

Predictors of job satisfaction among employees of Vodacom South Africa

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DOI: <https://doi.org/10.56293/IJASR.2022.5485>

IJASR 2023

VOLUME 6

ISSUE 1 JANUARY - FEBRUARY

ISSN: 2581-7876

Abstract: Providing incentives to employees working in high-performance telecommunication companies has the benefit of enhancing the level of job satisfaction, the morale, productivity and efficiency of employees. Often, the basic survival and coping needs of employees working under stressful working conditions are neglected or postponed due to intense competition in the marketplace. The situation results in burnout, loss of productivity, diminished output and lack of focus on key work related duties. The research paper is based on a survey of 146 employees of Vodacom South Africa in which an attempt was made at identifying determinants of job satisfaction among employees. A benchmark constructed by Ringle, Sarstedt, Mitchell and Gudergan (2020) was used for estimating indicators of job satisfaction, work-related performance and employee morale. The survey led to two findings. The first finding was that 76% of employees were satisfied with their jobs. The second finding was that the level of job satisfaction of employees was significantly influenced by the provision of work-related training opportunities as an incentive. The survey had a qualitative aspect which led to findings that were fairly similar to those obtained from quantitative data analysis.

Keywords: Telecommunications industry, Determinants of job satisfaction, tailor-made training opportunities, Multivariate analysis

Introduction and background to survey

In these digital ages, telecommunications service providers such as Vodacom South Africa (Vodacom SA) have become an essential requirement for day-to-day living and business operation. The South African telecommunications service provider Vodacom SA (2022) is one of the most highly valued voices, data and messaging service provider with over 103 customers who live and work in 32 African countries. These people routinely rely on telecommunications, data, voice and messaging services that are provided by Vodacom SA (2022). The company employs about 8, 000 employees and owns assets that are worth more than R96.543 Billion. The company enjoys access to the latest technology in digital communications, information technology and voice, data and messaging services by virtue of benefiting from the British telecommunications giant Vodafone. The total equity of Vodacom SA (2022) is R131.365 Billion. Vodacom SA is owned by Telkom SA and Vodafone even though Vodafone SA owns more than 64% of Vodacom SA.

Vodacom SA (2022) owns over 58% of the telecommunications market share in Africa. By virtue its relationship with Vodafone, the South African company is one of the most capable providers of 3G, 4G, 5G, UMTS (Universal Mobile Telecommunications System), HSPA+(High Speed Packet Access) at 21.1 Mbit/s, HSUPA (High Speed Uplink Packet Access) at 42 Mbit/s, 2100 MHz, Wi-Fi, WiMAX, and Long Term Evolution (LTE) services in Africa, the Middle East and Europe. The company is a leader in terms of rolling out fibre optic cable based services to its customers. At the end of 2020, Vodacom SA (2022) was a clear leader in terms of total revenue (R86.370 Billion), operating income (R81.278 Billion) and total assets (R96.543 Billion).

Jahanbakht and Mostafa (2020) and Frimpong, Lazarova and Gyamerah (2019) have pointed out that Vodacom SA has lost some of its highly skilled engineers and technicians in the past decade and that the company needs to use innovative methods of retaining its highly valued technicians and employees. Examples of suggested methods are offering market-related salaries and employee benefits to highly skilled employees, the provision of tailor-made

training opportunities, and the provision of work-related incentives. The authors have listed a number of models used in the past in the global telecommunications industry. A survey conducted by Sartor and Beamish (2019) has shown the benefits of conducting regular surveys to critically identify and alleviate causes of underperformance and loss of morale at the workplace. In the telecommunications industry, technological applications and systems evolve on a continuous basis. This means that employees working in telecommunications companies such as Vodacom SA must be encouraged and supported so that they can keep up with the mastery of up-to-date technological processes and applications continually. The loss of interest and the loss of employee morale results in loss of commitment and interest.

The survey conducted by Ringle, Sarstedt, Mitchell and Gudergan (2020) has identified industry-specific common causes of failure, loss of productivity and loss of morale among employees. The survey has shown that employee burnout is caused often due to negligence and lack of intervention by managers and administrators. One of the various aims of study was to enhance the level of awareness about the plight of stressed out employees who need to work in highly competitive institutions such as Vodacom SA and identify suitable interventions that are helpful for keeping up the morale and productivity of such employees. In order for Vodacom SA to continually grow and expand, the company must invest appropriately on the wellbeing and morale of its highly prized employees. According to Ringle, Sarstedt, Mitchell and Gudergan (2020), investing on the morale and productivity of highly skilled technical employees is a wise, prudent and strategic investment on human resources and capital.

Objective of survey

The South African telecommunications industry is highly competitive in which market dominance is determined by the ability to retain highly talented technical employees and telecommunications engineers and specialists. Vodacom South Africa is a leader in the South African telecommunications industry. The company aspires to dominate the South African as well as the African market in the next several years and decades. To achieve this strategic goal, Vodacom SA needs to retain its highly talented and skilled employees by using highly innovative and attractive working conditions and market-related incentives and remunerations. The survey aims to identify suitable methods and approaches that are valuable for mitigating and alleviating loss of morale, burnout, loss of productivity, diminished output and lack of focus among employees of Vodacom SA. The survey aims to determine influential determinants along with feasible remedial actions that could be taken by Vodacom SA.

Literature review

In high performance institutions such as Vodacom SA, highly skilled technical employees often work long hours in order to maintain service delivery and quality standards at a huge personal cost to themselves. Failure to acknowledge the sacrifices made by such employees over a long period of time results in a feeling of lack of appreciation. This is followed by a desire to leave, especially if the employer makes no effort to rectify the perception of lack of appreciation and gratitude. Incompetent line function managers and supervisors often fail to detect symptoms of burnout and exhaustion in good time. As a result of such failure, the employer fails to take appropriate remedial actions.

Maslow (1943), Alderfer (1969) and McClelland (1961) have shown that the most common underlying causes of fatigue, exhaustion and loss of morale are a prolonged exposure to stressful working conditions, lack of appreciation and gratitude, failure to compensate hardworking employees on a commensurate basis, corruption, bias, incompetence, expression of disrespect and arrogance to employees, failure to meet the operational needs of employees, failure to uphold vital principles, unjustified deviation from an approved plan of action, failure to consult with employees before amending work plans, inability to listen to workers, lack of fairness, objectivity, transparency and accountability to employees, the abuse of power, political interference and autocratic leadership. In these cases, it is highly helpful to seek help from suitably qualified professional counsellors. It is equally important for the employer to act on recommendations made by professional counsellors.

Table 1 shows examples of classical theories of job satisfaction and their areas of focus. Understanding these theories is essential for ensuring job satisfaction and satisfactory performance in high performance institutions such as Vodacom SA. The theories proposed by the authors explain determinants of employee morale, satisfactory performance and job satisfaction at the workplace. The theories are also helpful for creating an enabling working environment for employees. These theories are commonly used for the early identification and mitigation of the

most common causes of loss of employee morale and loss of productivity among employees working in high-performance institutions such as Vodacom SA.

Table 1: Examples of classical theories of job satisfaction and their focus areas

General area of focus of theory	Author of theory	Specific area of focus of theory
Five basic needs of employees	Maslow (1943)	Needs related to self-esteem love, personal security and physiology and self-actualisation needs
Determinants of working environments of employees	Festinger (1954)	The creation of an enabling working environment
Three types of motivation	McClelland (1961)	Achievement, affiliation and power needs
Performance related expectations of stakeholders	Vroom (1962)	Factors that affect the ability to meet performance related expectations successfully
Good leadership and governance	Adams (1965)	Good leadership factors that affect the ability of employees to perform adequately
Hygiene factors that affect job satisfaction and productivity	Hertzberg(1968)	Operational needs and requirements for satisfactory performance
Attitudes held by employers and employees	Porter and Lawler (1968)	Attitude related factors that affect the ability of employees to perform adequately
Three basic needs of employees	Alderfer(1969)	Needs related to survival and career-path growth
Determinants of discrepancy	Locke (1969)	Discrepancy between perceived and achieved outputs by employees
Determinants of the characteristics of jobs of employees	Hackman and Oldham (1976)	Determinants of the ability of employers to meet the work-related and operational needs of employees efficiently and promptly
Determinants of satisfactory performance by employees	Bandura (1977)	Determinants of productivity and job satisfaction in service-delivery institutions

Determinants of the ability of employers to accept helpful ideas and suggestions from employees	Landy (1978)	Determinants of the ability of workers to freely discuss issues that affect productivity and job satisfaction with their employers
Determinants of job satisfaction	Greenberg, Baron and Grover (1993)	Determinants of productivity in service-delivery institutions

Greenberg, Baron and Grover (1993) have identified key predictors of job satisfaction in service delivery institutions such as Vodacom SA. The authors have argued that there is a need for awareness education and campaign about the plight of employees working under stressful conditions. The authors have pointed out that employers must be encouraged and motivated enough to respect the right of employees who feel stress to seek professional help freely and openly. The authors have also highlighted the need to combat and mitigate stigma and bias at the workplace arising from seeking professional help.

Greenberg, Baron, *et al.* (1993) have suggested various procedures for managing problems arising from work-related stress. Inclusive is improvement of diet and nutrition, increase in physical fitness, and specific procedures for substituting relaxation for the tension that accompanies stress. Workers who experience stress are allowed by South African labour law to seek professional help at the expense of their employer. The authors have shown that lack of specialised skills often leads to underperformance and stress at the workplace, and that employers must encourage employees to ask for work-related training opportunities with no fear of retribution. South African law allows both workers and employers to be open and transparent about assistance in areas related to workplace stress, stigma, discrimination and the right of skills-related capacity building and training opportunities. Though making significant changes in eating habits can be difficult and requires a large amount of will power, such efforts can justify the benefits attained.

Learning to relax in the face of such conditions, involve additional techniques for managing stress. This can be attended through relaxation training, wherein individuals learn how to first tense and then relax their own muscles. In this manner, they become accustomed with the difference between these two conditions, and can learn to prompt changing degrees of relaxation when they feel that they are becoming too strained. Meditation is helpful for put the human mind to rest. Meditation is helpful for putting the human mind to ease and comfort at times when it is difficult to cope with pressure, stress and anxiety.

Allan, Douglas, Duffy and McCarthy (2016) have shown that a large percentage of people have an individual pattern of physiological and psychological response to an ‘alert’, and this pattern will tend to be repeated when another signal comes. Meaning that one person may show a marked increase in heart heat while sweating only a little, while another may perspire freely; one person may show a rise in blood pressure, another an increase in gastric acid or perhaps severe muscle tension. Furthermore, we develop our own particular physical reactions to these demands on our energies. This results in our developing our own physical warning signals when tension has reached an uncontrollable level. Baron, Franklin and Hmieleski (2016) have pointed out that psychological symptoms often include increase or decrease in appetite, constant desire and ability to sleep, tiredness and exhaustion, absent-mindedness, lack of efficiency, loss of interest, lack of concentration, failure to cope with work-related demands, impulsiveness, irritability, loss of coordination, and depression.

Armstrong, Atkin-Plunk and Wells (2015) have shown that the ability of employers to detect hints of loss of employee performance at an early stage is helpful for taking remedial measures and intervention. Worku-related stress needs to be detected at an early stage so that intervention can be made. The ability to detect symptoms of fatigue enables line function managers to speak personally with employees who are affected. Such personal discussions lead to suitable measures of intervention in good time. Early intervention enables employers to identify and recommend adaptive measures to employees who require assistance.

Labour-related issues and workplace requirements must be relaxed and friendly enough so that employees feel motivated to work productively, happily and creatively. Offensive working conditions must be avoided at all times. Confronting employees with strict workplace requirements, intimidation and bullying on a day-to-day basis leads to

a feeling of exhaustion and loss of interest in key performance indicators that are applicable to employees. The theory proposed by Abraham Maslow(1943) on the hierarchy of needs of human beings shows that the basic human and labour-related needs and rights of employees must be respected at all times by employers as a means of creating an enabling working environment for employees. The theory shows that looking after the basic rights and needs of employees is a positive investment in human resources and manpower development.

The Hygiene Theory of Herzberg (1968) states that the workplace consists of positive and negative factors that motivate or demotivate employees. It is the duty of employers to have more positive factors and reduce the prevalence and incidence of negative factors. The theory states that the occurrence of such positive and negative factors is an independent process in which events occur based on a stochastic process.

The Equity Theory of Adams (1965) states that employees dutifully and meticulously observe and take a note of the manner in which each employee is treated at the workplace by the line function manager and fellow colleagues. For this reason, employers must be prepared to demonstrate adequate objectivity, transparency, fairness, good leadership and accountability in all decisions they take in the course of doing their work. It follows that respecting and implementing recommendations arising from the Equity Theory of Adams (1965) amounts to adhering to the basic principles of good leadership at the workplace.

The theory proposed by Porter and Lawler (1968) highlights the importance of attitudes held by workers and employers to overall productivity and the wellbeing of employees. The authors have shown that having the right attitude is essential for ensuring an enabling environment at the workplace. Employees must have a positive attitude towards being productive and motivated, whereas employers must have a positive attitude towards playing a supportive role to all employees.

The Expectancy Theory of Vroom (1964) shows the benefits of meeting the performance-related expectations of employees. This entails the ability to provide employees with all tools and materials that are required for adequate performance. Employers must not expect more than what could be achieved from workers. At the same time, employees must utilise resources that are given to them solely for production purposes and be mindful about the need to remain productive and profitable at the workplace.

The Discrepancy Theory of Locke (1969) states that discrepancy is created when perceived and achieved deliverables differ significantly. The Job Characteristics Model of Hackman and Oldham (1976) states that work-related deliverables must be aligned with the amount of resources that are provided to employees and the degree to which the working environment is conducive for productivity.

Bandura (1977) has pointed out that workers process information effectively and form opinion and perception about their working environments. The Opponent Process Theory of Landy (1978) shows that it is vital for employers to create a general environment in which employees and employers can openly and freely share their thoughts, ideas and concerns with no fear of intimidation. The ability to achieve such a goal leads to long-lasting and enduring solidarity, trust, confidence and loyalty in employees.

Stork, Esselaar and Chair (2017) have pointed out that the telecommunications industry is very highly competitive and that employers must be committed to keep investing on the acquisition and mastery of digital technology and engineering systems and applications by rolling out regular skills-related training programmes. The authors have argued that telecommunications operators must use appropriate business intelligence systems for assessing the training needs of their technical employees in order to remain relevant and competitive in the market. According to the authors, ensuring the training needs of employees efficiently and promptly is a reliable indicator of satisfactory performance in the telecommunications industry.

Locke (1976) has highlighted the need for using well-known and properly defined KPIs and KPAs for assessing performance. According to the author, it is wrong to change KPIs and KPAs during performance appraisal exercises. Deviating from KPIs and KPAs that are agreed upon mutually between employees and their line function managers should be discouraged at all times as doing so is deemed unethical, unprofessional and counterproductive (Krajnak, 2014).

Biswas and Mazumber (2017) have pointed out that employees assess their degree of job satisfaction by taking into account emotional, cognitive and behavioural factors that contribute to adequate performance. These factors include the provision of adequate support, mentoring and guidance to employees who need coaching and close supervision, access to training opportunities in areas that are related to KPIs and KPAs, access to all tools and materials that are needed to do a good job, and an objective and fair assessment during performance appraisal sessions. These factors account for a comprehensive solution to the employee at the workplace.

Festinger (1954) has proposed the Social Comparison Theory in 1954. The theory explains that employees who work in competitive environments often assess and evaluate their degree of performance with regards to the performance of others at the same workplace and that the key variables of comparison are based on objectivity, good leadership, fairness and equity. The theory shows that line function managers must be seen to be fair and objective to all employees at the workplace.

Materials and methods of research

The survey was carried out by gathering quantitative and qualitative information from 146 people employed by Vodacom SA by using a questionnaire (n=146 eligible participants) and individual in-depth interviews (n=12 eligible participants). To analyse quantitative data, statistical procedures such as descriptive statistics and multivariate methods were used. To analyse qualitative data, individual in-depth interviews were used. Each interview was an hour long and was taperecorded. Taperecorded interviews were transcribed. Manual methods were used for creating tallies, codes and categories. These were moderated by three suitably qualified and independent assessors. The extent to which employees were happy with their jobs was quantified by using a composite index defined by Ringle, Sarstedt, Mitchell and Gudergan (2020). The level of stress experienced by employees was quantified by using an index defined by Blomsma and Brennan (2017: 603-614). These 2 indexes are commonly used in this area of analysis.

Results of data analyses

Quantitative results are based on descriptive statistics, bivariate analysis and multivariate analysis. Table 1 displays statistics for gender, length of employment at Vodacom SA and race category. About 64% of the 146 participants of survey were male. The percentage of female employees was 36%. This goes to show that male employees outnumber female employees significantly. The table displays the racial distribution of employees. The percentage of African employees is 36%. White employees account for 12% of employees. Coloured employees account for 7% of employees. Asian employees account for 2%. These statistics show that African employees outnumber other racial groups significantly. The table displays a summary of the length of employment of participants of the survey. About 44% of employees has served Vodacom SA for 5 years or less at the time of the survey. About 51% of employees had served Vodacom SA for 6 to 10 years at the time of the survey. About 6% of employees had served Vodacom SA for 11 years or longer at the time of the survey.

Table 1: Demographic characteristics of participants of survey (n=146)

Demographic characteristics	Number of participants and percentage
Gender of employee	Male: 93 (64%) Female: 53 (36%)
Race category of employee	African: 114 (36%) White: 60 (12%) Coloured: 27 (7%) Asian: 2 (2%)
Length of employment	1 to 5 years: 60 (44%) 6 to 10 years: 70 (51%) 11 years or longer: 8 (6%)

Table 2 displays statistics about the highest level of formal education of employees. Three employees had Doctoral degrees. Only one employee had a Master’s degree. About 23% of employees had Bachelor’s degrees. The

percentage of employees with diplomas was 46%. About 20% of employees had certificates. About 8% of employees had matric level education (Grade 12) or less.

Table2: Level of formal education of participants of survey (n=146)

Level of education	Number of employees	Percentage of employees
Grade 12 level or less	12	8.4%
Certificate	28	19.6%
Diploma	66	46.2%
Bachelor's degree	33	23.1%
Master's degree	1	0.7%
Doctoral degree	3	2.1%
	146	100.0%

Table 3 displays job categories of employees. The percentage of specialist engineers or technicians was 30.8%. Junior engineers or technicians accounted for 23.3% of employees. Customer care employees accounted for 8.9%. Support employees accounted for 8.9%.

Table3: Job descriptions of participants of survey (n=146)

Job description	Number	Percentage
Specialist engineer or technician	45	30.8%
Junior engineer or technician	34	23.3%
Customer care employee	13	8.9%
Support employee	13	8.9%
Quality control employee	6	4.1%
Operations employee	6	4.1%
High level administrative employee	5	3.4%
Low level administrative employee	4	2.7%
Sales employee	4	2.7%
Switchboard operator	3	2.1%
Secretarial or personal assistant	2	1.4%
Cleaning employee or gardner	2	1.4%
Maintenance employee	2	1.4%
Accountant or auditor	2	1.4%
Trade union liaison employee	2	1.4%
Driver or mechanic	1	0.7%
Security employee	1	0.7%
Legal advisor	1	0.7%
Total	146	100.0%

Table 4 displays statistics about the personal experiences of participants of the survey. The table shows that 40% of employees were given at least one training opportunity at the time of the survey. About 74.3% of participants had received an award for good performance at least once at the time of the survey. About 72.9% of employees had received a bonus for good performance at least once at the time of the survey. The percentage of employees who were promoted at least once since they were first employed at Vodacom SA was 11.1% (this figure is quite low). The percentage of employees who had experienced work-related abuse from a colleague at least once in the past was 4.2%. The percentage of employees who had experienced gender-related abuse from a colleague at least once in the past was 3.5%. The percentage of employees who had experienced the rejection of a good work-related idea unfairly by their line function manager at least once in the past was 6.9%.

Table 4: Summary of work-related experiences of participants (n=146)

Specific work-related experiences of participants	Number (Percentage)
Employee has received at least one workplace training in the past	Yes: 57 (39.9%) No: 86 (60.1%)
Employee has received at least one award for work-related performance in the past	Yes: 107 (74.3%) No: 37 (25.7%)
Employee has received at least one work-related performance bonus in the past	Yes: 105 (72.9%) No: 39 (27.1%)
Employee has been promoted at least once in the past since he or she was employed by Vodacom SA	Yes: 16 (11.1%) No: 128 (88.9%)
Employee has experienced workplace abuse from a fellow colleague at least once in the past	Yes: 6 (4.2%) No: 138 (95.8%)
Employee has experienced at least one gender-related abuse from a fellow colleague in the past	Yes: 5 (3.5%) No: 137 (96.5%)
A good work-related idea suggested by employee has been unfairly rejected by the line function manager at least once in the past	Yes: 10 (6.9%) No: 133 (93.1%)

Table 5 shows 7 significant pairs of two-by-two associations (Agresti, 2018) that show determinants of job satisfaction among the 146 participants of study. The tests are obtained from Pearson’s two-by-two tests of associations (Beh & Lombardo, 2021). All 7 pairs of associations are highly significant at the 0.01% level of significance.

Table 5: Significant two-by-two associations (n=146)

Factors associated with job satisfaction at the workplace	Observed chi-square value	P-value
Employee has received at least one workplace training in the past	19.94	0.0000
Employee has received at least one award for work-related performance in the past	17.09	0.0000
Employee has received at least one work-related performance bonus in the past	16.57	0.0000
Employee has been promoted at least once in the past since he or she was employed by Vodacom SA	14.88	0.0000
Employee has experienced workplace abuse from a fellow colleague at least once in the past	12.46	0.0000
Employee has experienced at least one gender-related abuse from a fellow colleague in the past	11.89	0.0000
A good work-related idea suggested by employee has been unfairly rejected by the line function manager at least once in the past	11.38	0.0000

Ordered logit regression analysis (Hosmer and Lemeshow, 2013) was used for identifying the most influential predictor of job satisfaction among the 146 employees who participated in the survey. Table 6 shows that the performance of employees is significantly influenced by the provision of workplace training opportunities. The results displayed in Table 6 show that job satisfaction was influenced significantly by training opportunities. The fitted model was capable of classifying 82.08% of all cases accurately. The P-value obtained from the Hosmer-Lemeshow goodness-of-fit test was larger than 0.05. This confirmed that the fitted model was credible enough at the 5% level of statistical significance.

Table 6: Influential predictor of job satisfaction among employees (n=146)

Predictor variables used for analysis	Odds Ratio	P-value	95% confidence interval of odds ratio
Employee has received at least one workplace training in the past	2.89	0.0000	(1.78, 4.39)
Employee has received at least one award for work-related performance in the past	1.12	0.0508	(0.97, 1.13)
Employee has received at least one work-related performance bonus in the past	1.09	0.0612	(0.98, 1.12)

The odds ratio of the variable training opportunities was 2.89. This finding shows that an employee who is given a training opportunity is 2.89 times more satisfied with his or her job at Vodacom SA in comparison with another employee who is not given a training opportunity.

Results from thematic analysis

Thematic analysis (Braun and Clarke, 2020) was performed by conducting 12 one-hour-long individual indepth interviews with 12 participants of study. Interviews were taperecorded and transcribed. The transcribed interviews were used for creating tallies, codes, categories and themes. The two predominant themes were motivating factors for working hard and commonly encountered obstacles to job satisfaction. The results clearly showed that providing work-related training opportunities on technical areas was a significant motivator for working hard and job satisfaction among employees. Eventhough awards and bonuses were appreciated by employees, the provision of work-related training opportunities on technical areas was shown to be the most influential predictor of job satisfaction among employees of Vodacom SA.

The interviews confirmed that the majority of employees of Vodacom SA were satisfied with their working conditions and that most line function managers were considerate enough to meet the work-related needs of their subordinates at all times. The interviews showed that technological processes changed and evolved at Vodacom SA due to the nature of the telecommunications industry and that training opportunities were essential to cope with work-related demands from customers. According to the interviewees, technical training opportunities were motivating factors for all employees as all workers were under pressure to upgrade their technical skills and knowledge in order to remain relevant to the telecommunications industry. That is, the acquisition and mastery of technical skills on a regular basis was a requirement for survival and career-path growth. The interviewees confirmed that line function managers respected labour-related laws and guidelines at all times and that the rights of all employees were duly respected. The interviewees stated that they took pride in working for Vodacom SA and stated that the company held a significant prospect for further expansion and growth locally and abroad. Two participants indicated that Vodacom SA needs assistance from the Communications Regulators Association of Southern Africa in order to expand its operations and grow its marketshare in the rest of Africa.

Three of the 12 respondents indicated the need for recruiting additional employees to reduce workload at peak hours. Two of the respondents indicated that Vodacom should make a concerted effort to expand its operations in the rest of Africa with assistance from the South African Government. The participants indicated that Vodacom SA was not working at full potential in this regard and that opportunities for further growth and expansion were not being utilised effectively. Four participants indicated that performance appraisal should be carried out based on key performance indicators that are agreed upon at the beginning of the performance period. Six participants indicated that new employees should be recruited after confirming that they possessed adequate skills and knowledge that are required at the workplace. Two participants indicated the need to safeguard and protect infrastructure belonging to Vodacom SA.

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