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## **An Exploration of the Dissatisfaction of Employees on Organizational Performance: A Case of XYZ Security Services (Gauteng)**

George Hove<sup>a\*</sup>, Dennis Macuacua<sup>b</sup>

<sup>a</sup>*Independent Consultant, Johannesburg, Republic of South Africa.*

<sup>b</sup>*Regional Director, Gauteng Department of Education, Johannesburg, Republic of South Africa.*

<sup>a</sup>*Email: 71759956@mylife.unisa.ac.za*

<sup>b</sup>*Email: Dennis.Macuacua@gauteng.gov.za*

### **Abstract**

The primary aim of this study was to explore the causes of employees' dissatisfaction on organisational performance with specific reference to XYZ Security Services (Gauteng). The data was collected through a quantitative research approach and a questionnaire was used as a research instrument. The causes of employee dissatisfactions at the company were found to be intrinsic and extrinsic in nature. It was also found that employee dissatisfaction has impacted negatively on the performance of the company. Although negative impacts are experienced, management has not yet taken appropriate strategies to mitigate the level of employee dissatisfactions. Recommendations that management improve on the extrinsic and intrinsic factors and adopt the principles of a good job design were made.

**Keywords:** Employee Dissatisfaction; Organisational Performance.

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\* Corresponding author.

## **1. Introduction**

Although in modern business enterprises, different resources such as capital finance, capital machines, land, and entrepreneurship are regarded as equally essential in the production of goods and services. The question pertaining to the essence of labour seems of recent to have gained supremacy of all [1]. According to [2], without labour it is basically not possible to get machines running and neither is possible to develop available land in order to maximize value. It is as well through labour that it is possible to increase or maximize shareholder value on the already invested capital. It is through employees that the organizations may be able to attain whatever its set goals and objectives. Employees therefore as stated by [3], are the light and the engine of the organization. Without which there may be no life in the organization. It is therefore pertaining to that that employees have been regarded as the organization's principal assets, upon which substantial investments need to be made without consideration of it as expenditures, as the returns from it often triple. But such substantial investments must not only encompass financially related aspects. It must extend to equipping the employees with the necessary skills, allowing opportunity for personal employee development, getting employees involved in the decision-making process in organizations, improving the employees' work conditions and good interpersonal relationships between employees and managers.

The author in [4] observed that greater considerations of employees' needs do not only aid in generating job satisfaction, but also helps in motivating the employees to develop the requisite positive attitudes towards the work, and subsequently improve organizational performance. Although such elements were confirmed by [5, 6, 7] to lead to employee satisfaction and motivation, it is unfortunate that the nature of employees' treatment at XYZ Security Services reveal something quite contrary to such stipulations. Yet the negative impact that it has had on employees' labour turnover and the overall organizational performance is unmentionable.

XYZ Security Services (the company), which started with a handful of clientele base in February, 2000, has today expanded in size and market outreach to serve thousands of clients in Gauteng region. The main services provided by the company are VIP Protection, Shopping Mall Protection, Shops' Security, Special Events Security, Alarm and Armed Response and Private Investigation. With such services it meant that the pool of its clientele mainly constituted of Shopping Malls, Shops, Special Functions, Hotels, and Homeowners. Despite the existence of intense competition in the industry, the growth and expansion which the company has experienced in recent years mainly due to appropriate marketing strategies remains remarkable. Such expansions not only meant that the company would begin to reap enormous amount in its annual revenues, but it also meant that more and more security guards were needed. But as both the number of workers and the number of clients increased, it soon became apparent that XYZ was bound to face certain diseconomies of scale associated with increased labour costs and the costs of satisfying every client.

## **2. Literature and Theoretical Foundation**

According to [8] employee dissatisfaction refers to the negative forms of feelings which an employee has towards his or her job. Such feelings usually arise from dissatisfactions with the work environment, low pay, poor work relationship, in appropriate management style, and the nature of work volume. This is however, not

different from what [9] indicated that job dissatisfaction refers to the negative attitudes and feelings job holders have towards their work. In effect job dissatisfaction usually lead to employees' low morale, which is a state of mind dependent on the degree of job dissatisfaction experienced by an individual or group. On the other hand, employee dissatisfaction maybe an unpleasurable or negative emotional state of mind resulting from the appraisal of one's job or job experience. When this is examined in regard to XYZ Security, one may find that such low morale arising from poor work conditions, poor pay, and inappropriate management style are directly linked to employees' dissatisfaction.

- **The value theory**

Putting across the fact that there is a rising level in employees' dissatisfaction, primarily because the reward that employees get is not proportional to the effort or the perceived value provided to the organization, value theory seems to be quite relevant to the situation at XYZ. The value theory as [10] noted, is the one most important theory on job satisfaction. It conceptualizes the claims that job satisfaction exists to the extent that the job outcomes such as rewards, which an individual receives matches those outcomes that are desired. Reference [11] highlighted that the more people receive outcomes they value, the more satisfied they will be, and the less they receive outcomes they value, the less satisfied they will be. Value theory focuses on any outcome that people value, regardless of what they are. The key to dissatisfaction in this approach therefore is the discrepancy between those aspects of the job one has and those one wants. The greater the discrepancy, the less people are satisfied.

- **Abraham Maslow's motivation theory**

According to [12], Abraham Maslow states that human needs are hierarchical, that after satisfying one, the need to satisfy the next need arises. Until all the five different needs are fulfilled and therefore denying the employees any of these needs is bound to generate serious dissatisfaction among employees. These five needs are; self-actualization, ego-needs, belongingness and love needs, safety needs, and physiological needs. If examined in regard to the situation at XYZ Security Services, it is notable that whereas employees are granted physiological needs. It seems all to stop there, without access to the needs of self-actualisation. In that regard, it is not therefore surprising that such approach has been the source of increasing levels of job dissatisfactions at the company.

- **McClelland's theory**

McClelland developed needs theory and argued about basic types of need that include need for affiliation, need for power and need to achieve. McClelland's theory associated the different types of needs with people at different levels of the organization. For example, people high up in the organization tend to have a strong drive for power and a wish to make an impact on events. Such people cannot go for affiliation because top people have to make decisions which may be disliked by those below so they have to distant themselves from their subordinates [13]. People in the middle of the organization are often striving to get to the top. They have some need for power but, like the top people, the need for affiliation is played down because these middle managers

are often competing with each other for promotion and too many friendships could get in the way of this competition [13].

People at the lower levels of the organization often have a strong drive for affiliation. At these levels, work can sometimes be rather routine and may be undertaken in groups, so friendships and mutual understanding can help give satisfaction to work. One may argue that McClelland's model is useful in that appropriate incentives can be directed to encourage satisfactory performance by taking account of an individual's level in the organization. McClelland draws attention to the fact that when people are not satisfied with their work lives they become frustrated. They may seek satisfaction, become antagonistic, or apathetic. He argues that individuals have a number of key personality features, and that job success depends on their being able to combine these features into a satisfying pattern in their work in organizations.

### ***2.1 The Causes of Job Dissatisfactions***

The author in [2] holds that the factors that influence the level of job dissatisfactions are twofold as indicated:

- **Intrinsic Factors**

According to [14], intrinsic factors arise from the performance of the job itself. These include whether the job has variety, whether it is challenging, whether the job holder has control over the work situation and whether his or her views influence decisions affecting the job. [15] noted that granting employees such factors usually aid in reducing the levels of employees' job dissatisfactions. However, at XYZ Security Services, such practice has usually not been common.

- **Extrinsic Factors**

A study by [30] revealed that these are factors which fall outside of the doing of the job, and usually include the pay or salary earned for doing the job, and fringe benefits that accrue to the job holder. It also extends to how well the individual integrates into the work group and the nature of management and supervision. Inclusive as well under extrinsic factors are success and recognition by superiors which contribute to high job satisfaction. Still at XYZ Security Services, such factors are non-existent. Thus, explaining the rampant job dissatisfactions being experienced by employees.

### ***2.2 The Impact of Employees' Dissatisfactions***

According to [16, 2], the followings are the common impacts of employees' dissatisfactions on organisational performance.

- **Low morale**

The author in [16] noted that one of the consequences of employees' dissatisfactions on organizations is the employees' low morale. Morale is a more collective term and refers to the positive attitude a group or team

brings to their work activities. However, individuals can gain personal satisfaction from working in a group with high morale. High moral exist when employees attitude are favorable towards their jobs, their fellow workers and organization. Low morale exists when employees' attitudes are such that they are not interesting in trying to achieve the undertaking's objectives. The extent to which workers are motivated may be indicated by their morale and understanding this concept we can move towards and assessment of the conditions which will improve motivation.

- **Productivity**

The author in [30] stated that the extent to which organization goal and expectation as to the level of output from the workforce is being met, and how those levels of output compare with similar organization will usually determine the levels of morale in organizations. If there is high productivity, and the organization is attaining whatever its set goals and objectives, it means the employees are satisfied, and are of high morale.

- **Labor turnover rate**

Organizations may have a high labor turnover if many people leave due to a variety of reasons. However, if the rate of labor turnover is high compared with other similar organization, or compared with past records, there may well be cause for worry about morale.

- **Absenteeism**

A study by [17] revealed that closely allied to labor turnover is the study of figures for absenteeism. Again, all organizations have absentees, but if the rate rises to high level, it could be an indication of problems with morale. These indicators-together with punctuality-can be clearly measured, so that they can be compared from one organization to another, and over different time's spans.

### ***2.3 Difficulties of Dealing with Job Dissatisfaction***

The author in [18] considers that job satisfaction is both complex and difficult to measure in an objective fashion. Because it is affected by a large number of factors including: Individual factors such as personality, education level, intelligence, abilities, age, marital status and work orientation. Social factors include relationships with fellow workers, work norms, the informal organization and opportunities for interaction. Organizational factors include structure, policies, and procedures, the nature of work, leadership style, working conditions, relationship and systems. Environmental factors including any developments impacting from the political, economic, social and technological environments. In practice, most individuals will be satisfied with certain aspects of their job but dissatisfied with others.

#### ***2.3.1 Measures for Dealing with Employees' Dissatisfactions***

According to [19, 20] the following are the measures for dealing with employees' dissatisfactions.

- **Create a sense of importance in their job**

Staff should feel that there is a reason for their job, with challenging and suitably demanding tasks, and a sense of achievement when the job is done properly.

- **Teamwork among the staff**

There should be a sense of group self, with strong human interaction, team effort and the support of colleagues at levels.

- **Management must care about staff welfare**

Staff should be rewarded fairly for their contribution and efforts. Management should show concern for staff welfare, and encourage a feeling of mutual trust and respect.

- **Economic reward that is fair and individual**

There should be sufficient and fair distribution of wages. There should be opportunities for promotion and the gaining of wider experience. According to [21], since morale and team spirit are so important to organizations and are so closely linked with motivation, much consideration has been given to how best to build or stimulate high morale. A number of features are common amongst different commenter's, including the following:

- **Ensuring that workers share the objectives of the organization**

If employees and management can see their goals as being similar, then everyone will pull the same direction. Thus, it is important to explain the objectives to, and involve, the workers in the pursuit of these goals. Take the example of an organization pursuing the goal of increased profit and growth. Workers will need to be involved in these objectives, perhaps by being given shares so that they share in profits, and by being given opportunities for promotion, so that they share in the goals of growth.

- **Ensuring that workers have a pride in their organization**

Worker should be proud to be part of the organization and management should give praise and show they value the contributions of the employees.

- **Work should be interesting, worthwhile and stimulating;**

Every effort should be made to make even everyday tasks as interesting as possible; their value should be explained to the people doing them. Some very mundane tasks are really very important (for example) a hospital laundry. Wherever possible, work should stimulate the worker; even ordinary tasks can be made more interesting.

- **Workers should be given as much freedom and trust as possible**

Morale will be improved if workers feel they are being trusted and treated as responsible adults.

### **3. Research Methodology**

The use of quantitative research was preferable in this study because unlike qualitative research which seeks detailed explanations from key informants towards the variables in the instrument, quantitative research merely seeks for structured and quantifiable responses to describe the nature of the phenomenon under study in an organization or society. In effect, quantitative research was deemed suitable for the kind of respondents whom this study intended to collect data from. The fact being that the respondents who constituted of security personnel were so busy that requiring detailed responses through qualitative research would not have led to the desired information being obtained. But quantitative research enabled a larger amount of data to be obtained. Since, just mere indication of numbers on the questionnaire which took approximately 5 minutes made more respondents willing to participate. It was also possible for the respondents to go on with their normal duties without disruptions.

#### **3.1 Target Population and Sampling Strategy**

The population from which the sample was selected was the staff at XYZ Security Services based in Gauteng Province. The total workforce for the company is 260. In order to determine the representative sample for the population, [29]'s formulae;  $n = \frac{N}{1 + N(e)^2}$  was used. Where in the formulae; n is the sample size, N is the population size and e is the level of precision. Using;  $n = \frac{N}{1 + N(e)^2}$  N= 260 which is the sample population for this study, n = is the desired sample size, and e = is the level of precision which in this study is  $\pm 10\%$ . Using this formula, the sample was rounded up to 100 employees and respondents were drawn using simple random sampling from the target population.

#### **3.2 Research Instrument**

A questionnaire was used as the research instrument for data collection. The questionnaire items were based on the literature review and the construction was guided by other research instruments in similar studies. The researcher discussed the questionnaire format with experts in the industry to ensure its validity and reliability. The structure of the questionnaire comprised of three sections; Section A; the causes of employees' dissatisfaction at XYZ Security Services, Section B; the impact of employees' dissatisfaction on XYZ Security Services, and Section C; the measures for dealing with employees' dissatisfaction at XYZ Security Services. The questionnaire contained statements in which the respondents were expected to rate according to the Likert Scale. There were five points scale consisting of Strongly Disagree-1, Disagree-2, Unsure-3, Agree - 4, and Strongly Agree -5, and the respondents were free to choose any option matching their opinion. A pilot test was done that helped to clear the ambiguities' in the meanings of the wordings used as well as in assessing the perceptions of the intended respondents.

#### **3.3 Research Process**

Questionnaires were personally administered by the researcher and his assistants to the respondents at their respective places of work. As [22, 23] explained, this enabled the researcher to come into face to face contacts with the respondents. It also allowed the possibility of respondents' body language to be felt and subsequently the offering of the necessary assistance where the respondents seemed not to understand the questions. Once each of the questionnaires was completed, the researcher and his assistants would add it onto the already collected sample. The process went on like that until the required sample of 100 respondents was obtained.

### **3.4 Data Analysis**

Data was entered into an Excel spreadsheet, and checked for any error before data analysis begun. The data was then imported into the SPSS Statistical package. The data analysis process was accomplished by SPSS descriptive statistics. The outputs were in form of percentages, mean and the standard deviation. The hypotheses analysis was also performed using SPSS and confirmed manually using formula; test statistics  $z = \frac{x-\mu}{a/\sqrt{n}}$ , the result was used in analysis the assumptions made. If instance the obtained figure exceeded 1.96, the null hypothesis was rejected and the alternative hypothesis accepted. In order to determine correlation between variables and different data sets, Pearson Correlation Coefficient formula was used:

$$r = \frac{n \sum xy - (\sum x)(\sum y)}{\sqrt{n(\sum x^2) - (\sum x)^2} \sqrt{n(\sum y^2) - (\sum y)^2}}, \text{ and any answer which between } 0 \text{ and } \pm 1, \text{ indicated a strong or a weak}$$

correlation between the variables by analysed.

### **4. Findings and Interpretation**

In line with the objectives of the study, the findings were presented in three sections: A - factors determining employees' dissatisfactions at XYZ Security Services, B - the impact of employees' dissatisfactions on XYZ Security Services, and C - the measures for improving employees' dissatisfactions at XYZ Security Services.

- To assess factors determining employees' dissatisfactions at XYZ security services

From the results as shown in table 1 (below), 83% of the respondents stated that the extrinsic factors were essential for generating employees' satisfactions; however these factors were not present at XYZ Security Services. Although on average, 3% of the respondents were unsure, and 14% agreed that they were satisfied with the extrinsic factors, it cannot be stated that their views overweigh the findings given 83% that are not satisfied with the external factors at XYZ Security Services.

The respondents who were either unsure or agreed could have been the respondents who either shared the management's views or constituted part of the management itself. Besides, the mean of 2, which falls within the scale of disagree would certainly support the views of 83% of the respondents who disagreed. Also in support of the views of the 83%, is the low standard deviation of 0.9, which indicates that most of the respondents chose to disagree, with the statement and very few who agreed. The findings are therefore consistent with [28], who revealed the common extrinsic causes of job dissatisfactions in organisations.



**Table 1:** Extrinsic Factors

Items	Percentage of response				
	Disagree	Unsure	Agree	M	STD
Employees are satisfied with the clean and tidy work environment	94%	3%	3%	2	0.6
Financial incentives are provided to well performing employees	92%	1%	7%	2	0.7
Group work is encouraged to get work done	84%	0%	16%	2	0.9
Managers give praise and recognition to the excelling employees	81%	6%	13%	2	0.9
There are appropriate dispute resolution mechanisms in this organization.	75%	5%	20%	2	1.1
The managers and supervisors are fair and constructive in their criticisms against subordinates.	73%	3%	24%	2	1.1
Grand averages	83%	3%	14%	2	0.9

As reflected in the table (above), a majority of the respondents (94%) stated that they were dissatisfied with the general work environments at the company. In spite of the fact, 3% of the respondents were unsure, and 3% agreed with the statement, the mean of 2 is still skewed towards the respondents disagreeing, and the standard deviation indicates a low variation in the number of the respondents choosing other options. Such a view is however inconsistent with the secondary findings in which [27] who found that a firm’s general work environment can either entice employees or generate job satisfactions or can turn to be disappointing and lead to job dissatisfactions.

The second area where the employees registered the highest dissatisfaction rates was in the financial incentives (92%), group work encouragement (84%), praise and recognition to the excelling employees (81%), existence of dispute resolutions mechanisms (75%), and supervisors’ fairness and constructive criticisms (73%). The findings are consonant to the value theory, that job satisfaction exists to the extent that the job outcomes such as rewards, which an individual receives matches those outcomes that are desired. The more people receive outcomes they value, the more satisfied they will be. The less they receive outcomes that they value, the less satisfied they will be. In that regard it was therefore not surprising that most of the respondents surveyed at the company concluded that lack of financial incentives, recognition and promotions were some of the common causes of dissatisfactions.

The hypothesis analysis also confirms the above findings that the causes of employees’ dissatisfactions at the company are due to extrinsic factors (Table 2 below).

**H01:** Extrinsic factors are the causes of employees’ dissatisfactions at XYZ Security Services.

**H1:** Extrinsic factors are not the causes of employees’ dissatisfactions at XYZ Security Services.

**Table 2:** Hypothesis analysis

Questions	Percentage of response				
	Disagree	Unsure	Agree	M	STD
Q1	94%	3%	3%	2	0.6
Q3	92%	1%	7%	2	0.7
Q5	84%	0%	16%	2	0.9
Q4	81%	6%	13%	2	0.9
Q2	75%	5%	20%	2	1.1
Q6	73%	3%	24%	2	1.1
Averages	83%	3%	14%	2	0.9

Using Standard Error of S =  $\frac{s}{\sqrt{n}} = \frac{.9}{\sqrt{100}} = 0.09$ ,  $\mu = \bar{x} \pm 1.96 = 2 + 1.96 (0.09) = 0.3564$  or  $2 - 1.96 (0.09) = 0.0036$ . At 95% confidence level, the population means fall between the range of 0.3564 and 0.0036. Any of the two boundaries can therefore be chosen.  $Z = \frac{\bar{x} - \mu}{s} = \frac{2 - 0.3564}{0.9} = 1.83$ . Since the calculated Z-score of 1.83 is lesser than 1.96, the null hypothesis (Ho) is thus accepted and the alternative hypothesis (H1) is rejected. The null hypothesis had stated that extrinsic factors are the causes of employees’ dissatisfactions at the company. Such assumption was confirmed by the results of the analysis which was 1.83, and lesser than 1.96, and therefore seems more consonant with the view of [27] that in certain cases the causes of employees’ dissatisfactions can arise from extrinsic factors.

The study also established that some of the causes of employees’ dissatisfactions were attributable to the intrinsic factors as reflected in Table 3 (below). On average, 71% of respondents confirmed that they were not satisfied with current jobs. These are intrinsic factors which include the extent to which the job is challenging, has a variety of tasks, relationship enjoyed with the managers and fellow workers, job description, and extent of involvement in the decision making process. This finding is in line with [11] who argued that some of the causes of job dissatisfactions can arise from executing the job itself.

Although 3% of the respondents were unsure, and 10% satisfied with their current jobs, the mean of 2 is skewed towards disagree, and the standard deviation of .9 indicates that most of the respondents disagreed. This suggests that the factors causing employee dissatisfactions at the company are intrinsic in nature. The results of the hypothesis analysis are shown in table 4:

**Table 3:** Intrinsic Factors

Items	Percentage of response				
	Disagree	Unsure	Agree	M	STD
Employees are satisfied with the challenges associated with doing the job	91%	2%	7%	2	0.8
The employees are satisfied with the variety of tasks allocated	87%	4%	9%	2	0.9
The employees are satisfied with work relationship between them, and managers.	85%	3%	12%	2	0.9
Employees are impressed by job description	84%	3%	13%	2	0.9
Employees are involved in major decision making process	80%	4%	16%	2	1.1
Grand averages	71%	3%	10%	2	0.9

**HO2:** Intrinsic factors are the causes of employees’ dissatisfactions at XYZ Security Services.

**HA2:** Intrinsic factors are not the causes of employees’ dissatisfactions at XYZ Security Services.

**Table 4:** Hypothesis testing

Questions	Percentage of response				
	Disagree	Unsure	Agree	M	STD
Q8	91%	2%	7%	2	0.8
Q7	87%	4%	9%	2	0.9
Q10	85%	3%	12%	2	0.9
Q11	84%	3%	13%	2	0.9
Q9	80%	4%	16%	2	1.1
Averages	71%	3%	10%	2	0.9

Using Standard Error of S =  $\frac{s}{\sqrt{n}} = \frac{.9}{\sqrt{100}} = 0.09$ ,  $\mu = \bar{x} \pm 1.96 = 2 \pm 1.96 (0.09) = 0.3564$  or  $2 - 1.96 (0.09) = 0.0036$ . At 95% confidence level, the population means fell between the range of 0.3564 and 0.0036. Any of the two boundaries can therefore be chosen.  $Z = \frac{\bar{x} - \mu}{s} = \frac{2 - 0.3564}{0.9} = 1.83$ . Since the calculated Z-score of

1.83 was lesser than 1.96, the null hypothesis (Ho) was accepted and the alternative hypothesis (H1) rejected. The hypothesis analysis confirmed that the causes of employees’ dissatisfactions were also intrinsic in nature.

- To determine the impact of employees’ dissatisfactions at XYZ security services

In Table 5 (below) 70% of the respondents agreed that employees’ dissatisfactions at the company had led to declined service quality, less applications of skills towards improving performance, high labour turnover, low morale, increased absenteeism, inability to attain set goals and objectives, reduced productivity, and less employees’ commitment. However, 24% of the respondents on average disagreed that such negative impacts which are associated with employees’ dissatisfactions are occurring at the company while 5% were unsure. The results are in line with Abernathy, [24, 15, 25] who argued that the impacts of employees’ dissatisfactions on organisations range from low morale, low motivation, high labour turnover, high absenteeism, to decline in productivity. The respondents who either agreed or were unsure could be those employees whose level of satisfactions does not have a significant negative impact on their productivity. According to [26], the determinants of a firm’s performance are diverse. It can for instance arise from the form of pay offered to the employees, a firm’s strategy, the level of the employees’ skillfulness, and sometimes the extent to which the employees are coerced by management rather than motivated. The extent of the employees’ job satisfactions is therefore only one of the factors that determine a firm’s effective performance. In that regard, it is not surprising if 24% of the respondents stated that their performance was not affected the current increased dissatisfactions among the employees.

**Table 5:** the impact of employees’ dissatisfactions on XYZ Security Services

Items	Percentage of response				
	Disagree	Unsure	Agree	M	STD
Declined service quality	28%	2%	70%	3.6	1
Less applications of skills in improving performance	35%	6%	59%	3	1.1
High labour turnover	21%	5%	74%	3.3	1.2
Low morale	16%	3%	81%	3.4	0.9
Increased absenteeism	14%	6%	80%	3.8	0.9
Inability to attain set goals and objectives	18%	2%	80%	3.7	0.9
Reduction in employee productivity	12%	6%	82%	3.4	0.8
Less employees’ commitment	5%	5%	90%	3.8	0.7
Grand averages	24%	5%	70%	3.4	0.9

But the views of the 24% of the respondents cannot be used as an excuse that the current level of job

dissatisfactions is not having any negative effects on the employees' performance. This is because the mean of 3.4 is skewed towards the agree categories, which is in favour of the 70% of the respondents who agreed that job dissatisfactions at the company is having certain negative effects. Among such negative impacts are; low morale (80% agreed), high labour turnover (74% agreed), low commitment (90% agreed), low productivity (59% agreed), and increased absenteeism (80% agreed).

Such findings however rhythm with [11, 27]'s assertions, employees' dissatisfactions unless addressed by management usually lead to high absenteeism, low productivity, and low morale. Although, 24% of the respondents disagreed, while 5% were unsure, the mean of 3.4 strongly falls within the scale of agree to back the views of the 70%. The standard deviation of .9 indicates the differences in the number of the respondents choosing other options other than the agree categories is quite low, and therefore reflects that most of the respondents found that the current level of employees' dissatisfactions is causing significant negative impacts on employees' performance.

With a significant 80% of the respondents dissatisfied, it means the company stands the risk of facing some of the negative consequences which [2] notes to usually be associated with low morale. These impacts of low morale are represented in Table 6 (below).

**Table 6:** The Features and Results of High and Low Morale

High Morale	Low Morale
Willingness to work hard	Reluctance to work
Self-motivation	Need for close supervision
Workers share in the objective of the organization	Lack of interest in objectives of the organization
Confidence in management	Lack of confidence in management
The needs of the work group are considered important	Depression
Good performance of the work force	Poor performance of a work tasks
High productivity	Low productivity
Low absenteeism	High absenteeism
Good time keeping	Bad time keeping
Low labor turn over	High labor turn over
Few accident	More accident
Good Cupertino within the organization	Lack of Cupertino within the organization

In order to determine whether declined morale, low commitment, and productivity were associated with employees' dissatisfactions, hypothesis analysis was conducted (table 7 below).

**HO3:** There are certain negative effects arising from the current level of employees' dissatisfactions at XYZ

Security Services.

**HA3:** There are no certain negative effects arising from the current level of employees' dissatisfactions at XYZ Security Services.

**Table 7:** Hypothesis testing

Items	Percentages of Responses				
	Disagree	Unsure	Agree	M	STD
Q1	28%	2	70	3.6	1.0
Q2	35	6	59	3	1.1
Q3	21	5	74	3.3	1.2
Q4	16	3	81	3.4	0.9
Q5	14	6	80	3.8	0.9
Q6	18	2	80	3.7	0.9

Using Standard Error of S =  $\frac{s}{\sqrt{n}} = \frac{.9}{\sqrt{100}} = 0.09$ ,  $\mu = \bar{x} \pm 1.96 = 3.4 + 1.96 (0.09) = 0.4824$  or  $3.4 - 1.96 (0.09) = 0.1296$ . At 95% confidence level, the population means fell between the range of 0.4824 and 0.1296. Any of the two boundaries can therefore be chosen.  $Z = \frac{\bar{x} - \mu}{s} = \frac{3.4 - 0.4824}{0.9} = 3.24$ . Since the calculated Z-score of 3.24 was greater than 1.96, the null hypothesis (Ho) was thus accepted and the alternative hypothesis (H1) rejected. Besides the correlation analysis revealed that the current increased employees' dissatisfactions arising from extrinsic and intrinsic factors have negative impacts on the company's performance.

**Table 8:** Co-relation analysis (Extrinsic / Intrinsic Factors and impacts of employees' dissatisfactions)

Scales	Mean average for % in section A (x)	Mean average for % in Section B (y)	xy	x <sup>2</sup>	y <sup>2</sup>
Agree	83 +71=154/2=77	24	1848	5929	576
Unsure	3+3=6/2=3	5	15	9	25
Disagree	14+10=24/2=12	70	840	144	4900
Total	$\sum x = 100$	$\sum y = 100$	$\sum xy = 2703$	$\sum x^2 = 6082$	$\sum y^2 = 5501$

Using Pearson coefficient correlation formula;  $r = \frac{n (\sum xy) - (\sum x) (\sum y)}{\sqrt{n (\sum x^2) - (\sum x)^2} \sqrt{n (\sum y^2) - (\sum y)^2}}$

$$\frac{3(2703) - (100)(100)}{\sqrt{3(6082) - (100)^2} \sqrt{3(5501) - (100)^2}} = \frac{8109 - 10000}{\sqrt{18246 - 10000} \sqrt{16503 - 10000}}$$

$$= \frac{1891}{7371} = 0.3$$

The results of the hypothesis analysis fall between 0 and 1, and therefore indicated a positive relationship between extrinsic / intrinsic and the impact of dissatisfaction. This means that if extrinsic and intrinsic factors are causing employees' dissatisfactions, a firm is also bound to experience a decline in morale, commitment, motivation, higher absenteeism and labour turnover.

- The measures for improving employees' satisfactions at XYZ security services

**Table 9:** The measures for reducing employees' dissatisfactions at XYZ Security Services

Items	Percentages of Respondents				
	Disagree	Unsure	Agree	M	STD
Management is putting the necessary effort to address the issue of employees' dissatisfaction at XYZ Security Services.	70	11	19	2.3	1.0
Increasing financial rewards is one of the ways of improving employees' satisfactions at XYZ Security Services	66	20	14	2.3	1.1
Introduction of non-monetary rewards would improve employees' satisfaction at XYZ Security	58	19	23	2.6	1.3
Increased employees' participation in management decision making process would generate employees' satisfactions at XYZ Security Services	42	15	43	3.1	1.5
Grand averages	59	16	25	2.6	1.2

The results in table 9 (above) show that 59% of the respondents on average disagreed that management is undertaking appropriate measures dealing with the increased employees' dissatisfactions at the company. The respondents, 70% confirmed that management is not putting effort to address the issue while 66% argued that increasing financial rewards is one of the ways of improving employees' satisfactions at the company. There was 58% of respondents who argued that introduction of non-monetary rewards would improve employees' satisfaction at the company while 42% argued that increased employees' participation in management decision making process would not generate employees' satisfactions.

Although 59% of the respondents disagreed, 16% of the respondents were unsure, and 25% agreed that the management is taking measures to reduce job dissatisfactions among the employees. The view of the 25% of the

respondents should not however be used to confirm that the management is serious about reducing job dissatisfactions, as such respondents could have been employees who are sympathetic to management, or constituted part of the management personnel as well. This is further proved by the fact that the mean of 2.6 is skewed towards the disagreed, though not strongly in its favour. The standard deviation of 1.2 indicates a moderate variation in the number of the respondents choosing other options. In whole therefore, it can be concluded that management is not doing enough to reduce the level of employees’ dissatisfactions (table 10, below).

**HO4;** The management of XYZ Security Services is not taking appropriate actions to reduce employees’ dissatisfactions.

**HA4;** The actions of XYZ Security Services management are appropriate actions in reducing employees’ dissatisfactions.

**Table 10:** Hypothesis analysis

Questions	Percentage of Respondents				
	Disagree	Unsure	Agree	M	STD
Q1	70	11	19	2.3	1
Q2	66	20	14	2.3	1.1
Q3	58	19	23	2.6	1.3
Q4	42	15	43	3.1	1.5
Averages	59	16	25	2.6	1.2

Using Standard Error of S =  $\frac{s}{\sqrt{n}} = \frac{1.2}{\sqrt{100}} = 0.12$ ,  $\mu = \bar{x} \pm 1.96 = 2.6 \pm 1.96 (0.12) = 0.5472$  or  $2.6 - 1.96 (0.12) = 0.0768$ . At 95% confidence level, the population means fall between the range of 0.5472 and 0.0768. Any of the two boundaries can therefore be chosen.  $Z = \frac{\bar{x} - \mu}{s} = \frac{2.6 - 0.5472}{1.2} = 1.71$ . Since the calculated Z-score of 1.71 was lesser than 1.96, the null hypothesis (Ho) was thus accepted and the alternative hypothesis (H1) rejected. The hypothesis analysis reflected that management was not taking appropriate actions to reduce employees’ dissatisfactions.

Yet according to the correlation analysis below, there is a significant direct positive correlation between the actions that management takes to reduce the levels of employees’ dissatisfactions and the certain negative consequences arising from employees’ dissatisfactions.

- Correlation analysis between the variables in section D (the measures for reducing employees’ dissatisfactions) and variables in section B (the impacts of employees’ dissatisfactions)



**Table 11:** Co-relation analysis

5	Mean average for % in section D (x)	Mean average for % in section B (y)	xy	x <sup>2</sup>	y <sup>2</sup>
Agree	59	24	1416	3481	576
Unsure	16	5	80	256	25
Disagree	25	70	1750	625	4900
Total	$\sum x = 100$	$\sum y = 100$	$\sum xy = 3246$	$\sum x^2 = 4362$	$\sum y^2 = 5501$

Using Pearson coefficient correlation formula;  $r = \frac{n (\sum xy) - (\sum x) (\sum y)}{\sqrt{n (\sum x^2) - (\sum x)^2} \sqrt{n (\sum y^2) - (\sum y)^2}}$

$$\frac{3 (3246) - (100) (100)}{\sqrt{3(4362) - (100)^2} \sqrt{3 (5501) - (100)^2}} = \frac{9738 - 10000}{\sqrt{13086 - 10\,000} \sqrt{16503 - 10\,000}}$$

$$= \frac{262}{4536} = 0.1$$

The results of the correlation analysis is 0.1, and falls between 0 and 1, and therefore demonstrates that if the management does not take appropriate steps to reduce the effects of employees’ dissatisfactions, negative consequences are most likely to arise.

**5. Conclusions and Recommendations**

The following recommendations are relevant for improving employee satisfaction at the company:

- **Improve on the extrinsic and intrinsic factors**

Considering high employees’ dissatisfactions at the company, management must improve on both intrinsic and extrinsic factors.

**5.1 Extrinsic Factors**

- **Physical work environment**

Improving the physical work environment would render it more pleasant and attractive to the employees.

- **Financial Incentives**

Management must provide financial incentives to well performing employees. The results of this study indicated that employees are dissatisfied because well performers are not provided any financial rewards in

acknowledgement of their good performances.

- **Praise and Recognition**

Employees expect to be praised and recognised for good performance. There is need therefore to alternate financial, praise and recognition. Such an approach may lead to a reduction in employees' dissatisfactions.

- **Fair and Constructive Criticisms of Employees**

Employees require fair and constructive criticisms. The respondents expressed dissatisfactions with the way they are treated and implementing this measure could reduce employees' dissatisfactions at the company. Thus, management must establish appropriate dispute resolution mechanisms.

### ***5.2 Intrinsic Factors***

Management of the company need to adopt the following measures:

- **Job rotation measures**

This can be done by moving the employees from one job to another, for instance move the employees from guarding buildings to patrolling or providing transportation security. This would render the job more challenging and interesting, and subsequently lead to a reduction in dissatisfactions.

- **Job enlargement measures**

Management must expand employee tasks by asking clients to delegate more tasks that can keep the employees more busy. This would eliminate boredom, render the job more interesting and reduce job dissatisfactions among employees.

### ***5.3 Recommendations for Future Research***

There are two future researches that can be conducted in continuation of this research paper. The study focused on XYZ Security Services and therefore, the findings of this study may not be generalised for other Security organizations in Gauteng and South Africa at large. In order to address the delimitations of the study, a country-wide research should be conducted which compares the differences in the job satisfaction levels of the various security organizations. A future research study into designing an African specific job satisfaction model that takes into account culture is recommended. Most job satisfaction researches have used Western Models / theories. Such models / theories may not be applicable to African countries. It is therefore important that future research address the issue of designing a model that is applicable to the African context.

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