly from those speaking Afrikaans and they feel dissatisfied with their activity levels.

In many instances the African language-speaking officers were either promoted to a post as a captain, superintendent or senior superintendent without any knowledge or experience in the organised crime field, just to address affirmative action. This phenomenon was investigated by Marx and Celliers (2000) and they found that where the affirmative action strategies are done simply as tokenism or window dressing it would have a negative effect on the affirmative action beneficiaries and lower their job satisfaction levels.

Marx and Celliers (2000:68) also found that there was a strong correlation between the leadership dimension "goals and job guidelines" and job satisfaction, which emphasises that top management must actively "acclimatise" affirmative action candidates to their appointed positions. This includes the introduction of mentoring programmes to guide affirmative action beneficiaries as far as goal attainment is considered.

The finding that the respondents with less than five years service in their current rank were more dissatisfied with their activity level than those with more than five year service, correlates with the finding that African language speakers were more dissatisfied with their activity levels than Afrikaans speaking respondents. African speaking officers were only being transferred to the organised crime units from 1997 when the affirmative action policy and the advertisement of senior posts were instituted in the SAPS. This means that the new incumbents to the organised crime offices are still not up to speed with the way the work is done in that environment and the knowledge which the "old hands" have is not shared easily.
3.3 Supervision: Human relations

A significant difference was found in terms of this dimension where the respondents with more than five year service in their current rank were more satisfied than those with less than five year service in their current rank in terms of the dimension of supervision: human relations. This can be attributed to the experience and knowledge, which the officers with more than five years experience in the rank have in the organised crime environment. They are capable of dealing with the operational side of the work very well and top management feels that if the work is done successfully and effectively they leave the middle managers alone. Those respondents with less than five years experience in their current rank are still targeted by management because they are closely supervised for possible mistakes which could be detrimental to an entire operation. This causes them to be dissatisfied with the way management handles them. In this instance communication would be of crucial importance to ensure a healthy flow of information from the lower levels up and from the top management down. This would facilitate open debate and could relay the fears and dissatisfaction, which the younger officers in the rank have.

4 Values

Every person has a value system, which affects his choices and behaviour. Every middle manager will thus bring his own value system into the SAPS. This value system will define the way he reacts in certain situations, for example the way he solves problems, the way he deals with his personnel and the way he deals with the public. In the current study the variables differed significantly in terms of Moral Values.

4.1 Moral values

The Afrikaans speaking respondents were significantly more dissatisfied with the moral values in the organisation than the Nguni speaking group of respondents. This can be attributed to the Afrikaans-speaking group having a different value system in place in terms of various aspects of the work. The Afrikaans speaking respondents feel that certain activities, which have to be performed in the organised
crime environment, go against their conscience whereas the Nguni group feels it to be part of their work.

The culture of the SAPS is in the process of changing from a predominantly Afrikaans speaking culture to that of an African speaking culture and especially the Nguni culture takes precedent. This could be one of the contributing factors to the Afrikaans speaking respondents being more dissatisfied with the moral values in the SAPS than the Nguni speaking respondents.

The superintendent / senior superintendent group felt significantly more dissatisfied with the moral values in the organisation than the captains because at the level of superintendent / senior superintendent you have a minimum of ten years service. This means that you would have joined the SAPS before the democratic elections and the values, which were advocated by the former SAP, and those advocated by the new SAPS are different in many respects. One example is that in the former SAP people were promoted according to their ability to abide by the rules of the SAP, now the criterion for promotion is more focussed on the way that you can impress an interviewing panel in a promotional interview, performance are not taken into account.

5 Needs

Biesheuvel (1985: 39) describes need gratification in terms of an aspiration to live up to certain standards and to grow personally. The current study found significant differences in terms of independence and social status, which are both dimensions, which stem from a deep-seated need in the middle manager. The middle manager has certain needs and gratification of the need is inherent in his behaviour. In keeping with the aspirations, which he has, such behaviour therefore become a style of life, such as independence and social status.

5.1 Independence

Those respondents with more than five years service in their current rank was more dissatisfied than those with less than five years service in their current rank in terms of their chance to work alone on the job. This can be attributed to the fact that the
respondents with more than five years service in their current rank feel that they have enough experience and knowledge to do the work on their own. They also might feel threatened by the less experienced officers whom they have to mentor in the process. Those with less than five years service in the current rank are happy to work together in a project team approach because this means that they are able to only take responsibility for part of the work and not the whole project.

5.2 Social status

The English-speaking respondents were more satisfied with their chance to do things for other people than the Sotho speaking respondents. This significant difference can be explained at the hand of the needs, which the English-speaking respondents have for rendering a service to the community. Traditionally very little entry-level constables were recruited whom were English speaking. Those who did enter the police did so predominantly to do their compulsory national service and then stayed when they enjoyed the police work. They therefore made a conscious choice to be a police officer based on a need to have social status in the community. The Sotho speaking respondents might have joined the SAPS purely as a means to have a stable income and job security. The traditional hate and fear towards the police in the Sotho communities also makes it difficult for them to render a service from a vantage point of having social status. Members of their communities are still looking down upon them.

6 Role perception

Each middle manager in the police have certain perceptions on what their role is in the SAPS. This role guides their behaviour and effort, which they put into their work. Their perception on their role in the community as crime fighters are changing to that of being a service delivery agent on many aspects of government. The fact that a police officer has the discretion to enforce a law or not could create role conflict between the views of the public and those of the officer. This role ambiguity is clearly visible when one looks at the results of the current study in terms of role perception factors.
The dimension, which showed a significant difference in terms of the variables, was Social service and this aspect is critical, given the service culture, which is being instilled in government departments during the past five years.

6.1 Social service

This dimension measures the chance of the respondent to do things for other people. The Afrikaans speaking respondents were more satisfied with their chance to be of service to others than were the African language-speaking respondents especially the Nguni speaking grouping. The significant difference could be attributed to the perceptions, which exist in the communities. For an Afrikaans community it is a honourable job to be a police officer whereas for the African speaking communities the perception of the SAPS is still associated with being the apartheid arm of government due to the atrocities, which the SAPS were involved in before 1994. The police targeted Nguni communities prior to 1994 and therefore the dissatisfaction amongst these police officers to render a service to a community who do not appreciate their actions.

7. Conclusion

The impact which the factors inherent to the middle manager and the external organisational factors such as organisational structure, abilities and needs, have on job satisfaction, can clearly be seen from the research results. It is therefore imperative that top management take cognisance of these factors when managing middle managers, in order to ensure survival of the organisation. The following chapter will thus focus on recommendations in terms of increasing the job satisfaction of the middle manager in the SAPS.
CHAPTER 5

SUMMARY, CONCLUSION AND RECOMMENDATIONS

1. Introduction

This chapter summarizes the study and discusses the recommendations to improve job satisfaction of middle managers in the South African Police Service. Limitations of the current study will be pointed out as well as identifying areas for further research.

2. Summary

The primary objective of this study was to investigate the factors, which play a role in the satisfaction amongst middle managers (captain, superintendent and senior superintendent) in a bureaucratic organisation such as the South African Police Service.

The organised crime units in the South African Police Service have experienced major restructuring over the past two years. The impact, which the restructuring would have on the middle managers, was never determined but the middle managers were never required to take a cut in pay. Only certain working conditions were altered. This unique organisational situation provided the foundation for the consideration of measuring which factors would impact on the job satisfaction of middle managers.

Job satisfaction amongst middle managers was defined in this study in terms of a conceptual framework, which represents the middle manager as an intermediary between top management and lower levels. Top management creates the organisational climate, policies and procedures within a given organisational structure. The factors, which impact on the middle manager, which are inherent to the individual, are needs, abilities, role perception and values. The middle manager would develop a certain attitude towards his work and given the effort he exerts, a certain level of performance will be reached. This performance is rewarded
intrinsically and/or extrinsically, which requires the middle manager to evaluate the reward. Given the fact that the reward is equitably perceived, the middle manager will experience feelings of satisfaction which would impact positively on the management of lower levels in the organisation.

The Minnesota Job Satisfaction Questionnaire, which was adapted for South African conditions by the researcher, was utilised in the collection of the data. This questionnaire consists of 100 items of which each item refers to a reinforcer in the work environment. The items are then classified in blocks of twenty, with each item constituting a given scale appearing at 20-item intervals. The scale is highly valid and the reliability of the 100-item questionnaire was 0.9654.

The sample population was the Organised Crime units, which are located at head office and in the nine provincial offices. 235 questionnaires were distributed nationally and 159 questionnaires were returned, indicating a 67 percent response rate.

The biographical data, which was used to compare the different groupings in terms of the various dimensions of job satisfaction, were provincial distribution, age in years, gender, home language, educational level, rank level and time in current rank.

The findings indicated that:

- the African speaking middle managers were more dissatisfied with the South African Police Service company policies and practices as well as their activity levels;
- the middle managers with five years and more service in their current rank are more dissatisfied with their advancement and independence in the organisation;
- the middle managers with less than five years service were more dissatisfied with their activity levels in the work;
- the middle managers with five years and more service in the current rank were more satisfied with the supervision in terms of human relations;
• the provinces who were more dissatisfied in terms of general job satisfaction was Head Office, Free State, Gauteng and Northern Cape;
• the superintendent / senior superintendent grouping were more dissatisfied with the SAPS policies and practices as well as moral values;
• the captains were more satisfied with the moral values prevalent in the organisation;
• the Afrikaans and English speaking middle managers were more dissatisfied with their advancement in the organisation;
• the Afrikaans middle managers were more dissatisfied with the moral values prevalent in the organisation and more satisfied with the opportunity to render a social service to the community;
• the English middle managers were more satisfied with their social status in the community.

3. Conclusion

The middle managers in the South African Police Service Organised Crime component as a bureaucratic organisation, perceive various factors to be contributing to job satisfaction. The factors, which were identified in this study, were linked to the needs, role perception and values of the middle managers on an individual basis and to top management and organisational structure, climate and policies and procedures on an organisational level.

The impact which top management have on the job satisfaction of middle managers must never be underestimated and the following benefits can be gained by ensuring job satisfaction amongst middle managers:

• the middle managers will believe the organisation to be satisfying in the long run leading to tenure;
• the middle manager will care about the quality of his work and this will lead to effectiveness in the work environment;
• the middle manager will be more committed to the organisation;
• the middle manager will be more productive; and
• the lower levels will experience higher levels of job satisfaction due to guidance which is given from the middle managers.
Bavendam Research Incorporated (2000) identified six factors, which influenced job satisfaction. The higher the six factors the higher the job satisfaction of employees were.

3.1 Opportunity

Employees are more satisfied when they have challenging opportunities at work. This includes the chance to participate in interesting projects, jobs with a satisfying degree of challenge and opportunities for increased responsibility. Within a bureaucratic organisation such as the SAPS where ratios are used for promotional purposes, promotions can be rare. It thus means that middle managers should be awarded the chance to find challenge through projects, team leadership and special assignments. It may be possible to create job titles that demonstrate increasing levels of expertise, which are not limited by the availability of positions. They simply demonstrate achievement (Bavendam Research Incorporated, 2000:2).

3.2 Stress

When negative stress is continuously high, job satisfaction is low. Jobs are more stressful if they interfere with employees’ personal lives or are a continuing source of worry or concern. The actions which the middle manager can take to reduce such stress are:

- Promote a balance between work and personal lives. It is important that senior managers model this behaviour;
- Distribute work evenly (fairly) within work teams;
- Review work procedures to remove unnecessary “red tape” or bureaucracy;
- Manage the number of interruptions lower levels have to endure whilst trying to work;
- Some organisations utilise exercise or “fun” breaks at work (Bavendam Research Incorporated, 2000:2).
3.3 Leadership

Lower levels are more satisfied when their managers are good leaders. This includes motivating lower levels to do a good job, striving for excellence or just taking action. Middle management can take the following actions to ensure sound leadership in the organisation:

- Ensure that the managers are well trained. Leadership combines attitudes and behaviour. It can be learned;
- People respond to managers they can trust and who inspire them to achieve meaningful goals (Bavendam Research Incorporated, 2000:2).

3.3 Work standards

Lower levels are more satisfied when their entire workgroup takes pride in the quality of its work. The actions, which can be taken by middle managers to obtain quality work, are:

- Encourage communication between employees and customers. Quality gains importance when employees see its impact on customers;
- Develop meaningful measures of quality and celebrate achievements in quality (Bavendam Research Incorporated, 2000:2).

3.5 Fair rewards

Lower levels are more satisfied when they feel they are being rewarded fairly (equitably) for the work they do. The employee's responsibility levels, the effort, which was put forth, the performance achieved and the demands of the job must be considered before rewards are given. The following actions can be used as guidelines to reward employees equitably:

- Ensure rewards are for genuine contributions to the organisation;
- Be consistent in the reward policies;
- Ensure competitiveness in the salary grading system and communicate this to employees;
• Utilise intrinsic and extrinsic reward mechanisms (Bavendam Research Incorporated, 2000:2).

3.6 Adequate authority

Lower levels are more satisfied when they have adequate freedom and authority to do their jobs. When reasonable:

• Let employees make decisions;
• Allow employees to have input on decisions that will affect them;
• Establish work goals but let employees determine how they will achieve those goals. Later reviews may identify innovative "best practices";
• Ask "If there were only one or two decisions that you could make, which ones would make the biggest difference in your job?" (Bavendam Research Incorporated, 2000:2).

4. Recommendations to improve the job satisfaction of middle managers

4.1 Recommendations in terms of organisational factors

The general job satisfaction of Head Office, Free State, Gauteng and Northern Cape were lower than those of the other provinces. Employee alienation and the inappropriate application of rules and regulations in the bureaucratic organisation can be regarded as reasons for this phenomenon.

The African speaking and the superintendent / senior superintendent respondents were significantly more dissatisfied with the SAPS policies and practices than the Afrikaans and English speaking respondents and captains. This is due to the nature of organised crime work, which requires that the rules and regulations be bent slightly from time to time.

The following recommendations can therefore be made:

• that middle managers at all provincial levels should be tasked specifically to identify their role in terms of the organised crime objectives. Sufficient budget
and resources for these projects should be allocated to perform these functions;

• rules and regulations which hampers the task of organised crime middle managers must be identified and revisited to facilitate effective investigation and service delivery;

• Head Office middle managers should be given more executive power in terms of decision-making and implementation.

4.2 Recommendations in terms of top management

Middle managers from the large as well as small provinces experienced dissatisfaction with advancement. Particularly the Afrikaans and English-speaking respondents were more dissatisfied with their advancement opportunities than the African language-speaking respondents. The grouping which have more than five years service in their current rank are also more dissatisfied than the group which have less than five years service in the current rank. This finding is due to the implementation of affirmative action in the organised crime environment. The Afrikaans and English-speaking respondents are mostly longer in their current rank than the African respondents and this creates dissatisfaction amongst the Afrikaans and English respondents.

The African language speaking respondents and the ones with less than five years experience were more dissatisfied with their activity levels due to the fact that they do not have sufficient knowledge or experience in the organised crime environment. This is due to fast tracked promotions, affirmative action and the withholding of information by the "old hands " in the organised crime environment.

Supervision: In terms of human relations the respondents with more than five-year service were more satisfied than those with less than five-year service in their current rank. The middle managers with more than five-year service in their current rank have the necessary experience to deal with any situation in the organised crime environment and managers trust them to complete the job successfully. The less experienced middle managers have not earned the trust of top management and are therefore constantly queried, which reduces their job satisfaction levels.
The following recommendations can be made in terms of this dimension:

- that promotions should be done from within the organised crime environment as far as possible;
- reward middle managers who perform well with roles on interesting projects;
- identify seasoned organised crime investigators to be utilised as mentors for novice organised crime investigators and set up a specific mentorship programme with specific target dates;
- divide jobs into levels of increasing leadership and responsibility.

4.3 Recommendations in terms of values

The Afrikaans speaking respondents and the superintendent / senior superintendent group felt more dissatisfied with the moral values prevalent in the organised crime environment than the Nguni group and captains. This can be attributed to the change in organisational culture, which is busy taking place in the South African Police Service due to the large amount of appointments of historically disadvantaged officers to senior management level. The change in culture in any organisation would bring about necessities for managers to adapt and this process should be facilitated from top management.

The following recommendation can be made with regard to this dimension:

- to facilitate the cultural change process which is taking place in the SAPS through effective work sessions in order to create unity amongst all work groups in the SAPS

4.4 Recommendations in terms of needs

Those middle managers with more than five years service in their current rank was more dissatisfied with their independence in the organisation than those who have been in their current rank less than five years. The middle managers who are longer in their current rank have more experience and feel they can handle the work on their own without interference from senior or junior levels.
The English speaking middle managers were more satisfied with their social status in the community than the Sotho speaking middle managers. This phenomenon can be attributed to the reception, which the different groupings receive from the community. The English-speaking respondents are treated with more respect in their communities than the Sotho speaking respondents.

The recommendations in terms of this dimension are as follows:

- afford more opportunities for experienced investigators to work on their own and delegate the responsibility and accountability of the task;
- conduct marketing programmes in the communities in order to achieve an outcome where the profession of a police officer is respected as a high profile position.

4.5 Recommendations in terms of role perception

The Afrikaans speaking middle managers were more satisfied with their chance to render a service to the community than were the African language speakers. This is due to the negative perceptions, which still exist, of the SAPS in the predominantly African speaking communities.

The recommendation can therefore be made:

- to conduct continuous public relations exercises to change the perception of the public towards the police;
- enforce stringent measures for police officers to act in a professional manner.

5. Limitations of the study

5.1 The current study only focussed on one component within the South African Police Service and the findings cannot be generalised to the entire SAPS.

5.2 Only the job satisfaction of middle managers were evaluated and the job satisfaction of lower levels and top managers could not be correlated with those of middle managers.
5.3 No correlation was done in terms of the predictability of job satisfaction to performance.

6. Recommendations for further research

A follow up study should be conducted to determine the job satisfaction of the entire South African Police Service where individual and organisational performance measurements correlate with the individual and provincial job satisfaction scores.


The purpose of this questionnaire is to give you a chance to explain how you feel about your present job, what things you are satisfied with and what things you are not satisfied with. There are no right or wrong answers.

On the following pages you will find questions concerning your present job. You are to record your answers to each question on a seven-point scale.

- Read each question carefully;
- Note the descriptions at the end points of each scale and then decide where on the scale to mark your response;
- Using a cross, mark the number on the scale that reflects your feeling

Example:

To what extent do you feel satisfied with the way the questionnaire was explained to you?

| Very dissatisfied | 1 | 2 | 3 | 4 | 5 | 6 | Very satisfied |

Do this for all questions. Please answer every item.

Be frank and honest. Give a true reflection of your feelings concerning your present job.

Do not spend too much time on any particular question, rather be spontaneous by giving your first response to each question.

Work as quickly as you can, as you have limited time.

NB. A glossary of terms is attached for referral concerning difficult or ambiguous words or phrases.
1. To what extent are you satisfied with your chances to be of service to others?

   Very little: 1 2 3 4 5 6 7 Very much

2. To what extent are you satisfied with your chance to try out some of your own ideas?

   Very little: 1 2 3 4 5 6 7 Very much

3. To what extent are you dissatisfied because you feel your job is morally wrong?

   Very little: 1 2 3 4 5 6 7 Very much

4. To what extent are you satisfied with the chance to work by yourself?

   Very little: 1 2 3 4 5 6 7 Very much

5. To what extent are you dissatisfied with the variety in your work?

   Very little: 1 2 3 4 5 6 7 Very much

6. To what extent are you satisfied with your chance to have other workers look to you for direction?

   Very little: 1 2 3 4 5 6 7 Very much

7. To what extent are you satisfied with your chance to do the kind of work you do best?

   Very little: 1 2 3 4 5 6 7 Very much

8. To what extent are you dissatisfied with the social position in the community that goes with your job?

   Very little: 1 2 3 4 5 6 7 Very much
9. What is your degree of satisfaction concerning the policies and practices of the company towards its employees?

Very low: 1 2 3 4 5 6 7 Very high

10. What is your degree of dissatisfaction with the way you and your supervisor understand each other?

Very low: 1 2 3 4 5 6 7 Very high

11. To what extent are you dissatisfied with your job security?

Very little: 1 2 3 4 5 6 7 Very much

12. What is your degree of satisfaction with the amount of pay that you receive for the work you do?

Very low: 1 2 3 4 5 6 7 Very high

13. What is the degree of your dissatisfaction with the working conditions in your company (i.e. heating, lighting, ventilation, etc.)?

Very low: 1 2 3 4 5 6 7 Very high

14. To what extent are you satisfied with your opportunities for advancement in your work?

Very little: 1 2 3 4 5 6 7 Very much

15. What is your degree of satisfaction with your supervisor's technical "know how"?

Very low: 1 2 3 4 5 6 7 Very high

16. To what extent are you dissatisfied with the spirit of cooperation among your co-workers?

Very little: 1 2 3 4 5 6 7 Very much
25. What is the degree of your dissatisfaction with your chance to do different things from time to time?

   Very low [1 2 3 4 5 6 7] Very high

26. To what extent are you dissatisfied with your chance to tell other workers how to do things?

   Very little [1 2 3 4 5 6 7] Very much

27. What is your degree of dissatisfaction with your chance to do work that is well suited to your abilities?

   Very low [1 2 3 4 5 6 7] Very high

28. What is the degree of your satisfaction with your chance to be "somebody" in the community?

   Very low [1 2 3 4 5 6 7] Very high

29. What is your degree of dissatisfaction with company policies and the way in which they are administered?

   Very low [1 2 3 4 5 6 7] Very high

30. To what extent are you satisfied with the way your boss handles his subordinates?

   Very little [1 2 3 4 5 6 7] Very much

31. What is your degree of satisfaction with the way your job provides for a secure future?

   Very low [1 2 3 4 5 6 7] Very high

32. To what extent are you satisfied with your chance to make as much money as your friends?

   Very little [1 2 3 4 5 6 7] Very much
33. What is the degree of your dissatisfaction with the physical surroundings when you work?

   Very low 1 2 3 4 5 6 7 Very high

34. To what extent are you satisfied with your chances of getting ahead in this job?

   Very little 1 2 3 4 5 6 7 Very much

35. To what extent are you dissatisfied with the competence of your supervisor in making decisions?

   Very little 1 2 3 4 5 6 7 Very much

36. What is the degree of your satisfaction with your chance to develop close friendships with your co-workers?

   Very low 1 2 3 4 5 6 7 Very high

37. To what extent are you satisfied with your chance to make decisions on your own?

   Very little 1 2 3 4 5 6 7 Very much

38. What is the degree of your satisfaction with the way you get full credit for the work you do?

   Very low 1 2 3 4 5 6 7 Very high

39. To what extent are you satisfied with being able to take pride in a job well done?

   Very little 1 2 3 4 5 6 7 Very much

40. To what extent are you dissatisfied with not being able to do something most of the time?

   Very little 1 2 3 4 5 6 7 Very much
41. To what extent are you dissatisfied with your chance to help people?

Very little: 1 2 3 4 5 6 7 Very much

42. To what extent are you dissatisfied with your chance to try something different?

Very little: 1 2 3 4 5 6 7 Very much

43. To what extent are you satisfied with being able to do things that don't go against your conscience?

Very little: 1 2 3 4 5 6 7 Very much

44. To what extent are you dissatisfied with your chance to be alone on the job?

Very little: 1 2 3 4 5 6 7 Very much

45. To what extent are you dissatisfied with the routine in your work?

Very little: 1 2 3 4 5 6 7 Very much

46. To what extent are you satisfied with your chance to supervise other people?

Very little: 1 2 3 4 5 6 7 Very much

47. To what extent are you satisfied with your chance to make use of your best abilities?

Very little: 1 2 3 4 5 6 7 Very much

48. To what extent are you satisfied with your chance to "rub elbows" with important people?

Very little: 1 2 3 4 5 6 7 Very much
49. What is the degree of your dissatisfaction with the way employees are informed about company policy?

Very low: 1 2 3 4 5 6 7 Very high

50. To what extent are you dissatisfied with the way your boss backs his men up with top management?

Very little: 1 2 3 4 5 6 7 Very much

51. To what extent are you satisfied with the way your job provides for steady employment?

Very little: 1 2 3 4 5 6 7 Very much

52. What is the degree of your dissatisfaction with the way your pay compares with that for similar jobs in other companies?

Very low: 1 2 3 4 5 6 7 Very high

53. To what extent are you satisfied with the pleasantness of your working conditions?

Very little: 1 2 3 4 5 6 7 Very much

54. What is your degree of dissatisfaction with the way promotions are given out on this job?

Very low: 1 2 3 4 5 6 7 Very high

55. What is your degree of dissatisfaction with the way your boss delegates work to others?

Very low: 1 2 3 4 5 6 7 Very high

56. To what extent are you dissatisfied with the friendliness of your co-workers?

Very little: 1 2 3 4 5 6 7 Very much
57. To what extent are you satisfied with your chance to be responsible for the work of others?

Very little 1 2 3 4 5 6 7 Very much

58. What is the degree of your dissatisfaction with the recognition you get for the work you do?

Very low 1 2 3 4 5 6 7 Very high

59. What is your degree of satisfaction with being able to do something worthwhile?

Very low 1 2 3 4 5 6 7 Very high

60. To what extent are you satisfied with being able to stay busy?

Very little 1 2 3 4 5 6 7 Very much

61. To what extent are you dissatisfied with your chance to do things for other people?

Very little 1 2 3 4 5 6 7 Very much

62. What is the degree of your dissatisfaction with your chance to develop new and better ways to do this job?

Very low 1 2 3 4 5 6 7 Very high

63. To what extent are you satisfied with your chance to do things that don't harm other people?

Very little 1 2 3 4 5 6 7 Very much

64. To what extent are you satisfied with your chance to work independently of others?

Very little 1 2 3 4 5 6 7 Very much

65. What is the degree of your satisfaction with your chance to do something different every day?

Very low 1 2 3 4 5 6 7 Very high
66. What is the degree of your satisfaction with your chance to tell people what to do?

Very low 1 2 3 4 5 6 7 Very high

67. To what extent are you dissatisfied with your chance to do something that makes use of your abilities?

Very little 1 2 3 4 5 6 7 Very much

68. To what extent are you dissatisfied with your chance to be important in the eyes of others?

Very little 1 2 3 4 5 6 7 Very much

69. What is your degree of satisfaction regarding the way company policies are put into practice?

Very low 1 2 3 4 5 6 7 Very high

70. What is your degree of satisfaction with the way your boss takes care of complaints brought to him by his subordinates?

Very low 1 2 3 4 5 6 7 Very high

71. To what extent are you satisfied concerning the steadiness of your job?

Very little 1 2 3 4 5 6 7 Very much

72. To what extent are you dissatisfied with your pay and the amount of work you do?

Very little 1 2 3 4 5 6 7 Very much

73. What is your degree of dissatisfaction with the physical working conditions of the job?

Very low 1 2 3 4 5 6 7 Very high
74. To what extent are you dissatisfied with your chances for advancement on this job?

Very little: 1 2 3 4 5 6 7  Very much

75. What is your degree of dissatisfaction with the way your boss provides help on difficult problems?

Very low: 1 2 3 4 5 6 7  Very high

76. To what extent are you dissatisfied with the way your co-workers are easy to make friends with?

Very little: 1 2 3 4 5 6 7  Very much

77. To what extent are you satisfied with your freedom to use your own judgement?

Very little: 1 2 3 4 5 6 7  Very much

78. To what extent are you satisfied with the way they usually tell you when you do your job well?

Very little: 1 2 3 4 5 6 7  Very much

79. To what extent are you dissatisfied with your chances to do your best at all times?

Very little: 1 2 3 4 5 6 7  Very much

80. To what extent are you dissatisfied with your chance to be “on the go” all the time?

Very little: 1 2 3 4 5 6 7  Very much

81. To what extent are you satisfied with your chance to be of some small service to other people?

Very little: 1 2 3 4 5 6 7  Very much
82. To what extent are you dissatisfied with your chances to try your own methods of doing the job?

Very little: 1 2 3 4 5 6 7, Very much

83. To what extent are you satisfied with your chance to do the job without feeling that you are cheating anyone?

Very little: 1 2 3 4 5 6 7, Very much

84. To what extent are you dissatisfied with your chance to work away from others?

Very little: 1 2 3 4 5 6 7, Very much

85. What is your degree of satisfaction with your chance to do many different things on the job?

Very low: 1 2 3 4 5 6 7, Very high

86. To what extent are you dissatisfied with your chance to tell others what to do?

Very little: 1 2 3 4 5 6 7, Very much

87. To what extent are you dissatisfied with your chance to make use of your abilities and skills?

Very little: 1 2 3 4 5 6 7, Very much

88. What is the degree of your satisfaction with your chance to have a definite place in the community?

Very low: 1 2 3 4 5 6 7, Very high

89. What is the degree of your satisfaction regarding the way the company treats its employees?

Very low: 1 2 3 4 5 6 7, Very high
90. What is your degree of dissatisfaction with the personal relationship between your boss and his subordinates?

Very low 1 2 3 4 5 6 7 Very high

91. To what extent are you dissatisfied with the way layoffs and transfers are avoided in your job?

Very little 1 2 3 4 5 6 7 Very much

92. What is your degree of satisfaction concerning how your pay compares with that of other workers?

Very low 1 2 3 4 5 6 7 Very high

93. What is the degree of your satisfaction with your working conditions?

Very low 1 2 3 4 5 6 7 Very high

94. To what extent are you dissatisfied with your chances for advancement?

Very little 1 2 3 4 5 6 7 Very much

95. What is your degree of satisfaction with the way your boss trains his subordinates?

Very low 1 2 3 4 5 6 7 Very high

96. What is your degree of satisfaction with the way your co-workers get along with each other?

Very low 1 2 3 4 5 6 7 Very high

97. What is your degree of satisfaction with your responsibility in your job?

Very low 1 2 3 4 5 6 7 Very high
98. To what extent are you satisfied with the praise you get for doing a good job?

Very little 1 2 3 4 5 6 7 Very much

99. To what extent are you satisfied with your feeling of accomplishment you get from your job?

Very little 1 2 3 4 5 6 7 Very much

100. To what extent are you dissatisfied with not being kept busy all the time?

Very little 1 2 3 4 5 6 7 Very much

UNIVERSITY OF JOHANNESBURG
GLOSSARY

Satisfaction – contentment, well-being, gratification, acceptableness
Satisfy – meeting your wishes or expectations
Technical “know how” – technical knowledge
Suited to – fits, compatible with, match
Surroundings – Environment
“rub elbows” – work together with
delegates – assign work to someone
“on the go” – busy
feeling of accomplishment – felling of achievement or fulfilment
responsibility – being responsible or answerable for
# Biographical Questionnaire

### ANNEXURE B

<table>
<thead>
<tr>
<th><strong>Identity No. / Identiteits nr.:</strong> (Office Use only)</th>
<th>1 2 3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Card number / Kaart nommer:</strong> (Office Use only)</td>
<td>4</td>
</tr>
<tr>
<td><strong>Age in years / Ouderdom in jare</strong></td>
<td>5 6</td>
</tr>
<tr>
<td><strong>Gender / Geslag</strong></td>
<td>Male 1 7</td>
</tr>
<tr>
<td><strong>Home language / Huistaal</strong></td>
<td>1 8</td>
</tr>
<tr>
<td>English</td>
<td>1</td>
</tr>
<tr>
<td>Afrikaans</td>
<td>2</td>
</tr>
<tr>
<td>Zulu</td>
<td>3</td>
</tr>
<tr>
<td>Xhosa</td>
<td>4</td>
</tr>
<tr>
<td>Sotho</td>
<td>5</td>
</tr>
<tr>
<td>Venda</td>
<td>6</td>
</tr>
<tr>
<td>Swazi</td>
<td>7</td>
</tr>
<tr>
<td>Tswana</td>
<td>8</td>
</tr>
<tr>
<td>Ndebele</td>
<td>9</td>
</tr>
<tr>
<td>Other / Ander (Specify)</td>
<td>0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Education level / Geleerdheidsvlak</strong></th>
<th>1 9</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lower than matric / Laer as matriek</td>
<td>1</td>
</tr>
<tr>
<td>Matric / Matriek</td>
<td>2</td>
</tr>
<tr>
<td>Organisational certificate / Organisasie sertifikaat</td>
<td>3</td>
</tr>
<tr>
<td>Diploma / Diploma</td>
<td>4</td>
</tr>
<tr>
<td>Higher diploma / Hoër diploma</td>
<td>5</td>
</tr>
<tr>
<td>Degree / Graad</td>
<td>6</td>
</tr>
<tr>
<td>Honours degree / Honneursgraad</td>
<td>7</td>
</tr>
<tr>
<td>Masters degree / Meestersgraad</td>
<td>8</td>
</tr>
<tr>
<td>Doctorate / Doktorsgraad</td>
<td>9</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Current rank / Huidige rang</strong></th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Superintendent</td>
<td>1</td>
</tr>
<tr>
<td>Senior Superintendent</td>
<td>2</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Time in current rank / Tydperk in huidige rang</strong></th>
<th>11 12 13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Years / Jare</td>
<td>Months / Maande</td>
</tr>
<tr>
<td>----------------</td>
<td>------------------</td>
</tr>
<tr>
<td>11</td>
<td>12</td>
</tr>
<tr>
<td>14</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Post title / Pos titel</strong></th>
<th>15</th>
</tr>
</thead>
</table>