

EXPLORING THE RELATIONSHIP BETWEEN JOB SATISFACTION
(AS MEASURED BY THE JDI) AND SALES EXECUTIVE
PERFORMANCE AT A PRIVATE SOUTH AFRICAN MOTOR RETAIL
GROUP

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by

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DECLARATION

I, Peter McNaughton, hereby declare that this dissertation is my own original work, that all sources have been accurately acknowledged, and that this document has not previously in its entirety or in part been submitted at any university in order to obtain an academic qualification.

Peter McNaughton
May 2016

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ABSTRACT

This study explores the relationship of job satisfaction as measured on the Job Descriptive Index with sales performance per individual, aimed at investigating the relationship between job satisfaction and a sales executive's performance. The Kelston Motor group was nominated as the organisation which the study would be conducted on. The approach to this study was to provide a sound academic base followed by a quantitative analysis. The Job Descriptive Index (JDI) questionnaire was used to determine the sales executives' current satisfaction levels and these were compared to the sales average gross profit incomes averaged out over a 6-month period.

A sample of 34 sales executives employed by the Kelston Motor group were sent the JDI questionnaire. These individuals were selected based on the length of time they have worked for the organisation. Each sales executive was given a pseudonym to ensure anonymity. The various sales executives average monthly gross profit earnings over a 6-month period were linked to these pseudonyms. This information was then linked to each respondent's questionnaire before sending the questionnaire via email.

The results of this study show that job satisfaction played a fairly insignificant role on sales executives performance. It was, however, found that job satisfaction had a direct effect on activities such as staff turnover and absenteeism which does have a direct impact on sales executives performance.

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CHAPTER 1: INTRODUCTION

1.1) Brief Overview

Companies in the current era seek a competitive advantage. According to Pfeffer (1994:9) people are the single greatest factor in attaining and maintaining competitive success. It is often the belief that to improve a staff member's performance the financial reward needs to be increased. This is however not always the case. It is also not the best means of employee motivation from a long-term financial perspective. The increase in company earnings following the improved performance of the employee is offset somewhat by the increase in remuneration that the company in turn would need to pay the employee.

Due to the increase in the competitive nature of business today it is not always viable to increase costs to bring about improved performance. It is common knowledge that it is easier to save money in a business than to invest money in order to earn an increased return in income.

Sir Richard Branson highlighted in his book "The Virgin Way", Branson (2014:33) that listening and remembering what his employees have to say is a single most important factor of his success. The satisfaction that the employee felt through being part of the decision and having his point of view heard and remembered ensured that he bought into that specific idea and also ensured the long-term success of that specific project. Branson also highlights that often when an employee needs to be dismissed, the manager may not realize that he is in part to blame for that employee's failure. Too often the manager does not take the time to understand, train and motivate the employee appropriately. Therefore, when the employee fails it is only the employee who is blamed. In some instances, great people are lost due to poor management.

The decision to complete this study was done based on the above ideas. Increased competition in the business sphere and rising costs of operations is forcing businesses to find the means to gain more from their employees for less financial reward. The long-term sustainability of any organisation is based on the success of the people involved. It is important to note that satisfaction and motivation are simultaneously complicated and simple topics. They are complicated because of the great individual differences which exist and the general complexity of human beings. They are simple

because of the key “prods “which can be used to guide the design of an effective reward system (Lawler, 1995). Due to the involvement of emotions and individuality between people the aim of the study is to provide general discussion points and recommendations.

This study will commence by providing a literature review of job satisfaction. This will be followed by a chapter on the methodology of the research which will be conducted. Next will be a chapter on the research results. This will be followed by a chapter discussing these results. A brief summary and recommendation’s will then be given followed by a conclusive summary.

1.2) Background of Study

According to the National Association of Automobile Manufacturers of South Africa, in 2013 there were 649,000 motor vehicles sold in South Africa (Naamsa, 2014). This indicates that the motor retail industry contribution to the overall South African economy is significant. The long-term sustainability is thus important to South Africa. It contributes a substantial amount to employment, taxable income and many other factors which help to drive the country’s economy. The motor retail business in South Africa does not employ an over complicated business model. Simplistically motor retailers sell the final product, obtained from the franchisors, on to the final consumer. Motor retailers primarily operate out of car dealerships which, measured on a world-wide scale, provides significant infrastructure in terms of size and service levels (Ellis, 2014). Car dealerships, in general, offer four main functions. They offer new and used motor vehicles for sale. They offer workshops to service the vehicles which they retail. They supply parts for their product which they sell through their own workshops, provide to other smaller workshops and market to motor body repairers. In recent times they have, in terms of the Consumer Protection Act (CPA) and National Credit Act (NCA), also begun offering financial advice to clients when they purchase motor vehicles. This typically now includes a basket of value added products (VAPS) including products such as insurance (McNaughton, 2014).

Vehicle sales are often seen as the most important activity within the motor dealership. The reality is the gross profit returns on the other activities are in fact superior but the business model dictates that the sale of vehicles, i.e.: numbers of vehicles of that brand (car parc), are the life blood of that dealership. Thus an increase in car parc

provides a positive impact on the after sales area of the dealership (Paxton, 2014). This indicates that the sales of motor vehicles are the main contributing factor to the long-term sustainability of the motor vehicle dealership.

1.3) Kelston

The Kelston Motor group will be used as the working example for the thesis. The author has access to all the vehicle salesmen and financial documentation of the business. The group is currently involved with seven brands, some of which are of a premium nature and others which are more common and focussed more on volume business. The study will focus on 30 people. These individuals have been selected based on their period of employment at the Kelston motor group. These 30 individuals have been employed for the longest period of time.

The Kelston Motor Group was formed 13 years ago through the union of Market Square Volkswagen in Uitenhage, owned by Michael McNaughton and Dirk Ellis Motors in Humansdorp owned by Dirk Ellis (McNaughton, 2014). The main reasoning for their joining was that they wanted to experience savings and improved revenue through economies of scale. From only two dealerships in the year 2000, the Kelston Motor Group currently operates the following dealerships:

- Audi Centre Somerset West
- Audi Centre Trichardt
- Citroen Port Elizabeth
- Dirk Ellis Volkswagen, Jeffrey's Bay
- First Automobile Works (FAW), Port Elizabeth
- Ford Queenstown
- Great Wall Motors (GWM), Port Elizabeth
- Market Square Volkswagen, Queenstown
- Market Square Volkswagen, Grahamstown
- Market Square Volkswagen, Uitenhage

- Peugeot Port Elizabeth
- Tri-Sec Autohaus, Trichardt

Currently, the Kelston Motor Group employs more than 400 people, having employed less than 30 in the year 2000. The Group has grown consistently over the past ten years. The turnover for the 2000 financial year was R73 Million. For the 2013 financial year, they are expecting a turnover of R1.2 Billion (McNaughton, 2014). The group has added four new dealerships to their stable in 2014 (Stemmet, 2014). According to McNaughton (2013), the key focus of the Kelston Motor Group is customer satisfaction and to make sure that this is the case across all demographics their customers represent.

1.4) Objectives of the Study

This section will include the research problem, research aim, indicate the value of the research and then provide the structure of the study.

1.4.1) Research Problem:

Due to the cyclical nature of businesses, business leaders need to keep adapting and implementing new strategies to grow financial performance by monitoring and improving the performance of their employees. It is the author's contention that growing the financial performance cannot always be sustained by only increasing the financial reward. It has been mentioned that the overall performance of the motor dealership is driven by vehicle sales and this is directly related to the productivity of the sales people. It is therefore an extremely important exercise to evaluate the driving factors of sales people. Their performance is currently measured by sales units per month and their relative gross profit income earned.

At the conclusion of this research it is envisaged that recommendations can be made to management to improve employee performance. As mentioned previously the involvement of emotions and individuality between people add complexities to the study. The intention of the study is to provide general discussion points and recommendations.

1.4.2) Research Aim

The main aim of this thesis is to determine what activities can be employed to improve sales executives' sales performance in the South African motor vehicle industry. There are two role-players involved in this, firstly the sales executives and secondly the companies for which they work. A Job Descriptive Index (JDI) questionnaire will be employed to understand the sales executives' job satisfaction requirements and current possible shortcomings.

The supporting objectives are to:

- Investigate the relationship between employee satisfaction and sales performance.
- Determine what factors promote motor vehicle sales executives' job satisfaction levels.
- Providing simple recommendations for management based on the findings on the relationship between salesmen's satisfaction and sales performance.

1.4.3) Value of the Research

The value of this research can lead to both financial benefits and can improve employee satisfaction. If it is proven that a satisfied salesmen is able to sell more vehicles, then the manager of that employee can employ methods to promote employee satisfaction which will in turn will bring about improved financial performance. Through this research, managers will be equipped to concentrate on areas of the salesmen's' lives in which satisfaction can be improved. If this study can promote that each salesmen who took part in this study sells one car on average per month the net result per year would be considerable. The further gains of employee retention and drop in absenteeism cannot be measured but must be considered.

1.4.4) Thesis Structure

This study is structured as follows:

- Chapter 2 will provide describe, review and give theories of job satisfaction.
- Chapter 3 will give a detailed explication of the methodology and the job descriptive index.
- Chapter 4 will put forth the research findings. It will also describe the statistical methods used to determine the validity of the hypothesis.
- Chapter 5 will discuss the results and the deductions will be put forward.
- Chapter 6 will provide the summary, recommendations and conclusion.

CHAPTER 2: LITERATURE REVIEW

2.1) Literature review

The concept that a satisfied worker is a productive worker is and has been a matter of both controversy and confusion (Lawler, 1995:92). Research does however indicate that people who are dissatisfied with their job will only do what they are contractually responsible to do and will not, or will only reluctantly, do anything outside the area of responsibility. Satisfaction also effects employees' attitude. It has been proven that job satisfaction does not have a direct impact on job performance, it does however have a direct impact on absenteeism and staff turnover (Lawler, 1995:93). It is thus vital to include job satisfaction in the exercise to evaluate the driving factors of sales people.

According to Staw (2004:91) organisational psychologists have generally accepted the notion that performance and job satisfaction do not go hand in hand. They do however consider that one's job attitude is subject to change or is permeable. This is brought about by thinking of the employee as someone who constantly appraises the work situation, evaluates merits of the different contexts and will then formulate an attitude based on these conditions. As work situation's change employees are seen to change their attitude in an upward or downward direction (Staw, 2004:92). According to Staw (2004:91) this is why even though there is no direct link between job satisfaction and employee performance, job satisfaction is still a common target for organisational change.

Organ (2004:101) places work performance into two categories, in-role performance and extra-role contributions. In-role performance relates to what the person must do in terms of a set job description and what contractually qualifies the individual for incremental rewards such as bonuses or prizes. This performance is affected slightly by attitude but more affected by aptitude, work-flow, dependence on others, expertise and resources. According to Organ (2004:102) a positive attitude adds little to individuals in role performance once the limits of the above constraints are reached. Negative attitudes, on the other hand, which can bring reduced in-role performance, can be dealt with through discipline and no matter what an individual's feeling is to management they will still work to achieve that bonus. It is also important to note that ego-involvement also exists with in-role performance; some professionals are attached emotionally to their work performance and would feel embarrassment, self-

guilt or even self-reproach if they did not achieve their goals. According to Organ (2004:103) satisfied people are more likely to perform extra-role contributions. Extra-role contributions are contributions for which the person does not generally receive direct credit. Organ (2004:103) believes extra-role contributions to be a function of attitude rather than the ability or access to resources. The effectiveness of an organisation depends on these voluntary or discretionary contributions.

Rafaeli and Robert (2004:111) propose that an organisation can gain or lose through emotional involvement in work. Sales people sell through a combination of body language and professional selling skills. They believe sales people need to employ a bunch of non-verbal signals such as a friendly, enthusiastic, smiling face with hands which are relaxed and open. People are more emotionally open if they are more satisfied (Rafaeli & Robert, 2004:113).

Aronson (2004:126) identifies with the theory of Dissonance. This theory puts forth that if an individual finds themselves performing a task that they have not been adequately remunerated for or threatened with dire consequences if they fail, they will in turn find internal reasons for completing the task. For example, if a person was asked to give a speech about a certain individual that they dislike. To complete the speech the person would be paid lots of money or be killed. However, the person would complete the speech to earn the money or not to be killed. The person's attitude to the individual would not change. To change the person's attitude toward individual the offer would have to be either less money or just a mild threat. This would motivate the person to find other values when presenting the speech, such as researching more about the individual and finding that they in fact do not dislike the person (Aronson, 2004: 127). Thus, if an individual perceives more value in a task and has a better attitude towards it, they will rationalize it and this would lead to better performance. Better performance can therefore be brought about without having to increase remuneration or make threats.

2.2) Job Satisfaction

2.2.1) Definition

According to Vroom (Vroom, 1964:99, cited in Locke, 1976) employee satisfaction is the degree to which employees have a positive orientation towards employment in the organisation. Job satisfaction is defined by Greenberg and Baron (2000:170) as an individual's reaction to their job. The most basic definition of job satisfaction is given by Smith, Kendall & Hulin (1969:14) in which job satisfaction is defined as the feelings which employees have about their job. They believed it to be a function of the supposed characteristics of the employee's job. These supposed characteristics are relative to the employee's internal standards. These internal standards are related to the individual's prior experience, the individual's set preference for making a given response, the individual's expectation and lastly their threshold for change in a given situation. Job satisfaction is thus relative to the alternatives available to the individual and is not an absolute phenomenon (Smith, Kendall & Hulin, 1969:14). It is important to consider that the employee's job satisfaction is also affected by the alternatives available to him or her (Smith, Kendall & Hulin, 1969:15).

It is important to understand that job satisfaction is a multi-faceted concept. Kreitner, *et al.* (1999:197) describes job satisfaction as an emotional response concerning all the various factors related to one's job. This means that an individual could be satisfied with certain aspects of their employment but completely dissatisfied with other aspects of their job.

2.2.2) Importance of Job Satisfaction

According to Lawler (1995:93) job satisfaction affects employee absenteeism and employee turnover and thus has a direct impact on organisational performance. Staw (2004:91) states that there is no common link between job satisfaction and employee work performance but job satisfaction is a common goal for most organisations. Organ (2004:103) is of the belief that extra-role contributions in the work-place are a direct result of the employee's attitude, and attitude is directly impacted by job satisfaction. As stated previously, Rafaeli and Robert (2004:111) believe that salesmen sell through a combination of body language and selling skills. Body language is a representation of emotion and emotion is a result of job satisfaction. Aronson (2004:127) believes that if an individual places a higher value on a task or has a better attitude they will perform that task better.

When employees are dissatisfied they are more likely to leave their place of employment. Job dissatisfaction leads to increased occurrences of management and employee confrontation and employees striking (Bargain *et al*, 2003:220). An employee who has more loyalty and satisfaction can play a role in increased positive activity. Higher levels of employee dissatisfaction can lead to job neglect (employees will let work conditions deteriorate without taking any steps to rectify the issue), lower levels of effort and higher amounts of absenteeism (Bargain *et al*, 2003:221).

According to Nel, *et al* (2003:580), current research reveals that there is no relationship between performance and job satisfaction. Job satisfaction does, however, influence commitment, loyalty, employee turnover and absenteeism.

Alavi and Askaripur (2003:592) have three justifications for the importance of job satisfaction. The individual's private life is affected by job satisfaction. If an employee is dissatisfied they may leave the organisation. An employee with higher levels of satisfaction enjoys an increased life expectancy and better health.

Ross and Zanders (1957:331) relate employee satisfaction and their basic needs. If the needs are met, there are higher levels of continued employment. These basic needs are for recognition, the need for individuality, the significance of their work and the need for fair standards of evaluation.

2.2.3) Theories of Job Satisfaction

According to Lawler (1995:81) there are four main approaches to job satisfaction

1. **Fulfilment Theory:** According to Schafer (Schafer, 1953, cited in Locke., 1969:320) job satisfaction of the employee will directly relate to the extent to which the needs of that employee, which can be satisfied, are indeed satisfied.
2. **Discrepancy Theory:** According to Porter (1969: 234) dissatisfaction is determined by the difference between expected or sensed outcome and the actual outcome. The larger this discrepancy the higher the level of dissatisfaction.
3. **Equity Theory:** According to Adams (1965:276) this theory relates to satisfaction and a person's perceived equity. He believed that the level of a

person's satisfaction is directly related to their perception of equity. A person's perceived equity is determined by their input/output balance and this is compared to a certain input/output balance.

4. **Two-Factor Theory:** The two-factor theory, also known as the motivation-hygiene theory, was first developed by Frederick Herzberg and his associates at the Psychological Service of Pittsburgh in 1957 (Miner, 2005:61). According to Sachau (2007:379), Herzberg and his associates completed more than 2000 job satisfaction studies and found that the variables that were contributing to employee satisfaction seemed to be completely different to those contributing to employee dissatisfaction. More work was done by Herzberg and his team and they came up with the term of "motivators" for satisfying indicators and "hygiene factors" for dissatisfying events (Sachau, 2007:381). Herzberg found the fundamental difference between hygiene factors and motivators is that the motivators all involve psychological growth while hygiene factors all involve psychological and physical pain avoidance (Sachau, 2007: 384).

According to Herzberg (Herzberg, 1968, cited in Herzberg., 2003:87) the theory revolves around the belief that things that satisfy people and motivate them on the job are different in kind from the things that make them dissatisfied. Thus the reverse of job dissatisfaction is not job satisfaction but in actual fact is no job satisfaction. The general assumption is that job satisfaction and job dissatisfaction are inversely related. Meaning that an employee will have higher job satisfaction if he or she has lower job dissatisfaction, Herzberg found this not to be the case (Miner, 2005:65).

Herzberg states that the easiest way to get someone to do what you want them to do is by asking them, but if he or she says she does not want to do this activity a problem is created. This conversation includes financial rewards or incentives (Herzberg, 1968, cited in Herzberg., 2003:87).

Herzberg identifies with the term "KITA", this roughly relates to kicking the person in the pants to perform what action you desire. He identifies different types of "KITA", the first being negative physical KITA, the second being negative psychological KITA and lastly Positive KITA. Negative physical KITA is a physical attack on the person to get them to perform the task you require.

The second “KITA” relates to attacking the person psychologically to perform your task. Positive “KITA” revolves around giving the person an incentive or reward to perform the task. He believes that all these types of “KITA’s” are not motivation, the person asking is the one who is motivated and the person actually doing the task is simply performing a request (Herzberg, 1968, cited in Herzberg., 2003:87). Thus, to get the person to perform the task again you would have to apply whatever “KITA” you previously used to get the person to repeat the task. This means whatever “KITA” you used was not motivation.

Herzberg believes that to motivate an individual correctly, a person needs to install a “hypothetical generator” in that person rather than simply charge their batteries, which only lasts for a short space of time (Herzberg, 1968, cited in Herzberg., 2003:87). In this way the employee can actually be self-motivating rather than having to be constantly monitored.

Herzberg’s application of the motivation-hygiene theory was job enrichment. This involves modifying the employee’s job such that they can experience more of the motivator factors than hygiene factors (Sachau, 2007:381).

2.2.4) Elements of Job Satisfaction

According to Smith, Kendall & Hulin (1969:83) there are four main dimensions of job satisfaction. The four dimensions are work, supervision, co-workers and pay. Nel *et al.* (2001:588) breaks satisfaction into two clusters, organisational elements and personal elements. The organisational elements are pay, supervision, promotion and work.

Employees evaluate their own and their fellow colleagues input against their pay. The remuneration that they receive gives them a perceived value of their net worth to the organisation. Higher earnings encourage higher work performance. Luthans (2002:61) found that increased earning potential brings a better result than fringe benefits.

It is the role of the supervisor to organize, plan, lead and control the activities of the employees and the organisation’s resources (Davis and Newstrom, 1998:254). Job satisfaction is affected by the level of supervision. According to Nel, *et al.* (2001:588)

by allowing employees to give input on important decisions that need to be made which directly affect them will bring about higher levels of satisfaction.

A key determining factor of employee satisfaction is the opportunities which exist for growth. If an employee perceives that there are opportunities' for promotion and the process is handled fairly the organisation will benefit by a higher level of employee satisfaction. According to Luthans (2002:61) promotions occur when employees are assessed and compensated fairly, thus an open and fair promotion strategy would need to be employed to bring about higher levels of employee satisfaction.

It is widely accepted that people enjoy activities which they value, find challenging and interesting. This means that if a person finds their work to be of value, challenging and suitably interesting, they will have higher levels of job satisfaction.

2.3) Salesmen's Output

According to Hein (2014) the Kelston profile for a sales executive has eight main outputs. The primary function is to sell motor vehicles and associated accessories and services. Accessories and services relate to upselling and second gross marketing, these are products like extended maintenance plans and vehicle accessories, where a margin is made.

The second main output is to appraise trade-ins and buy-ins. When a new vehicle transaction takes place typically the consumer's existing vehicle is sold to the dealership as part of the transaction (trade-in). These vehicles are often in poor condition and the effective market value evaluation has to be determined before a successful transaction, i.e.: a profitable, one can be concluded. These trade-ins are either sold to a third party or reconditioned to a specific company standard for resale.

The third main output is ensuring client satisfaction. This is a very important aspect as repeat business is essential. It costs less to keep an existing customer than to source a new customer. Therefore, in general, public opinion plays a major role and with the advancements in social media an upset customer is able to cause considerable damage (Richter, 2014).

The fourth main output is the obtaining of trade covers. This refers to the vehicles that are sold to a third party and that do not represent the quality standard the motor group dictates and thus the vehicle is sold to another trader.

The fifth main output is that the salesmen ensures that the vehicle delivery standard is such that the goal of customer's delight is met. This level of satisfaction (customer service index) is measured by independent research companies such as IPSOS (McNaughton, 2013). A high CSI score can earn the dealership a high variable margin from the franchisor.

The sixth output is that the salesmen must exhibit a thorough approach to the paperwork which in today's market can be significant. These requirements are essential in order to stay within the provisions of the CPA.

The seventh output is that the salesmen must assist and execute agreed marketing activities in the pursuit of market differentiation in an extremely competitive market place. The final expectation of the salesmen is that the vehicle showroom must be kept spotless and equipped. These factors are important sales tools in terms of vehicle sales and point of sale material and customer convenience areas (Hein, 2014).

CHAPTER 3: METHODOLOGY

3.1) Introduction

The aim of this chapter is to outline the methodology which was used to achieve the primary objective. The primary objective is to explore the relationship of Job Satisfaction as measured on the Job Descriptive Index with sales performance per individual. In the previous chapter the existing literature in this field was provided to present a theoretical understanding of the topic at hand.

This chapter will commence by providing information on the research paradigm and will provide an outline of the research goals. The research method, procedure and technique will then be discussed. Following this the research design and questionnaire development will be explained. Lastly, the population size, data analysis and all ethical considerations will be outlined.

3.2) Measurement of Job Satisfaction

3.2.1) Job descriptive index

In 1969 Smith, Kendall and Hulin officially introduced the Job Descriptive Index (JDI) (Lake, 2014). The Job Descriptive index takes into consideration five areas of job satisfaction namely satisfaction with work, co-workers, supervision, pay and promotion according to Futrell (1979:594). The JDI has been updated consistently over the years and has a strong emphasis on psychometric rigour and as such is one of the most widely used measures of job satisfaction (Bowling, Hendricks, & Wagner 2008, cited in Lake, 2014). According to Lake (2014) the JDI index has become the gold standard for job satisfaction scales.

There are two main subdomains of the JDI. There is an evaluative domain, generally longer term, which takes into consideration how a person compares their current job with previous jobs that he or she has had over their lifetime. There is a descriptive domain which looks at the satisfaction experienced by the employee on a day to day basis within their current job. As mentioned above promotion, supervision, satisfaction with work, pay and co-workers are the final sub dimensions of the JDI (Kinicki et al., 2002:15).

3.2.1.1) Positives

The positives of the JDI will be addressed in order to determine the legitimacy of the study. Kinicki (2002:26) found the JDI to be superior to other methods of study and in their conclusion the state that the JDI is a reasonable measure of satisfaction.

3.2.1.2) Possible Limitations

It is important to understand the limitations of the JDI before implementing the study. According to Kinicki (2002:28) there is a large amount of method and error variance in the JDI study. The main problem areas are within the co-workers and work sub dimensions. The study measures the satisfaction of the employee and thus the study assumes that a happy salesmen is a more productive salesmen.

Nagy (2002:249) identifies several areas in which a single-item measure may be preferable to multiple-items, such as JDI. They show signs where they are more cost effective, contain more face validity and are better able to measure job satisfaction (Hanisch:1992:379).

3.3) Research Paradigm

When considering the research paradigm the author did consider both a quantitative approach and a qualitative approach. According to Punch (2014:2) quantitative data is any data in the form of numbers or measurements. Qualitative data is not in the form of numbers.

According to Bryman (1988:108) the choice between the two approaches needs to be based on the suitability in answering the particular research questions. It was for this reason that the research design chosen was quantitative. The research compared a JDI score against salesmen's personal gross profits and sales in units over a six-month period. All three aspects are represented as a numerical value.

3.4) Research Goals

The goal of the research was to investigate the role job satisfaction plays on motor vehicle sales executives' sales performance. It is not financially viable to constantly increase financial rewards to boost a sales executive's performance. The assumption is not that job satisfaction has a direct effect on sales performance. It does however

play an important role in aspects such as employee absenteeism, consistency in quality of work, employee turnover and staff morale. Thus, employee satisfaction does have an important secondary impact on performance.

3.5) Methods, Procedures and Techniques

The research data collection for this research involved the use of a single questionnaire. The JDI questionnaire was used to evaluate five facets of job satisfaction. These are opportunities for promotion, the actual work, pay, relationships with co-workers and the quality of supervision.

3.6) Research Design

This research was designed to explore the relationship of job satisfaction and sales executives' work performance. A JDI survey was used to gather information based on the sales executives job satisfaction. Sales history for a six-month period was obtained from the Kelston Motor Group's records.

The sales performance history was broken down into two aspects; firstly, overall units sold over the six-month period and secondly, gross profit earnings. It does not necessarily mean that a sales executive with the highest number of unit sales will have the highest gross earnings. Certain salesmen may be more prone to discounting than others and their counterparts may sell a more premium product which is sold in smaller volumes. It was decided to use average gross profit income to address the above possible shortfalls.

3.7) Questionnaire Development

A virtual copy of the JDI was sent by email to each sales executive. The study remained confidential (Wrethman, 2014). The JDI consists of a short list of adjectives and phrases that describe the different facets of the job. People were instructed to select "No" or "Yes" in reply to each word or phrase. A "Yes" selection indicated that the phrase or adjective describes the job situation, a "No" selection indicated that the phrase or adjective does not describe the job situation and "?" means that the person cannot decide (Brodke et al., 2009).

In an attempt to reduce common mistakes, the book 'Designing and Using Organisational Surveys: A Seven-Step Process', was used as a guideline (Church et al., 1988:1).

3.7.1) JDI-Questionnaire

The JDI has six main questions (Job Descriptive Index, 2009).

3.7.1.1) People on your present Job

This question identifies with the employees' satisfaction with their co-workers. The participants were asked to consider the people with whom they come into contact at work. There is a list of 18 adjectives to describe their feelings. The participants are asked to write Y if it describes the participant's co-workers, N if it does not, and to write a question mark if they cannot decide (Job Descriptive Index, 2009).

3.7.1.2) Job in General

The second question relates to the employees' feelings of their current job in general. They were again given 18 variables to which the participant can answer Y if it describes the participant's job in general, N if it does not, and to write a question mark if they cannot decide.

(Job Descriptive Index, 2009).

3.7.1.3) Work on Present Job

The third question communicates with the actual work the individual is doing. The participants were asked to consider the work they are doing on a daily basis and once again were asked to write Y if it describes the participant's day to day work, N if it does not, and to write a question mark if they cannot decide.

(Job Descriptive Index, 2009).

3.7.1.4) Pay

The fourth question relates to the remuneration the participant is receiving. The participant was asked to consider the current pay they were receiving and then again asked to write Y if it describes their current pay check, N if it does not, and to write a

question mark if they could not decide. There are nine adjectives to relate to their feelings on their current pay.

(Job Descriptive Index, 2009).

3.7.1.5) Opportunities for Promotions

In the fifth question the participants are asked to consider their current opportunities for promotion. There are nine adjectives to measure their feelings towards the opportunities they understand to exist. They were asked to reply similarly, as above.

(Job Descriptive Index, 2009).

3.7.1.6) Supervision

The final question relates to the supervision the participant was receiving. The participant was asked to consider their current supervision and asked to respond in a similar way as before to the 18 set adjectives.

(Job Descriptive Index, 2009).

3.7.2) Collecting the responses from the complete Survey

As mentioned above the survey was administered electronically by email. Each sales executive was given a pseudonym number. The questionnaire results were linked to these pseudonym numbers and then combined to the average gross profit earnings for each individual sales executive for the six-month period.

Once the survey had been completed the results were downloaded and shown in an Excel format. It was necessary to engage some technical advice to correctly complete this process (Church et al., 1988:2).

3.7.3) Interpreting results

A pre-written syntax file was purchased from the Department of Psychology at Bowling Green state University. This was used as the statistical analysis software so that the author was able to analyse the results (Church et al., 1988:3).

It is important to take into account that problems could have existed in the survey data that could have led to outliers. The first important factor that was considered was the existence of missing responses, for example, the respondent answered a number

of questions but skipped one. The Quick reference guide has set guidelines for each set JDI facet that is excluded (Brodke, 2009:5). The second problem which was taken into consideration was the “straight line problem”. This is made up of respondents who simply mark “yes” or “no” to all the answers. This can be due to a number of factors such as the respondent not taking the survey seriously or poor reading skills. Each response had a set scoring and as such if a respondent has an extremely high or low score, their questionnaire needed to be checked and possibly thrown out (Brodke, 2009:8). The third problem was the “out of range values”. The JDI ranges of values are only 0, 1 or 3. Thus if values received which were not in the range then it indicated there could have been a typographical or tabulation error.

3.8) Population size

The Kelston Motor Group had 70 active salesmen. The sample size was 34 salespersons selected at random. The target sample size being 30, extra questionnaires were sent to try and account for outliers and non-respondents. Out of the entire Kelston motor group sales executives the 34 salespersons have been employed with the Kelston Motor Group for the longest period of time. They are based in the Eastern Cape, Western Cape and Mpumalanga. They included both males and females, are multi-racial, and came from very different backgrounds. The age range was from 21 to 63. They also had a varying level of experience.

3.9) Data Analysis

The questionnaire was sent to each of the sale executive’s’ email address which was password protected. A pseudonym was given to each sales executive. Sales records were matched to these pseudonyms prior to administering the questionnaire. In this way the name of the sales executive did not need to be included in the research results.

For the JDI questionnaire data received was coded into a nominal and ordinal fashion and was captured on an MS Excel spreadsheet. The elements of the JDI were coded as follows:

“YES”= 3

“NO”=0

“?”= 1

Negative scoring was used on a total of 23 questions. In the work dimension of the JDI six were negatively scored, in the pay dimension four were negatively scored, in the promotion dimension four were negatively scored and in the supervision dimension nine were negatively scored.

3.10) Ethical Consideration

- The author holds a management role in the organisation. There was a risk that the respondents could believe that the author may have had access to their completed questionnaires. In an effort to combat this, pseudonym's were created for each sales executive. Their sales history was linked to this pseudonym before administering the questionnaire.
- The sales executives could have perceived that the Kelston Motor group had a hidden agenda for asking them to complete the questionnaire. An email was sent prior to the questionnaire to clearly state the reasons for administering it.

CHAPTER 4: RESULTS

4.1) Sample Size

The questionnaire was sent to a total of 34 participants who completed the 90 questions in full. A total score as per the Job Descriptive Index was calculated.

There were three main areas of concern when reviewing the data, namely missing responses, straight line responses and outliers which would skew results. Missing responses were dealt with in the way the questionnaire was administered; the participants were not allowed to proceed without completing each question on the questionnaire. Straight line responses refer to someone who has clearly answered the questionnaire without taking the necessary time to consider each question. This is depicted by a straight line of positive or negative response. A total of five participants were removed as a result of this. In addition, three participants were removed due to out of range values for the job descriptive index score of average gross profit income for the six months. The average gross profit income is R89 768 for the period and the average JDI score is 205. Any participant with a gross profit of over R150 000 was removed and JDI score of lower than 109 was removed.

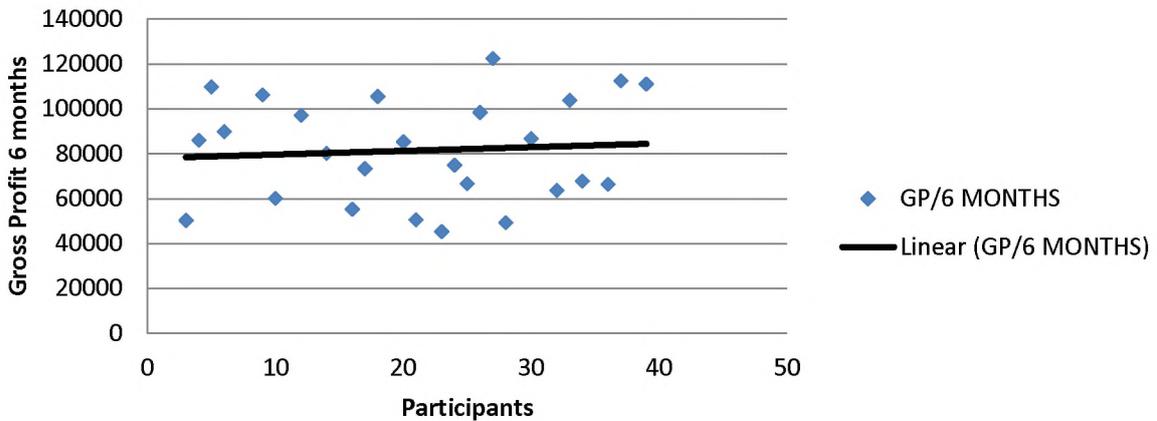
This left a total of 26 participants which could be used for further discussion.

4.2) Gross profit Income

An average gross profit monthly income is used as a representation of performance. The gross profit figure is calculated by taking the total received sale amount less the cost of purchasing that specific vehicle and the direct costs of getting that particular unit to the point of retail condition. All costs which can be directly related to the unit need to be included.

The use of this figure is to ensure commonality across the various product mixes and areas of responsibility. Premium vehicles will have higher gross margin and values due to the actual rand value of the unit being higher than a more volume moving lower priced unit. The assumption is that a salesmen who sells a premium range of product will sell less units than a salesmen who sells lower end units, but due to the increased volumes the end average gross profits will be similar.

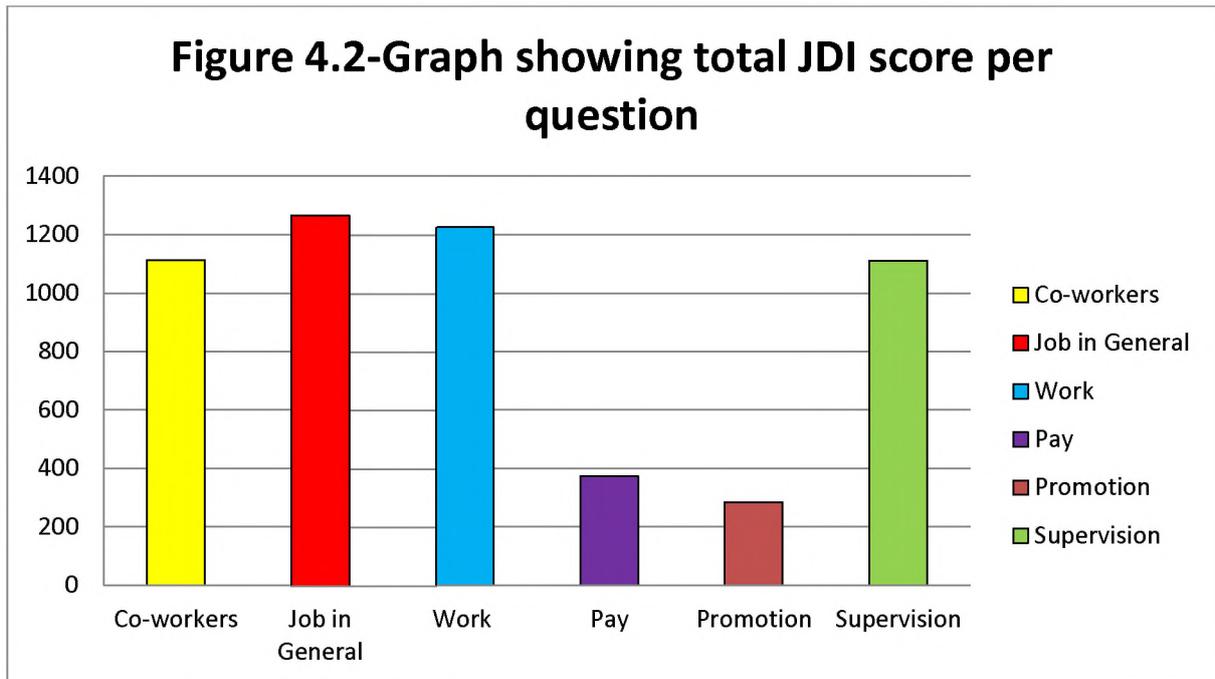
Figure 4.1- Average Gross Profit Earnings over six months



The scatter graph above shows the various candidates and their average gross profit income over the six -month period. The trend line is relatively flat. This shows that the variations of average gross profit earnings over the six-month period are relatively similar.

4.3) Current Job Satisfaction Levels.

The below graph depicts the relative JDI scores obtained from the JDI questionnaires. The scoring was completed as per the sliding previously explained. The elements were coded as 3 for a “yes”, 0 points for a “No” answer and “?” was valued as a 1.



The JDI scores for the relevant dimensions were 1113, 1268, 1225, 373, 284 and 1110 for co-workers, job in general, work, pay, promotion, and supervision. The different dimensions scored relatively excluding the pay and promotion scores.

4.4) Statistical Analysis

As outlined above the study was based on the total JDI score for sales executives and comparing this to average monthly gross profit earnings over a six-month period. Thus the statistical analysis was focused on this information, but a secondary analysis was completed on each dimension of the JDI having compared it to the average gross profit income for the six-month period. This was completed to ensure a thorough investigation into the presented results. It is important to note there are outliers in evaluating the different dimensions. These cannot be removed as the same 26 participant's need to be included throughout the study. A measure of central tendency was completed before completion of the correlation's analysis to highlight these outliers when discussing each section.

4.4.1) Measure of central tendency

4.4.1.1) Mean

The mean values for both the JDI score and the average gross profit income for the period was calculated by adding the values together and dividing this by the number of values. The calculated mean value for the JDI score was 206 and the calculated mean value for the average gross profit income for the six-months was R81 486 per month.

4.4.1.2) Median

The median is calculated as the midpoint of the values once they have been placed in order. The sample consisted of 26 salespersons. The midpoint was 13. At this midpoint the JDI score was 208. The average gross profit income for the six-month median was R85 286 per month.

4.4.1.3) Mode

The mode shows the values which appear most frequently. The mode for the JDI score was observed as 207. There was no mode for the average gross profit income for the six-month period.

4.4.1.4) Distribution

The distributions of the JDI scores were fairly symmetrical. The values of the mean were 206, the median 208 and the mode was 207. As the values are fairly similar this indicates a symmetrical distribution.

The distribution for the average gross profit income over the six-month period could not be determined accurately without a mode. The median and mean were similar values so we could expect a fairly symmetrical distribution.

4.4.2) Correlation Analysis

For the point of this study it is understood that correlation analysis is a group of statistical techniques which can be used to measure the strength of the linear relationship between two variables (Radloff, 2014). A scatter diagram was used as a tool to display the relationship between the two variables. Further to the scatter

diagram the coefficient of correlation (r) was used to measure the strength of the linear relationship between the variables (Radloff, 2014). The two variables in the case being the JDI score and the average gross income for a six-month period.

4.4.2.1) Total JDI score versus average gross profit for six-month period

The total JDI score was calculated by adding each JDI score for each specific individual for each of the six dimensions of the JDI. The average gross profit is explained in detail above.

4.4.2.1.1) Scatter Diagram representing the total JDI score versus average gross profit income

The scatter diagram shows the relative JDI score plotted against the corresponding average gross profit income for the six-month period. A linear trend line is added to the graph in order to visually depict the relationship between the JDI score and the average gross profit.



The line in the middle of the graph depicts the linear trend line. The trend line was relatively flat with a slight upwards angle. This indicates that there was a weak relationship between the total JDI score, for the six dimensions and the total average monthly gross profit for the six month period. The slight upwards angle shows that there was a slight positive relationship between the total JDI scores and average gross profit income. This means that employees' satisfaction did result in a slight improvement in work performance.

4.4.2.1.2) Coefficient of Correlation

Coefficient of Correlation formula

$$r = \frac{n(\sum xy) - (\sum x)(\sum y)}{\sqrt{[n\sum x^2 - (\sum x)^2][n\sum y^2 - (\sum y)^2]}}$$

The calculated coefficient of correlation value can range from between -1.0 and 1.0. Values of -1.0 or 1.0 indicate a perfect and strong linear correlation. Values of close to 0.0 indicate a weak linear correlation. Negative values indicate a negative linear relationship, the move in opposite directions. If one variable increases the other variable declines. Positive values indicate a positive linear relationship, if one variable grows in value the other variable's value grows as well.

Based on the above formula, the correlation between the JDI score and the performance of sales executive is 0.144. This indicates a weak positive linear correlation. The positive nature of the result indicates a positive relationship, employee satisfaction as determined by the total JDI score, did improve sales executive's performance. However, the number being so close to zero indicates that this relationship was negligible.

The result of both the scatter diagram and the coefficient of correlation calculation indicate a weak positive relationship between the two variables. The two variables being, the total JDI score and average gross profit income for the six-month period. The relationship was positive but fairly insignificant.

4.4.3) Different dimensions of the JDI versus the Average gross profit for the six-month period

4.4.3.1) Co-workers score versus average gross profit for six-month period

Table 4.1-Calculated correlation values and measures of central tendency: Co-workers

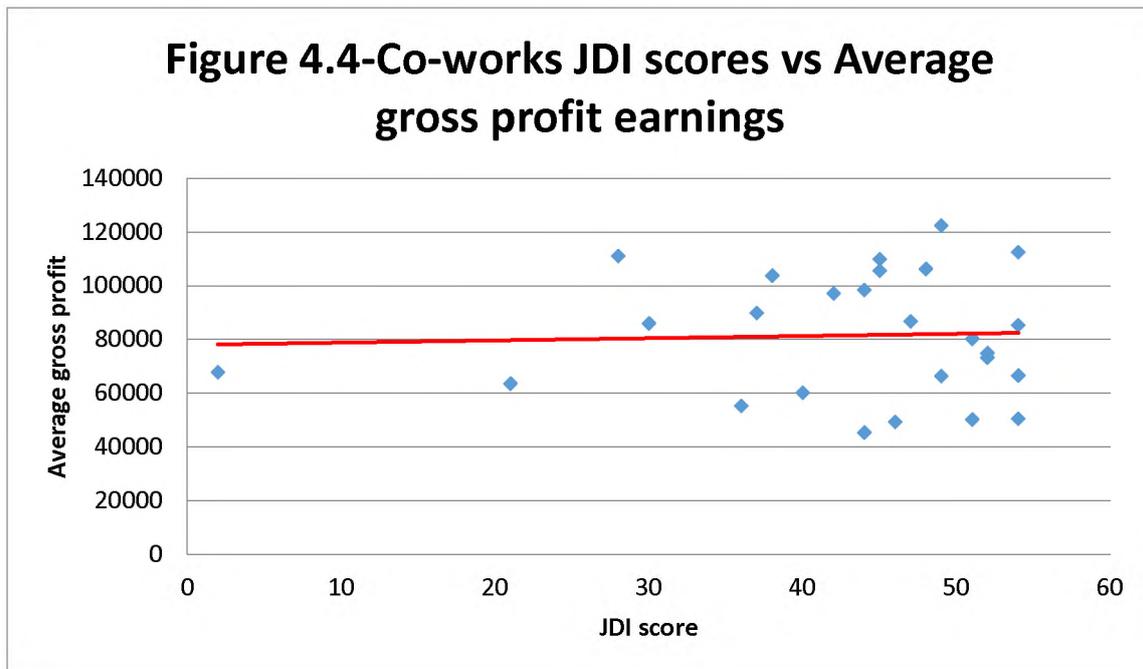
Mean	42.80769	81486.86
Median	45.5	82765.1
Mode	54	
Correlation	0.042887	

The mean and median shown above are of a lower value than the mode. This indicates a negatively skewed distribution. This in turn indicates a greater density of

values on the left hand side. It can also identify possible outliers which are situated to the left and could skew results.

The coefficient of correlation is 0.043. This indicates a weak positive linear relationship. The value is positive in nature which indicates a positive relationship. The value is however close to zero which indicates the relationship to be very slight.

The scatter diagram below represents each individual score for the co-workers dimension of the JDI. The individual co-workers JDI score is plotted against the average gross profit income per individual for the six-month period. The trend line is included to visually represent the relationship between the two variables. The two variables being co-workers JDI score and average gross profit income for the six-months.



The trend line is relatively flat with a slight upwards angle. The relatively flat trend line indicated a weak relationship. The slight upwards angle indicated a slight positive relationship. The scatter diagram illustrated a slight positive relationship between a sales executive's satisfaction with co-workers and performance in terms of average gross profit income.

Both the coefficient of correlation calculation and the scatter diagram indicate a weak positive linear relationship between the two variables. The two variables being the co-

workers dimension of the JDI and average gross profit income for the six-month period. The relationship is positive but insignificant.

4.4.3.2) Job in General score versus average gross profit for six-month period

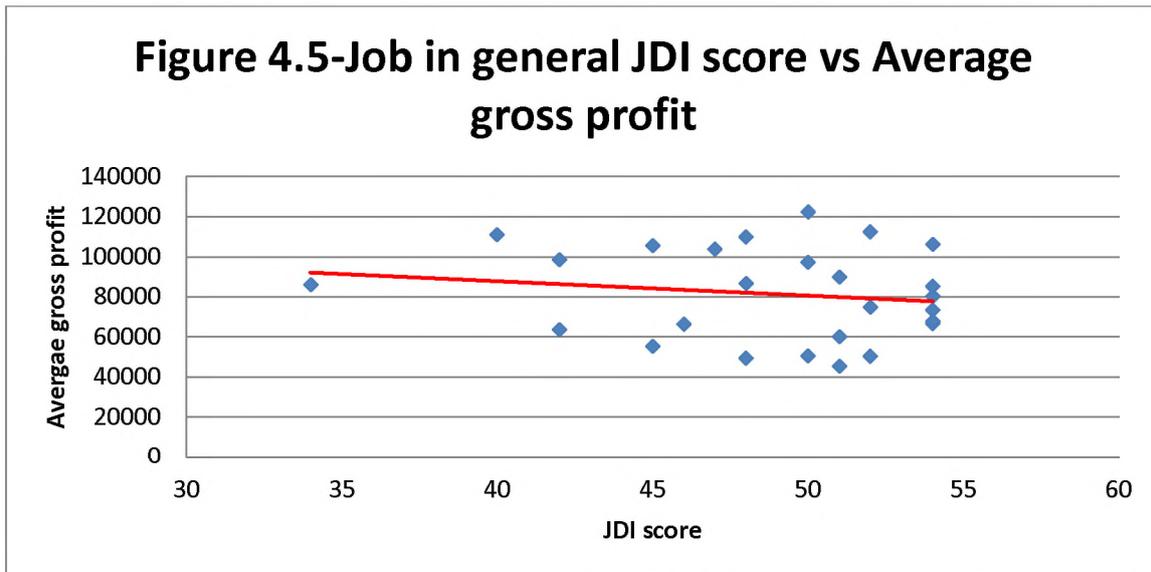
Table 4.2-Calculated correlation values and measures of central tendency: Job in General

Mean	48.56	82033.74
Median	50	85286.6
Mode	54	
Correlation	-0.13707	

The above table shows the mean, median and mode for the job in general dimension of the JDI, relative JDI scores. The mode is greater than the median and the mean. This indicates that the distribution is negatively skewed. This means that there is a greater density of values to the left or the possibility of outliers situated on the left.

The calculated coefficient of correlation value was -0.137. This negative nature of the value indicates a negative relationship between the two variables. The value is however close to 0.0 which shows that relationship is only of a slight significance.

The scatter diagram below plots the job in general dimension of the JDI score against the average gross profit income for the six-month period. The plotted JDI score depicts each of the 26 individual's relative JDI score. This is plotted against each individual's average gross profit income for the six-month period. A linear trend line is added to show the relationship.



The trend line is fairly flat but does show a slight downwards angle. This relatively flat line depicts only a slight relationship between the two variables. The slight downwards angle of the line depicts a slight negative relationship.

Both the coefficient of correlation calculation and the scatter diagram indicate a weak negative relationship between the two variables. The two variables being the job in general dimension of the JDI score and average gross profit income of the individual relationship. The relationship was negative but was insignificant.

4.4.3.3) Work score versus average gross profit for six-month period

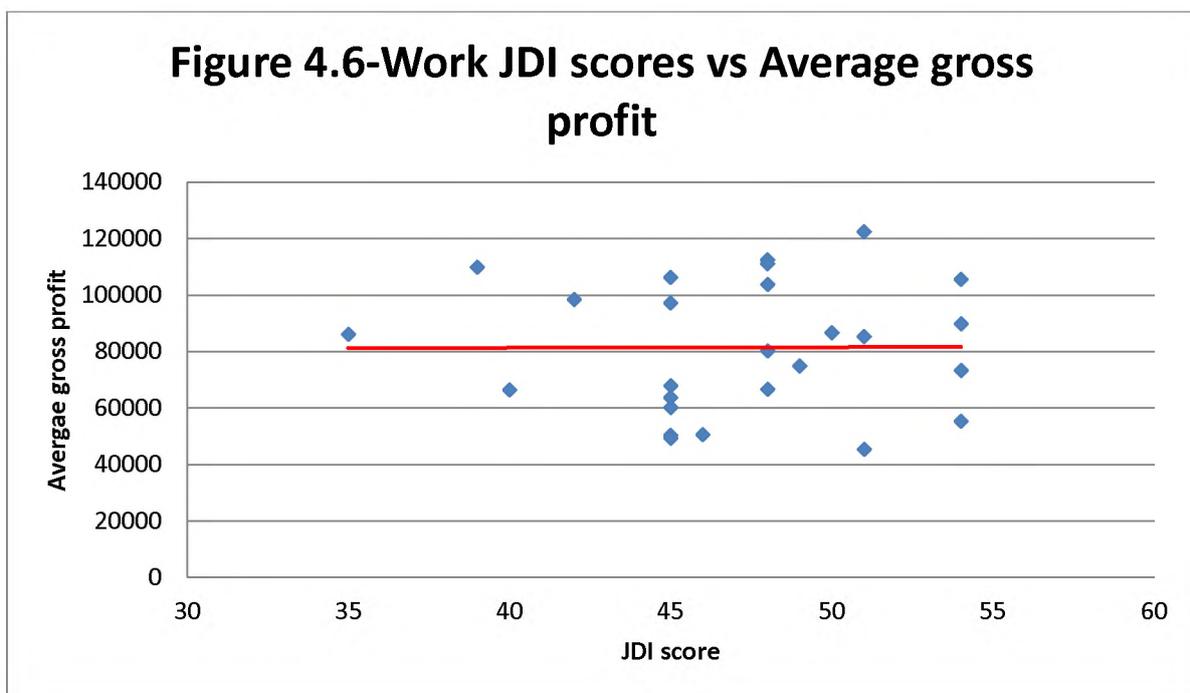
Table 4.3-Calculated correlation values and measures of central tendency: Work

Mean	47.11538	81486.86
Median	48	82765.1
Mode	45	
Correlation	0.00443	

The above table shows the relative mean, median and mode for the JDI scores for the work dimension of the JDI. The mode was slightly less than the mean and median. This indicates a slight positive skewed distribution which is expected to be fairly symmetrical. This indicates a fairly standard distribution and a reduced risk of outliers.

The coefficient of correlation was 0.00443. This indicates an insignificant slightly positive relationship. The positive nature of the value indicates the positive relationship. The proximity of the value to 0.0 indicates that the relationship was insignificant.

The scatter diagram below plots the JDI scores of the work dimension of the JDI against the average gross profit income achieved. The JDI score plotted on the graph depicts each of the individuals work dimension of JDI relative score and this was plotted against each individuals average gross profit income over the six month period. The trend line was added to show the relationship between the two variables.



The trend line was flat with an extremely slight upwards angle. The flat trend line indicates that there was an extremely slight relationship between the two variables. The slight upwards trend indicated a slight positive relationship.

Both the coefficient of correlation calculation and the scatter diagram indicated a very weak positive relationship. The two variables being the work dimension of the JDI and the average gross profit income for the six-month period. The relationship was positive but insignificant.

4.4.3.4) Pay score versus average gross profit for six-month period

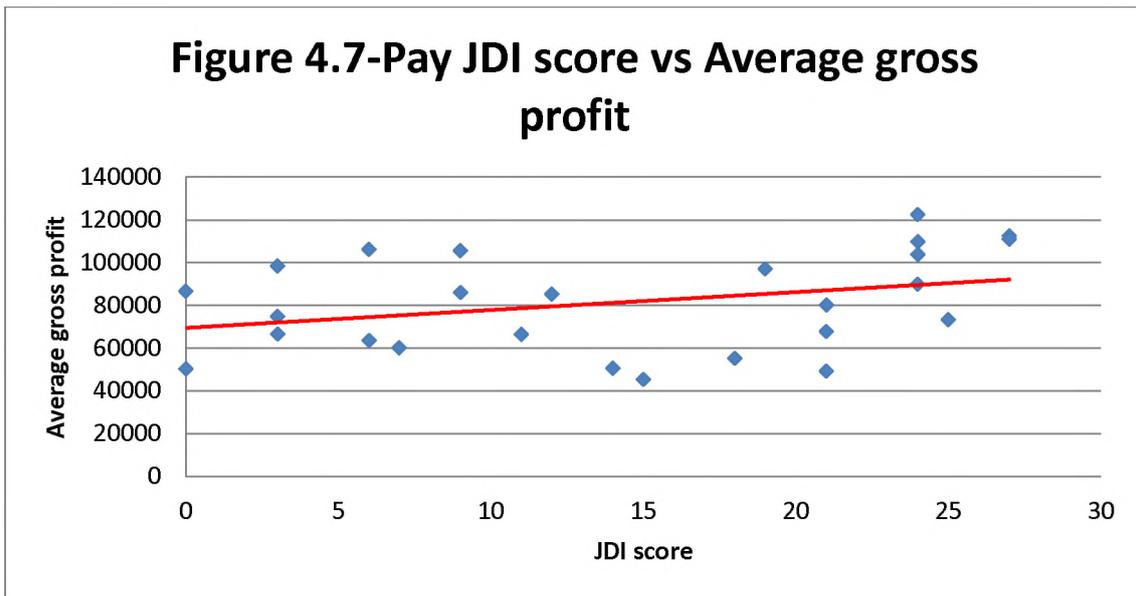
Table 4.4-Calculated correlation values and measures of central tendency: Pay

Mean	14.34615	81486.86
Median	14.5	82765.1
Mode	24	
Correlation	0.329363	

The above table shows the mean, median and mode of the relative JDI scores for the pay dimension of the JDI. The mode is considerably bigger than the mean and median. This indicates a negatively skewed distribution and the presence of outliers.

The calculated coefficient of correlation figure was 0.33. The positive nature of the value indicates a positive relationship. The value is relatively low which does indicate a weak relationship. It needs to be noted that outliers can be negatively affecting the result. It is the belief that once these outliers are removed the calculated coefficient of correlation will grow in value. Further investigation needs to be done on this but this is beyond the scope of this study thesis.

The below scatter diagram plots the pay dimension of the JDI against the average gross profit income for the six-months in order to visually represent the relationship. The pay dimension of the JDI was represented by individual's' JDI scores for the pay section. The average gross profit income was calculated as above.



The trend line is angled upwards. The upwards angle indicates a positive relationship between the pay dimension of the JDI and the average gross profit income. It is however important to note the presence of outliers. The presence of five JDI scoring values under five is affecting the results. If these outliers were to be removed one would see an increase in the upwards angle of the trend line. This would indicate a stronger positive relationship between the two variables.

Both the coefficient of correlation and the scatter diagram show a positive linear relationship between the two variables. The two variables being the pay dimension of the JDI and the average gross profit income earnings of the individual. The two variables thus have a positive linear relationship. As noted above the removal of the outliers would improve this result.

4.4.3.5) Promotion score versus average gross profit for six-month period

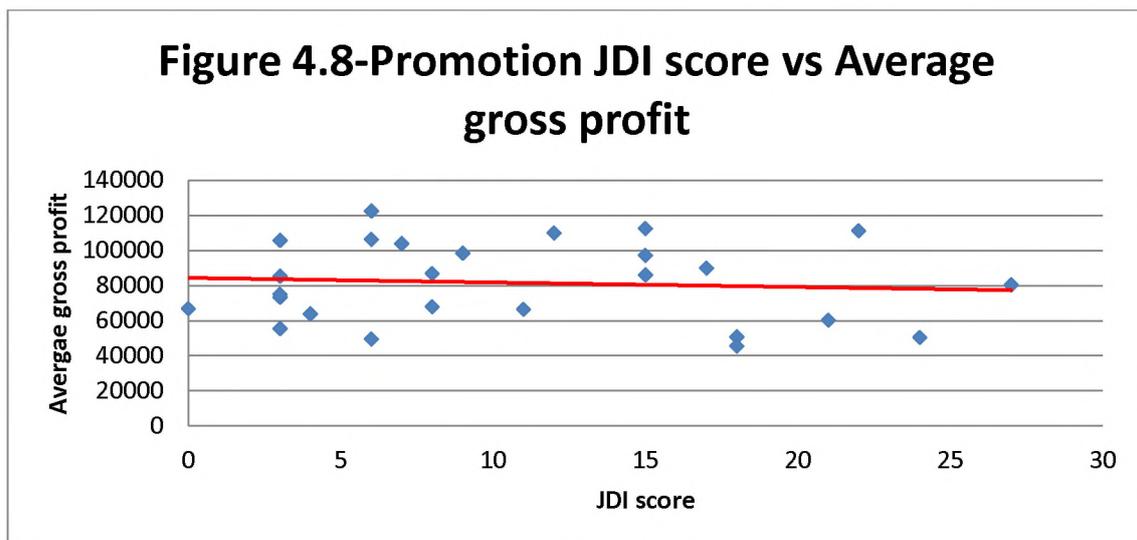
Table 4.5-Calculated correlation values and measures of central tendency: Promotion

Mean	10.9	81486.86
Median	8.5	82765.1
Mode	3	
Correlation	-0.09	

The above table shows the mean, median and mode for the promotion dimension of the JDI. The values are obtained from the individuals JDI scores for the promotion dimension of the JDI. The mode value is much less than the values for the median and mean. This indicates a positively skewed distribution and could indicate the presence of outliers.

The calculated coefficient of correlation figure was -0.09 . The negative nature of the figure indicates a negative relationship. The relevant proximity of the figure to 0.0 indicates that the relationship is weak. The removal of outliers is needed to improve the accuracy of this result.

The below scatter diagram plots the promotion dimension of the JDI against the average gross profit incomes of the individuals. The promotion dimension values are obtained from the relevant JDI scores for the individuals. The average gross profit income per individual is calculated as described above. A trend line is given to visually show the relationship between the two variables.



The trend line was flat with a slight downward angle. The angle of the trend line depicts a negative relationship. The relative flatness of the trend line shows a very weak relationship. It must be noted that outliers can be seen which are negatively impacting the result.

Both the calculated coefficient of correlation figure and the scatter diagram indicate a slightly negative linear relationship between the two variables. The two variables being the promotion dimension of the JDI and the average gross profit income of the

individual's. The relationship between them is negative but not significant. As stated outliers are affecting the accuracy of the results and further research is needed here.

4.4.3.6) Supervision JDI score versus average gross profit for six-month period.

Table 4.6-Calculated correlation values and measures of central tendency:

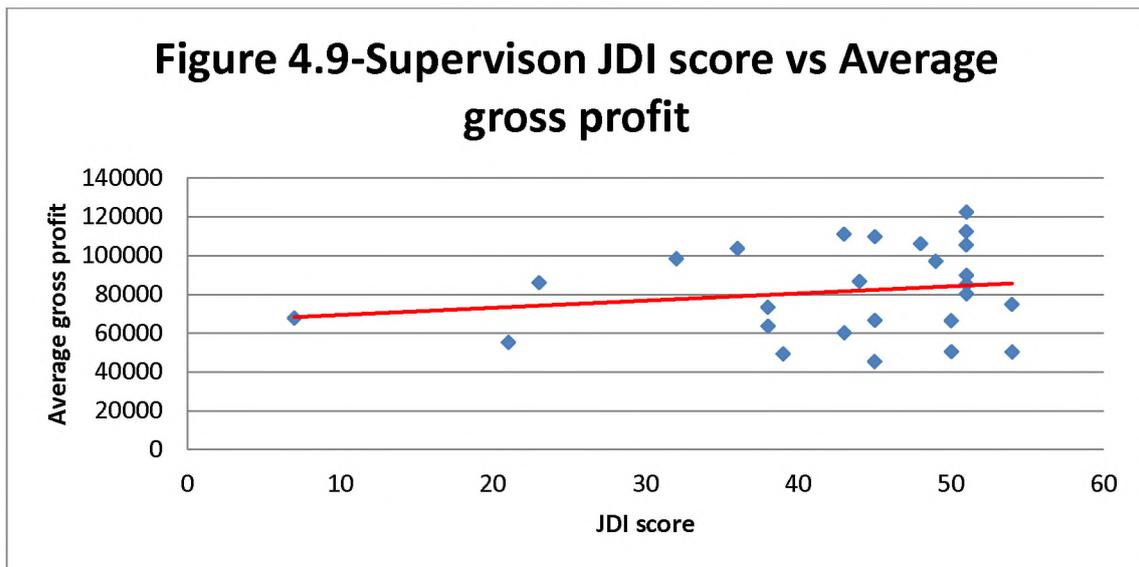
Supervision

Mean	42.69231	81486.86
Median	45	82765.1
Mode	51	
Correlation	0.182824	

The above table shows the mean, median and mode for the relevant JDI score for the supervision dimension of the JDI. The mode has a value which is slightly higher than the mean and median which indicates a negatively skewed distribution. This could indicate some outliers but it was assumed that their impact is low.

The calculated coefficient of correlation figure was 0.18. The positive nature of the value indicates a positive relationship between the two variables. The value proximity to 0.0 in value indicates a weak relationship.

The scatter diagram below plots the supervision dimension of the JDI against the average gross profit income for the six-months. The supervision dimension values are obtained from each individual JDI score for the supervision dimension. The average gross profits are calculated as above. A trend line is added to show the relationship between the two variables.



The trend line is moderately flat with an upward angle. The upward curve shows a positive relationship between the two variables. The moderately flat line shows a weak relationship exists between the two variables. The results could be skewed by outliers.

Both the coefficient of correlation and the scatter diagram show a moderate positive relationship between the two variables. The two variables being the supervision dimension of the JDI and the average gross profit income for the six-month period.

CHAPTER 5: ANALYSIS AND DISCUSSION OF RESULTS

5.1) Introduction

The authors intention in this chapter is to discuss the results which were recorded in the previous chapter and then conclude the study with recommendations for further studies.

5.1.1) Total average gross profit income

Table 5.7 showing the mean and median for the average gross profit income

Mean	81486
Median	85286

According to Sewells (2016) the calculated average national gross profit earned per salesmen for the same period of six-months was R93 966 for the six-months August 2015 to January 2016. The mean average income for the 26 respondents over the same period is R81 486 and the median is R85 286. Thus the average Kelston motor group sales executive is somewhat behind what other motor dealers are achieving nationally.

The scatter diagram, presented in section 4, entitled average gross profit earnings over the six-months shows a relatively flat trend line. This indicates that the average gross profits for the respondents are relatively similar for the period. Twelve respondents are below the trend line which is constant around the R80 000 average gross profit mark. A total of 13 respondents are above the relative R80 000 trend line and one respondent is on the trend line.

It is important to understand the difference between the national average and what the sales executives in the Kelston Motor group are achieving. The total opportunity cost to the motor group, calculated at a difference of R12 480 per Kelston salesmen and the national benchmark per salesmen is R324 480. This figure is an average monthly figure; the annual opportunity cost is R3 893 760 for this group. This opportunity cost is only for the 26 respondents. This shows the importance of improving each salesmens' performance. Even a small incremental growth per salesperson will have a dramatic effect on the overall performance of the group. The long-term sustainability of the group will benefit dramatically from being able to achieve this incremental growth per sales executive without increasing the costs to the company by a substantial amount.

5.1.2) Current Job Satisfaction Levels

There are a total of 90 questions on the JDI. If the respondent answered "yes" to each question and the negative scoring was taken into consideration a perfect JDI score would be 270.

5.1.2.1) Co-workers

The co-workers section has 18 questions. This means a perfectly satisfied sales executive, based on his or her co-workers, is a JDI score of 54. As shown in the results section 4 on the graph, reflecting total JDI scores per question, the total JDI score for the co-workers' question is 1113. This is out of a possible 1 404 JDI points available. The average sales executive scored 43 for this question. As a total of the 1113 JDI points scored is a percentage score of 79 percent. This indicates that sales executives in the Kelston motor group are relatively satisfied with their co-workers.

5.1.2.2) Job in General

The job in general section has 18 questions and again the perfect JDI score, for the job in general question, is 54. As shown in the results, section 4 on the graph showing total JDI scores per question, the total JDI score for the job in general score is 1 268. The average sales executive scored 49 out of the possible 54 points based on the JDI questionnaire. As a total group the JDI score of 1 268 out of a possible 1 404 points is a percentage of 90 percent. This indicates that the sales executives are generally very satisfied with their job.

5.1.2.3) Work

The work related questions of the JDI is made up of 18 questions. As above a perfect response would be 54. The total score relative to this JDI question is shown in the results section 4 and is depicted on the graph showing total JDI scores per question. A total score of 1 225 for the 26 respondents was calculated. A perfect score for all respondents would be 1404. The average for the 26 respondent's out of a possible 54 scored 47. The totals of 1 225 and 1 404 indicated as a percentage are 87 percent. This indicates that the sales executives in the group are satisfied with their work functions.

5.1.2.4) Pay

The pay section of the JDI is made up of 9 questions. A perfect response would yield a result of 27. The total score relative to this JDI question is shown in the results section 4 and is shown on the graph showing total JDI scores per question. The total for the 26 respondents is 373, out of total JDI score available of 702. The average respondent score is 14. The totals of 373 and 702 indicate a satisfaction score of 53 percent.

The above percentage indicates that the sales executives are generally not satisfied with their remuneration. This result and possible reasons for this result will be discussed later in this section.

5.1.2.5) Promotion

The promotion section of the JDI is also made up of 9 questions. A perfect response to each of the 9 questions would yield a score of 27. The total score relative to this JDI question is shown in the results section 4 and is shown on the graph reflecting total JDI scores per question. The sum of the scores for the 26 respondents is 284. This is out of a possible sum of 702. The average JDI score for the sales executives for this section is 10.9. The totals of 284 and 702 indicate a satisfaction score of 40 percent.

The above percentage indicates a serious area of concern. These results combined with the statistical results will be discussed later in this section.

5.1.2.6) Supervision

The supervision section of the JDI is made up of 18 questions. A perfect response to each question would result in a JDI score of 54. The total score relative to this JDI question is shown in the results section 4 and is shown on the graph showing total JDI scores per question. The sum of the scores for the 26 respondents is 1 110. This is out of a sum of the possible scores for all 26 respondents of 1 404. The average JDI score for the relative sales executives for this section is 43. The totals of 1 110 and 1 404 indicate a satisfaction percentage of 79 percent. This indicates that sales executives are relatively satisfied with their supervision. It does however indicate that improvements do need to be made in this area.

5.2) Statistical Analysis: Discussion and Results

5.2.1) Total JDI score vs average monthly gross profit earnings

This section will discuss the results shown in the results section 4. Section 4.4.1 shows the statistical results of the investigation into the relationship between the total JDI score and the average gross profit earnings of the sales executives for the six-month period.

5.2.1.1) Measure of central tendency

The mean JDI score and average gross profit income for the period is 206 and R81 486 for the 26 respondents. The median for the period is 208 and R85 286. The mode observed is 207. The mean, median and mode are similar which indicates there is a symmetrical distribution in the results. The symmetrical distribution of graph one indicates that there are few outliers and the results for each of the total JDI score and average gross profit for the period are not skewed.

5.2.1.2) Correlation analysis

Graph 3 section 4.4.2.1.1 compares the relevant sum JDI score for the 6 dimensions of the JDI against the average gross profit income for the six-month period. The scatter diagram shows 13 respondents below the trend line and 13 above. The trend line has a slight upward angle. This indicates that the higher the salesmen's JDI satisfaction

score the better that individual performs. The coefficient of correlation value was calculated as 0.144.

The above information indicates that there is a slightly positive relationship between the sum JDI scores of each dimension for the JDI and the average gross profit income achieved by each sales executive. Based on these results the relationship does seem to be insignificant.

It is however important to review this relationship of satisfaction and gross profit income as a measure of the sales executives performance with other variables. Lawler (1995:93) states that there is a direct relationship between employee satisfaction and employee turnover and absenteeism. The above analysis does not account for the loss of earning due to employee turnover and absenteeism. The high result levels of employee satisfaction for the 26 respondents, based on Lawler theory, will reduce employee absenteeism and staff turnover. Nel (2003:592) also agrees that there is no relationship between employee satisfaction and work performance, however it does play a role in absenteeism and staff turnover.

To calculate the cost of staff turnover and absenteeism more in depth research would need to be conducted. As stated above the average gross profit earnings for the 26 salespersons was found to be R81 486. The time taken to change a salesperson and the time for that person to settle in there new role is very costly.

In this study the direct relationship between total employee satisfaction as per the JDI and work performance was found to be only slightly positive and fairly insignificant. It is however proven by a number of academics that there is a direct relationship between employee satisfaction and both absenteeism and staff turnover. There is a thus a knock on relationship between the work performance and employee satisfaction. It is then vital for organisations to pursue employee satisfaction even though the direct relationship is only insignificantly positive.

5.2.2) Different dimensions of the JDI versus the Average gross profit for the six-month period

5.2.2.1) Co-workers

The results in section 4.4.3.1, graph 4, on the relationship between the co-worker's dimension of the JDI and the average gross profit income of the 26 respondents will be discussed in this section. The measures of central tendency indicate a negatively skewed distribution. This indicates the risk of some outliers. The coefficient of correlation for these two variables yielded a result of 0.043.

The relevant scatter diagram in 4.4.3.1 and the coefficient of correlation result above indicate a weak positive relationship between a sales executive's job satisfaction with regards to their co-worker's and work performance. Thus, work performance and the feelings a sales executive has to their co-workers are not related. It is however important to discuss this matter further.

As stated earlier, according to Rafaeli and Robert (2004:111) a salesmen sells through a combination of body language and selling skills. Your body language is a representation of your emotions. Sales executives deal with their co-workers on a constant basis. It can be assumed that if there is confrontation between sales executives and their co-workers, emotions will be shown through body language. This is the body language that the customer will pick up on. The sales process is made up of a number of steps with different individuals involved at each point. If there are issues between co-workers the sales process will not run smoothly. This will have an impact on work performance.

Based on the results it can be concluded that there exists a fairly insignificant relationship between a sales executive's feelings towards their co-workers and their work performance. If one however takes this out of isolation and looks at the issue from a more holistic viewpoint, then knock-on effects are visible. These knock-on effects will result in a drop in work performance if there are issues between co-workers. There does exist an underlying relationship between these two variables.

5.2.2.2) Job in General

The results in section 4.4.3.2 on the relationship between the job in general dimension of the JDI and the average gross profit income of the 26 respondents will be discussed in this section. The measure of central tendency indicates the presence of outliers. The relevant values of mean, median and mode indicate a negatively skewed distribution. The calculated coefficient of correlation value is -0.013.

The relevant scatter diagram in section 4.4.3.3, graph 5, indicates a weak inverse relationship between the two variables. This is supported by the negative calculated coefficient of correlation value. Based on the above values the relationship can be determined to be insignificant.

According to Adams Equity Theory (1965:276) satisfaction is directly related to the individual's perception of equity. A person compares their current input/output balance against another input/output balance to form their perceived views of equity. If an individual's output from the job in general is greater than their input they will be satisfied. If a sales executive perceives that he is gaining more from his job than what he is putting in, he will have a higher level of satisfaction. It is important to note that what the sales executive takes from the job in general can be in different forms. It can range from pay to a number of emotional factors.

The results above show that no significant relationship exists. The measure of central tendency does indicate possible outliers which could be skewing results. More research needs to be completed. According to the Fulfilment theory job satisfaction is directly related to the needs of that individual and how these needs are being met. If an individual's needs are being met they will be more satisfied. If it is possible to align a sales executive's needs with that of the organisation's, performance in terms of both the individual and organisation will improve. Even though the results do not show this

the value a sales executive places on the job in general is important in their long-term performance.

5.2.2.3) Work

The results in section 4.4.3.3 on the relationship between the work dimension of the JDI and the average gross profit income of the 26 respondents will be discussed in this section. The relevant values of mean, median and mode indicate slightly positive skewed results but the distribution is expected to be fairly symmetrical. The calculated coefficient of correlation value is 0.00443.

The relevant scatter diagram in section 4.4.3.3, graph 6, indicates a weak positive relationship between the work dimension of the JDI and average gross profit income of the respondents. According to Aronson (2004:127) individuals will perform a task better if they have a better attitude or place a higher value on a certain task. If one could ensure that their sales executives place an increased value on their work tasks they will perform these tasks better.

The above results show a weak positive relationship. Further academic research does however show that a link does exist via a number of chain reactions. If a sales executive values their work tasks they have improved job satisfaction. The more they value the work tasks the better they perform these tasks and this in turn results in improved performance.

5.2.2.4) Pay

The results in section 4.4.4.3 on the relationship between the pay dimension of the JDI and the average gross profit income of the 26 respondents will be discussed in this section. The relevant values of mean, median and mode indicate a negatively skewed distribution. This indicates the presence of outliers. The calculated coefficient of correlation value is 0.329.

The coefficient of correlation value is one of the highest calculated in the study. It is also believed that once the outliers are removed one will see this figure grow. The relevant scatter diagram in section 4.4.3.4, graph 7, indicates a positive relationship between the pay dimension of the JDI and average gross profit income of the respondents. Two of the respondents scored 0 on the JDI score which are extreme outliers; once these are removed the positive angle of the trend line increases. The angle of the trend line and the coefficient of correlation value indicate a positive relationship, an increase in pay results in an increase in performance.

Section 5.1.2.4 regarding pay indicates that the 26 respondents indicate only a 53 percent satisfaction level with their current pay. With the above determination of a positive relationship which exists between pay and performance and the low satisfaction score, this all indicates that this needs to be a key focus area for the Kelston Motor group.

The current commission's structure of the sales executives in the Kelston Motor group is based on a sliding scale. They are paid a percentage of the gross profit income. Once they hit certain target gross profit levels this percentage grows (Hein, 2016). This means that their pay is directly related to their performance. The research indicates that the sales executives are not happy with their pay. Organisations cannot afford to simply increase remuneration levels without growing earnings. The possible solution to this would be to use other means to improve sales executive performance, in this way the sales executives could improve their remuneration and as a result the organisation would have improved performance.

5.2.2.5) Promotion

The results in section 4.4.4.4 on the relationship between the promotion dimension of the JDI and the average gross profit income of the 26 respondents will be discussed in this section. The relevant values of mean, median and mode indicate a positively skewed distribution. This indicates the presence of outliers. The calculated coefficient of correlation value is -0.09.

The coefficient of correlation figure is relatively low and indicates an insignificant negative relationship. The relevant scatter diagram in section 4.4.3.5, graph 8, also indicates a weak negative relationship. It is however important to see the presence of a number of outliers on the scatter diagram. These are skewing the results. More research needs to be conducted to further investigate this relationship.

In section 5.1.2.5 promotion it is noted that there is a low overall satisfaction percentage for the promotion dimension of the JDI. The 26 respondents show only a 40 percent satisfaction level with promotion opportunities' for the group. This needs to be a focus area for the Kelston motor group.

Kelston is a small privately owned family business. This could be one of the root causes for this result; the sales executives could perceive that senior positions are kept only for family members. In general all academic research dealt with in the previous chapters indicate that if individuals feel more valued in the work-place and if their needs are taken into consideration they perform better at work. The opportunity to grow as an individual would align with feeling valued as an employee and their specific needs.

5.2.2.6) Supervision

The results in section 4.4.3.6 on the relationship between the supervision dimension of the JDI and the average gross profit income of the 26 respondents will be discussed in this section. The relevant values of mean, median and mode indicate negatively skewed results. This indicates the presence of possible outliers. The calculated coefficient of correlation value is 0.18.

The relevant scatter diagram in section 4.4.3.6, graph 9, indicates a weak positive relationship between the supervision dimension of the JDI and average gross profit

income of the respondents. Job dissatisfaction leads to increased occurrences of management and employee confrontation and the likelihood of employees striking (Bargain *et al.*, 2003:220).

Herzberg two-factor theory is important for this section. He outlines different ways to get people to perform the require tasks. This theory has been explained in detail in earlier chapters. He believes that a correctly motivated employee is a self-motivating employee. He believes that it is the supervisor's job to install a "hypothetical generator" into each employee (Herzberg, 1968, cited in Herzberg, 2003:87).

The above results show a weak positive relationship between sales executives' supervision dimension of the JDI and average gross profit earnings over the six-month period. After further academic research however it is found that there exists a secondary relationship between the two variables. A sales executive's relationship with their respective supervisor is important to their work performance. It does not mean that they need to completely satisfy with the relationship to perform, however as long as the supervisor is using the correct tools of motivation improved results can be achieved.

CHAPTER 6: SUMMARY, RECOMMENDATIONS AND CONCLUSION

6.1 Summary

In summary, this study, to explore the relationship of Job Satisfaction as measured on the Job Descriptive Index with sales performance per individual, was aimed at investigating the relationship between job satisfaction and sales executive's performance. The main variables used were the JDI questionnaire to evaluate the sales executives' job satisfaction in the six different dimensions and their average gross profit income over a six-month period. Current academic theories and definitions in the area of job satisfaction were given as a base to the study. This was followed by the methodology of the study, results and discussion on the results.

A few points can be highlighted to give an indication on what the study is about:

- Job satisfaction does not directly affect an individual's work performance. It is still however sought after by organisations.
- Job satisfaction differs between individuals. It is based on their views, perception of equity and needs.
- Increased financial remuneration cannot be the only tool available to improve work performance. Organisations cannot always afford to do this and it may not have the necessary results.
- Job satisfaction does play an indirect role in overall employee work performance. Job satisfaction affects matters like staff turnover, absenteeism, extra role contributions and value placed on work tasks. These do have a direct impact on work performance.

6.2 Recommendations

The involvement of emotions and individuality between people make it impossible to provide a set of recommendations to the managers at Kelston motor group which will improve overall sales executive performance. What can be provided is areas which they need to consider, once the problem is identified it is possible for that problem to be solved.

- The general level of sales executive's' job satisfaction is fairly high.

- The average gross profit income for the six-month period is below the national average.
- Pay is a key focus area for the sales executives. The study found that pay has the strongest relationship with average gross profit income. A new strategy needs to be implemented to improve these levels of satisfaction.
- Promotion is a key focus area for the sales executives. A new strategy needs to be implemented to improve sales executive's' perception and possibilities for promotion.
- Job performance does not have a direct relationship with job satisfaction. It does however affect other aspects which do affect sales executives' performance.

6.2.1) Graded sales executive programme

A direct recommendation can be made to Kelston Motor Group to introduce a graded sales, executive programme. There are three issues clearly identified in the research. The average gross profit earnings per salesmen is below the national average. Sales executives in the Kelston Motor Group show low levels of satisfaction with regards to pay and promotion.

A graded sales people programme, could be introduced in an attempt to rectify these three issues. It involves the establishment of a three tier sales executive employment structure. The placing of the sales executives in the relevant tiers will be based on their gross profit earnings. The placement into the various tiers will be reviewed each quarter and will be based on the previous quarter's performance.

The first tier would be a basic sales executive employment structure. Sales executives with an average gross profit earnings below the national benchmark, would be classified within this tier. They would earn a minimum sales executive's basic salary, receive the lowest value level of company car and receive the title of sales executive. They would receive no other benefits.

The second tier would be known as senior sales executives. Sales executives who achieve a gross profit earning which is higher than the national benchmark will be placed in this tier. They would earn a basic salary which is 50 percent higher than that of the basic sales executive and their commission percentage will be higher than that of a basic sales executive. Their company car will be one level up from that of a general sales executive. They could also receive other benefits such as one afternoon off a month or a higher cell phone allowance.

The top tier sales executives would be known as Kelston brand ambassador's. Sales executives who achieve gross profit earnings 50 per cent higher than the national benchmark will fall into this tier. They would earn a salary which is 80 per cent higher than that of a basic sales executive. They would earn the highest commission percentage. They would receive a more premium company vehicle. They would receive more benefits than the senior sales executive. They would be allowed to have an assistant, be allowed two afternoons off a month and a company credit to entertain clients.

In this programme sales executives will have the opportunity to be promoted every quarter. They will be able to earn a higher salary. This programme would bring about improved employee motivation and the average gross profit earnings per sales executives would increase.

6.3 Recommendations of Further research

- A larger sample size is recommended for the follow-up study. This is in order to bring about a more accurate set of results.
- A larger sample size from a single branch would reduce the possibility of differences in sales executives' performance related to external issues. These issues relate for instance to market size and product.
- Pay was identified as a key focus area. It was identified as one of the 6 JDI dimensions to have the lowest levels of satisfaction. It was also identified to have the strongest direct relationship with average gross profit earnings. More research needs to be conducted on salary structures.

- The promotion dimension of the JDI was found to have the lowest levels of overall satisfaction in the study. More research needs to be conducted on promotion.

6.4 Conclusion

In conclusion, this study was conducted to explore the relationship of Job Satisfaction as measured on the Job Descriptive Index with sales performance per individual, was aimed at investigating the relationship between job satisfaction and sales executive's performance. Based on the study it is found that only a small fairly insignificant relationship exists between job satisfaction and sales executives' performance. The only dimension of the JDI which showed a relationship with job satisfaction was remuneration. Through prior academic research it was found that job satisfaction does affect other activities and emotions which directly affect employee performance.

It is important to note the complexities around satisfaction and motivation. Great differences exist between individuals and the general intricacies of human beings usually create these complexities.

The aim of this study was to determine what activities could be employed to improve sales executives' sales performance in South Africa. This study found job satisfaction levels can in different levels indirectly effect sales executives' performance. Two key areas in pay and promotion areas where identified.

Organisations can achieve competitive advantage through improving their employees' performance. This improvement in employee performance does not necessarily need to come from only an improvement in pay. This study identifies with a number of theories, definitions and study results which can be utilized in combination to grow employee performance.

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APPENDIX 1: JOB DESCRIPTIVE INDEX

The Job descriptive Index Questionnaire

1) People on Your Present Job

Think of the majority of people with whom you work or meet in connection with your work. How well does each of the following words or phrases describe these people? In the blank beside each word or phrase

below, write:

Y for "Yes" if it describes the people with whom you work

N for "No" if it does not describe them

? for "?" if you cannot decide

__ Stimulating

__ Boring

__ Slow

__ Helpful

__ Stupid

__ Responsible

__ Likeable

__ Intelligent

__ Easy to make enemies

__ Rude

__ Smart

__ Lazy

__ Unpleasant

__ Supportive

__ Active

Narrow interests

Frustrating

Stubborn

2) Job in General

Think of your job in general. All in all, what is it like most of the time? In the blank beside each word or phrase below, write

Y for "Yes" if it describes your job

N for "No" if it does not describe it

? for "?" if you cannot decide

Pleasant

Bad

Great

Waste of time

Good

Undesirable

Worthwhile

Worse than most

Acceptable

Superior

Better than most

Disagreeable

Makes me content

Inadequate

Excellent

Rotten

Enjoyable

Poor

3) Work on Present Job

Think of the work you do at present. How well does each of the following words or phrases describe your

work? In the blank beside each word or phrase below, write

Y for "Yes" if it describes your work

N for "No" if it does not describe it

? for "?" if you cannot decide

Fascinating

Routine

Satisfying

Boring

Good

Gives sense of accomplishment

Respected

Exciting

Rewarding

Useful

Challenging

Simple

Repetitive

Creative

Dull

Uninteresting

Can see results

Uses my abilities

4) Pay

Think of the pay you get now. How well does each of the following words or phrases describe your

Present pay? In the blank beside each word or phrase below, write

Y for "Yes" if it describes your pay

N for "No" if it does not describe it

? for "?" if you cannot decide

Income adequate for normal expenses

Fair

Barely live on income

Bad

Comfortable

Less than I deserve

Well paid

Enough to live on

Underpaid

5) Opportunities for Promotion

Think of the opportunities for promotion that you have now. How well does each of the following

words or phrases describe these?

In the blank beside each word or

Phrase below, write Y for "Yes" if it describes your opportunities for promotion

N for "No" if it does not describe them ? for "?" if you cannot decide

Good opportunities for promotion

Opportunities somewhat limited

Promotion on ability

Dead-end job

Good chance for promotion

Very limited

infrequent promotions

Regular promotions

fairly good chance for promotion

6) Supervision

Think of the kind of supervision that you get on your job. How well does each of the following words or

phrases describe this? In the blank beside each word or phrase below, write

Y for "Yes" if it describes the

supervision you get on the job

N for "No" if it does not describe it

? for "?" if you cannot decide

___ Supportive

___ Hard to please

___ Impolite

___ Praises good work

___ Tactful

___ Influential

___ Up-to-date

___ Unkind

___ Has favorites

___ Tells me where I stand

___ Annoying

___ Stubborn

___ Knows job well

___ Bad

___ Intelligent

___ Poor planner

___ around when needed

___ Lazy

Appendix 2: JDI Analysis

	A	B	C	D	E	F	G	H	I	J	K	L
1	CANDIDAT	ANSWERED	Q1	Q2	Q3	Q4	Q5	Q6	total	GP/6 MON	1st GP	UNITS
2	14	90	51	54	48	21	27	51	252	80243.6	481462	29
3	37	90	54	52	48	27	15	51	247	112468	674810	22
4	6	90	37	51	54	24	17	51	234	89873.5	539241	33
5	21	90	54	50	46	14	18	50	232	50551.9	303311	19
6	27	90	49	50	51	24	6	51	231	122413	734480	46
7	17	90	52	54	54	25	3	38	226	73315.2	439891	30
8	3	90	51	52	45	0	24	54	226	50298.7	301792	22
9	20	90	54	54	51	12	3	51	225	85286.6	511720	35
10	23	90	44	51	51	15	18	45	224	45315	271890	15
11	12	90	42	50	45	19	15	49	220	97154.2	582925	40
12	5	90	45	48	39	24	12	45	213	109806	658837	29
13	24	90	52	52	49	3	3	54	213	74872	449232	35
14	39	90	28	40	48	27	22	43	208	111051	666306	32
15	10	90	40	51	45	7	21	43	207	60150.9	360905	13
16	9	90	48	54	45	6	6	48	207	106241	637443	41
17	36	90	49	46	40	11	11	50	207	66386.6	398319	30
18	18	90	45	45	54	9	3	51	207	105588	633526	47
19	28	90	46	48	45	21	6	39	205	49280.9	295686	22
20	25	90	54	54	48	3	0	45	204	66618.6	399711	16
21	33	90	38	47	48	24	7	36	200	103770	622618	37
22	30	90	47	48	50	0	8	44	197	86688.4	520130	38
23	16	90	36	45	54	18	3	21	177	55300.7	331804	21
24	26	90	44	42	42	3	9	32	172	98442.7	590656	37
25	32	90	21	42	45	6	4	38	156	63659.2	381955	19
26	4	90	30	34	35	9	15	23	146	86068.4	516410	43
27	34	90	2	54	45	21	8	7	137	67814.9	406889	33
28	26		1113	1268	1225	373	284	1110	5373	2118658		

APPENDIX 3: CONSENT FROM KELSTON MOTOR GROUP



www.kelston.co.za

To Whom it may concern.

I give my consent to Peter McNaughton to access all necessary information and employee interaction relating to his study on Job Satisfaction and Sales performance.

A handwritten signature in black ink, appearing to read 'Michael McNaughton', is written over a horizontal line.

Michael McNaughton
Director Kelston Motor Group

APPENDIX 4: LETTER GIVEN TO SALES EXECUTIVES

To Whom it May Concern

I hereby give consent for Peter McNaughton to use the information given to him by myself for the function of completing his study. The information given to Peter McNaughton will be a resultant of the Job descriptive index questionnaire. The sales performance will be linked to the results of this questionnaire automatically.

I understand the study to be anonymous. I understand it will automatically be compared to my sales figures but Peter will not be able to directly see what my responses where. The system known as "SAM" will be used. The questionnaire will also be placed on SAM. The website is password protected thus once the questionnaire is completed, SAM will automatically link sales performance to the results of the questionnaire. In this way the will be no need to know the person's name who completed the questionnaire and as such the questionnaire will remain anonymous.

Name:

Position:

Signature: