

Business Effects of Attitudes and Job Satisfaction Factors among Kombi Crew Members: A Case of the Manzini Region of Swaziland

Happyson Bimha

Faculty of Commerce, University of Swaziland, Kwaluseni Campus, Swaziland.

Corresponding Author: Happyson Bimha

Abstract: *This paper set to identify factors influencing attitudes and job satisfaction among kombi crew members. When transport operators are not aware of factors which influence employees' attitudes and job satisfaction they will not be able to deal with revenue leakages affecting their businesses. Data for the study was collected from a sample of 100 crew members from Manzini Region. Self-administered questionnaires were found to be a quick and cheaper way of collecting data. Results from the study show that crew members have mixed feelings towards their work place, jobs, and job satisfaction. Overall, members say their work place was good, they are loyal and will not leave the company. Unfortunately crew members will not report bad things happening at work to management. Although employees said their job was interesting they felt that outsiders did not respect their jobs and management had no time for them. Additionally, they were not happy with their work load, pay, promotions, and they were stressed. To ensure that workers have the right attitudes, management need carry out employee attitudes surveys regularly and incorporate findings from such studies into their business strategies. This will help them to promoting positive attitudes and suppressing negative attitudes, thereby controlling revenue leakages.*

Key words: *Attitudes, crew members, job satisfaction, transport operators, revenue leakages*

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I. Introduction

Kombi crew members steal a lot from their employers. Kombi crew members share daily takings from the business on a 50% basis with the vehicle owners. Kombi crew members are rich. Kombi owners are struggling to service bank loans for their vehicles because they cannot control and manage the revenue leakages caused by the rogue behaviour of kombi crew members.

The above statements represent some of the comments the public makes about the commuter omen bus (kombi) operations, especially kombi crew members' attitudes and behaviour. Such statements send a strong message to kombi operators and those contemplating doing business in the transport sector. This implies that there is potential to improve profitability of the kombi business if crewmembers (drivers and conductors) can develop positive attitudes towards their job, co-workers, management and the customers. No formal studies have been conducted on attitudes and behaviour of kombi crews and the effects they have on commuter omen bus operators' businesses. At the same time there is confusion among entrepreneurs with regards to crew members' poor attitudes and behaviour. The puzzling question is, should this be treated as a management problem or kombi crew members' problem? This paper proposes that if kombi crew members have a positive attitude towards their work, co-workers, and management they become more productive and as a result the operators' business becomes more profitable. However, the responsibility to inculcate positive attitudes and good behaviour among the workforce lies with management.

The success of any organisation must depend on its employees' commitment, trust, behaviour and their attitudes [1;2; 3]. The goal setting theory of motivation, [4] states that when individuals are given specific measurable goals that they perceive to be difficult but reasonable, this could result in better performance. Thus, the viability of the kombi business is dependent on attitudes and job satisfaction of employees. Productivity and higher performance are grounded on workers' attitude and job satisfaction. The transport entrepreneurs must have the ability to manage workers attitudes and job satisfaction to increase productivity [3;5;7]. Otherwise, revenue leakages that happen as a result of negative attitudes of the kombi crew will continue to negatively affect their business.

The current study sets to survey the attitudes of kombi crew members (drivers and conductors) operating in the Manzini Region of Swaziland, to identify and understand factors that influence their attitudes and factors leading to job dissatisfaction. Management's ability to effectively deal with knowledge and information coming out of the survey can help them solve staff attitudes problems and achieve higher job

satisfaction levels. Only when the attitude problems have been successfully addressed can transport operators hope to make profit and grow their business. Business must understand what motivates employees and what makes them happy so they can develop strategies that keep workers with positive attitudes and satisfied by their jobs[5].

1.1 Problem statement

Manzini Region is the hub of business activities in Swaziland because it is home to the country's largest industrial area of Matsapha and as the country's former capital city, it also houses some Government administrative offices. The Kombi business sector in the Manzini region has been one of the fastest growing sectors in the country based on the shorter distances most commuters travel. The short distances compel commuters to prefer kombis to the conventional buses which are slow and take more time to fill. Notwithstanding these developments, transport entrepreneurs, especially mini-bus (kombi) owners are struggling to survive as they get low revenues from their operations. Revenue generated from operations is not enough to pay back loans and meet operational expenses. Poor business performance can be linked to employees' conduct, poor attitudes and lack of job satisfaction[2;3;5]. If the situation goes unchecked the potential of operators to close shop becomes real and imminent. The transport sector was selected because entrepreneurs in the sector faced teething problems involving revenue leakages from their business, a problem which is linked to negative worker attitudes and poor job satisfaction. Generating new information regarding these issues can draw the attention of policy makers in charge of small to medium enterprises (SMEs), especially the ones in the transport sector.

Operators have not been able to effectively find appropriate strategies to turn around the attitudes of their employees which make their business uncompetitive. Operators do not have firm control of their revenue. Operators are required to understand the attitudes and job satisfaction factors of crew members to effectively control revenues from their operations [2;3]. Operators need strategies to address the above problems. In addition to acknowledging the challenges being faced the strategies must provide an approach to overcome their challenges[7].

1.2 Purpose and objectives of the study

The purpose of the study was to identify factors that affect attitudes and job satisfaction of kombi crew members working for kombi operators in the Manzini Region of Swaziland. The specific objectives of the study were to identify the Manzini Region kombi crew members' attitudes towards their work place, supervisors, co-workers, and their jobs, identify factors that influence Manzini Region kombi crew members' attitudes and job satisfaction and to identify the effects of kombi crew members' attitudes and job satisfaction on performance of transport operators in Manzini Region.

1.3 Significance of the study

During the evolution of management theory era employee attitudes surveys were used for comparing supervisors' effectiveness and to identify training needs of workers[8]. Information from attitude surveys can be used to improve employee motivation and performance if the survey can reveal that employees have a negative attitude towards the company, the supervisor, co-workers and their jobs and what stimulates them to perform[9]. Knowing factors that drive employees puts a company in a better position to motivate them to perform well [9;7;11]. Data from the current study can provide management information they can use to mitigate factors contributing to negative attitudes and dissatisfaction among kombi crew members. Operators who have information can use it to adopt strategies that can encourage their workers to adopt positive attitudes towards their work and this can spur business growth and stability. According to [12], administering employee attitudes surveys, objectively analysing the results and committing to addressing attitudes and job satisfaction irregularities could assist individual companies to gain control over their operations. Having full control of their operations places management in a better position to gain competitive advantage.

II. Literature review

Today management need to be proactive by gathering information about issues such as worker attitudes and job satisfaction so that they put strategies in place to deal with attitude and job satisfaction problems [13]. Douglas McGregor's theory Y guided the study. Theory Y requires management to adopt a positive view of the workers so that the two parties will be in a position to work together and achieve the goals of the organisation. According to [15], managers' assumptions about man fundamentally influence their motivational strategies. It is imperative that any assumptions managers have about their employees be valid and based on accurate information [16].

Therefore, theory Y assumptions tend to be indicative of a more progressive management style which is good for achieving better performance for the company. Theory Y assumptions advocate for people who

view work as being natural as rest or play, people capable of exercising self-direction and self-control, people who seek and accept responsibility and people committed to the objectives of the company[12;13;17]. In that process, ingenuity, imagination, creativity and the ability to make good decisions are widely dispersed throughout the population and are not peculiar to managers and it is further argued that, challenging tasks are not a preserve of those in management alone[17;18;19]. The current study used theory Y owing to the fact that it directs management to treat workers well and give them an opportunity to develop positive attitudes towards the company, their jobs, co-workers, customers and other company stakeholders[2;18].

Relevant positive attitudes can make a huge contribution towards workers motivation and ultimately their productivity[20]. Positive attitudes can also lead to the achievement of the goals of the company and making stakeholders, especially the workforce, happy. Generally, workers with good attitudes have stronger performance, and workers with poor attitudes exhibit less-than superior performance [21;22]. Managers therefore need to know, understand and address negative worker attitudes to avert their negative impact on company performance.

In response to the theory Y assumptions companies need a management style that can spur the development of positive attitudes among employees and the achievement of company goals. McGregor argued for the adoption of theory Y and he further proposed the adoption of ideas such as participative management, responsible and challenging jobs, and good relations as strategies for optimizing employee motivational levels [11]. To motivate employees, management need to recognise individual differences in employees, place people in jobs that suit their personalities, set clear goals for employees, provide immediate feedback on performance, linking rewards to performance, and ensure that equity prevailed in the company's reward system[9].

In contrast to the classical management theories which emphasised productivity and the search for one best way of maximising productivity at the expense of labour, the Human relations theories focused on the central role that the workers play and on creating a harmonious relationship between management and workers[3;17;23]. Advocates of human relations included Elton Mayo, Maslow and Mary Parker Follett to mention just a few. Professor Elton Mayo emphasised that workers do not react to physical conditions such as illumination and financial incentives but to attention and recognition they get from management[23]. Therefore social and human factors which include workers' feelings, attitudes and relationships were the drivers of productivity [24]. Psychologist Maslow hinted that needs create tension that can influence workers' attitudes and behaviour. In this regard he identified five basic needs that employees need in order to be motivated and become productive. These are physiological needs, safety needs, social needs, esteem needs, and self-actualisation needs [24]. Mary Parker Follett wrote a lot about authority, power, conflict, leadership and control. In her works, Follett's main issue was that management and workers core existed as equal members. Thus, managers must understand and help workers to help them satisfy their needs so that they can improve their productivity[2;3;23]

One of the proponents of leadership, Frederick Fiedler, argued that the leadership style that maximised group performance depended on the group and the nature of the task [10;16]. Under extreme conditions, autocratic leadership which is characterised by giving orders and directives was needed whereas under moderate conditions, a considerate leadership style that empowers workers was appropriate[12;18]. The selection of a management style is therefore situational and contingent upon a company or a manager's prevailing circumstances. There cannot be the one best way to manage or to solve business problems as long as situations differ over time and from one company to another.

Therefore, the main contribution of the McGregor's theory Y is that, since the assumptions that managers have about workers will guide how they will treat the workers and eventually determine how the workers responded, it was necessary to manage with a human face, ensuring the best treatment of the workforce and extracting the best performance and productivity out of them. Application of McGregor's theory Y is not limited by company size, type of industry and is applicable in all situations where labour is employed hence entrepreneurs in the Swaziland transport sector can benefit from knowing, understanding and implementing the theory correctly to generate positive attitudes and job satisfaction among the workers.

2.1 Workers' attitude and job satisfaction

Attitude affects an employee's reactions to others, including colleagues, supervisors and customers; attitudes affect his perception of his job and his value to the organisation. Signs of poor attitude in employees are all-or-nothing thinking, overgeneralisation and labelling, personalisation blame, jumping to conclusions and focusing on the negative [21]. The attitudes of employees in the work place can have a significant effect on the business as a whole. Both attitude and job satisfaction can be predictors of customer satisfaction. A negative attitude is likely to manifest in disengagement from customers and lack of concern for their needs. Customers are an annoyance and an inconvenience to employees with a bad attitude. Yet on the other hand a positive and engaged attitude is likely to result in courtesy, emotional engagement and a real concern for the well-being and satisfaction of the customer [25].

[21] further argues that, it was critical for managers to understand worker attitudes and job satisfaction factors because managers have to assess whether workers' poor performance reflects an attitude problem or factors such as job satisfaction, an inability to handle work tasks, training needs, and problems with the working environment or personal problems. Managers must master their leadership style and recognise the style of problematic employees [26]. In a related argument, [27] suggests that workers' attitudes and behaviour are based on management philosophies that prevailed in an organisation. Thus, for management to develop effective strategies it makes sense for management to keep in touch with workers' attitudes and expectations and knowing how to get workers to hold favourable opinions towards the company.

2.2 The kombi crew members' working environment

The kombi crew members' working environment can be divided into three components which [28] identify as the physical environment, the mental environment and the social environment. The physical environment would feature elements like, type of vehicle used, the condition of the vehicle, and its appeal to commuters. The mental environment accounts for things like, fatigue as a result of length of the working day, boredom and the attitudes of supervisor and co-workers [29;]. The social environment covers factors such as, belongingness, type of cluster the employee belongs to and the assistance a worker receives when he has family problems. The work situation is one of the causes of employee attitudes and the job itself influences satisfaction which itself is predictive of performance [29]. Research has shown that work situation influences which is dominated by things like supervision, pay, promotion opportunities, co-workers and the nature of the work itself are the most job facets that insure work is as interesting and challenging as possible. Thus, they influence job satisfaction and workers attitudes [29; 30]. Therefore, it is necessary to understand what causes people to be satisfied with their jobs and to have positive attitudes about their work place. The nature of the work itself is one of the first places for practitioners to focus on [29]. Need for reassurances, full appreciation through praise helps employees develop self-concept and it meets their needs for esteem, self -actualisation, growth and achievement [8].

Workers in any type of occupation expect rewards due to their increased contribution to the organisation [31]. Thus, due to the potential impact that employees have on the business, it is imperative that management understand the specific dimensions that help shape employees' attitudes towards their jobs [32]. [33] argues that it is management's responsibility to make sure that, the work environment is conducive for workers, morale is high and employees have adequate and appropriate tools and resources they need to accomplish tasks they have been assigned. That being the case any worker attitude and job satisfaction problems cannot be dissociated from management and the management styles being used in the organisation. Treating employees well is therefore a profitable strategy because they reciprocate by working hard, more importantly, they feel that their contributions are noticed and appreciated.

The reviewed theory Y and other related management concepts on attitudes and job satisfaction all converge at the point that organisations need workers with positive attitudes towards the company, supervisors, co-workers and work itself for the organisations to prosper. The study hoped to discover how these issues affected transport companies that operate in the Manzini region of Swaziland. Therefore, management that understands worker attitudes and satisfaction factors ought to be in a better position to drive their companies into better competitive positions than their counter parts who manage through trial and error. If information from attitude surveys can be used by managers to improve employee motivation and employee performance, it is important for kombi operators in the area of study to know what drives employees to work so that they will be in a better position to stimulate them to perform well [10]. The section on methodology that follows will explain the study, design, sampling, and research instruments and data collection procedures.

III. Research Methodology

Employee surveys may be used to gain insight to employee's attitudes towards the employer, co-workers, and the job and insight to job satisfaction factors [8]. Attitudes surveys elicit responses from employees through questionnaires about how they feel about their jobs, workgroup and supervisors and the organisation [12]. The study was a survey research of the quantitative approach that used self-completion questionnaires for workers. Survey research is defined as "the assessment of the current status, opinions, beliefs and attitudes by questionnaires or interviews from a known population" [34: 602] or "a method of collecting primary data based on questions and answers with a representative sample of respondents" [35:189]. Survey research comprises a cross sectional design in relation to which data are collected predominantly by questionnaire or by structured interviews on more than one case and at a single point in time in order to collect a body of quantitative and qualitative data in connection with two or more variables which are then examined to determine patterns or associations [36]. An advantage of survey is its ability to provide a quick, inexpensive, efficient and accurate means of assessing information about a population [35; 37].

In this study data was collected using group administered questionnaires where a group of drivers and conductors filled in questionnaires at the place where they park their vehicles after knock off times. Based on the fact that operators Manzini Region transport operators faced similar circumstances regarding the attitudes and job satisfaction factors of their workers the kombi crew members who were surveyed were employed by different kombi operators. In this sample survey the study was designed to provide data only at transport sector level thus both the analysis and interpretation of findings are aggregated to give overall sector picture and in no way is any section of the study meant to represent individual company practices. Thus, the analysis of the research findings was aggregated at industry level. This approach tends to be beneficial to all operators who may want to use research findings from this study to guide their future strategies when dealing with employee attitudes and job satisfaction related decisions.

Since the researcher targeted attitudes of kombi crew members purposive sampling was used to identify the survey respondents. Researchers agree that, in homogeneous populations, where the respondents are similar with respect to variables that are important to the study, smaller samples may adequately represent the population [35;36;37]. Thus, a sample size of 100 was reasonable for the study. The research was about the transport industry, an area that the researcher does not work. The researcher had to work with some transport operators to gain access to respondents and to follow up respondents. One of the operators helped in checking questionnaires for accuracy while the researcher was assisting with issues in the questionnaires. This was done for four consecutive days at different overnight parking centres for the kombis. This strategy ensured there was minimum interference with the operators' business. Prior to the final administration of the questionnaire the instrument was piloted with five crew members who did not take part in the final survey. Piloting has a role in ensuring that the research instrument as a whole functions well [36]. As a result the final questionnaire that was used was simple, precise in words, covering all the required measures and all the concepts of the measures [38].

The administered questionnaires used in the study were based on the five point Likert scale where several statements were made to express respondents' favourableness or to indicate their level of agreement with given attitude and job satisfaction attributes[37]. The statements were pre-coded with numerical figures attached to the response categories which enabled summarization of category scores about kombi crew members' attitudes and job satisfaction. Focus of the questions was on both overall job satisfaction and satisfaction by individual job factors such as pay, supervision, co-workers and works itself.

Objective questionnaires with closed ended questions were hand delivered to crew members in the evening and they were physically collected immediately after completion. Crew members were intercepted as they parked their vehicles and cashed in their daily revenue collections at knock off time. The survey achieved a response rate of 87% which is regarded as satisfactory. As a result findings from the study are reliable. A review of published social research literature suggests that a response rate of 50% is considered adequate for analysis and reporting, a response rate of 60% is good and a response rate of 70% is very good [39].

Based on the fact that most of the questions in the study touched on commercially sensitive and personal issues, a high level of privacy and confidentiality was maintained throughout the survey because any leakage of such information can tarnish individual workers or a company's image. Identities of participants were not revealed in the study, use of names and vehicles identities was not allowed and the analysis of data was aggregated such that everything reported is about the transport sector as a whole and not any particular company or individuals.

Shortcomings of the study's methodology include that, when dealing with commercially sensitive information such as personal earnings, how the manager treats people, whether an employee is thinking of leaving and the like, one will never be sure if respondents divulge accurate information because they give you only what they think is right for you and not necessarily what you wanted. The majority of the kombi crew members have not exceeded form 2 level of education hence their responses to strategic questions would be suspect and when it comes to making recommendations for improvement to management they have nothing to offer except talking about salaries and off days. Interviewing kombi crew members only does not give one a complete picture of their attitude because it is like they will do a self-assessment. Third parties, especially the commuters and management may have different opinions about attitudes and behaviour of kombi drivers and conductors. The study could have included commuters and operators.

IV. Study results and discussion

The study was designed to provide data at transport sector level therefore both the analysis and interpretation of findings is aggregated. However, individual operators can still use the research findings as a guide to their future strategies regarding employee attitudes and job satisfaction.

4.1 Respondents' Demographic factors

Table 1 below shows demographic factors analysed for the study. The transport sector employs male employees only and according to Table 1 below, 64 % of the respondents fell in the 20 years to 30 years category while

there are no employees above 40 years. Seventy three (73%) of the crew members used the Quantum while 23% use the Hiace. A majority (78%) of the respondents attained a low level of education which is below grade 12 or form five. Finally, 81% of the respondents earn below E 2,000 per month and only five drivers earn above E 3,000. In Swaziland workers earning below E2,000 are low income earners. The issue of low wages is inclined to the observation by [13] that, since the main controllable business cost was labour, the key to increased profit was to cheapen its cost, and to increase its productivity, by getting employees to work harder or for longer hours, for the same, or less, money. The fact that 78% of the respondents have a low level of education, below Grade 12, means that, most of the crew members have a slim chance of getting employed in the formal sector where salaries and conditions are much better. As a result they cannot think of leaving the current employer who pays them a salary they say is not competitive. Dealing with commuters requires high levels of discipline, creativity and ingenuity and all these improve with one's level of education. Lack of training by employers can also affect employees' performance and productivity. In the study 62% of the employees self-sponsored themselves to gain further skills.

Between 20 and 40 years age bracket people are still very active and experiment a lot and at this phase men require more money to support activities associated with their growth. The Swazi culture allows men to have more than one wife. This puts pressure on their budget and money has to come from somewhere. Based on the above, Swaziland transport operators are exposed and at risk of revenue leakages.

Table 1. Demographic data of despondence (n=86)

	Frequency	Percentage (%)
Age		
Below 20	8	9.3
20 to 30	55	64.0
31 to 40	23	26.7
Qualifications		
Lower than Grade 12	67	77.9
Up to Grade 12	14	16.3
Post Grade 12 Certificate	3	3.5
Diploma	2	2.3
I got further training from		
Current employer	22	25.6
Previous employer	9	10.5
Self	53	61.6
Other	2	2.3
Type of vehicle used		
Quantum	63	73.3
Hiace	20	23.2
Iveco	3	3.5
Monthly salary		
Below E1, 500	36	41.9
E1, 500 to 1, 999	34	39.5
E2, 000 to E2, 999	11	12.8
E3, 000 and above	5	5.8

Source: Field work 2017

4.2 Respondents' attitudes towards the work place

Table 2 below summarises crew members' attitudes towards the work place. Work places were viewed as good by 83% of respondents, 84% said they were not leaving, 93% will remain loyal to the company, 90% said if the raised concerns they were listened to, yet 92% will just ignore some of the bad things happening at the work place, they do not report such issues to management. The fact that workers perceive their working environment to be good is quite encouraging based on [28]'s finding that effective results and productivity for any organisation is dependent on the level of satisfaction of employees and work environment is one of the most important factor which influences the satisfaction and motivation of employees. However, despite the positive attitude towards the work environment, the workers do not report bad things happening to management which

implies they have an ‘*I do not care type of attitude*’ and they are likely to be involved in those bad things hence they have to protect colleagues already engaging in these bad activities. Additionally this refutes respondents’ claims of loyalty to the employer. The fact that these employees do not have an intention to leave the employer is not a good sign because these workers will continue to plunder the organisation’s little revenue. Thus, management ought to do something about this.

Table 2. Attitudes towards work place-n =86

	Frequency	Percentage (%)
My workplace is a good place		
Strongly disagree	5	5.8
Disagree	4	4.7
No opinion	5	5.8
Agree	14	16.3
Strongly agree	58	67.4
I do not think of leaving the company		
Strongly disagree	1	1.2
Disagree	4	4.7
No opinion	9	10.5
Agree	31	36
Strongly agree	41	47.7
I will remain loyal to the company		
Disagree	2	2.3
No opinion	5	5.8
Agree	28	32.6
Strongly agree	51	59.3
I can voice my concern and I am listened to		
Strongly disagree	1	1.2
Disagree	4	4.7
No opinion	4	4.7
Agree	33	38.4
Strongly agree	44	51.2
I just ignore some of the bad things Happening at my work place		
Strongly disagree	2	2.3
No opinion	4	4.7
Agree	34	39.5
Strongly agree	46	53.5

Source: Field work 2017

4.3 Kombi crew members’ attitude towards job aspects

As shown in Table 3, respondents in the study said their job is interesting (75%), they feel that outsiders have got no respect for kombi crew members’ jobs (72%) and they felt that their supervisor did not have enough time for them (68%). It is a disturbing finding that crew members say their jobs are interesting when they are aware that their profession commands little respect from stakeholders. Although job factors were rated positively, the fact that crew members felt their jobs are not respected by outsiders and that the supervisor has no time for them are worrisome. The outsiders include commuters whom the crew members are supposed to satisfy in order to bring more business to their kombi. If crew members feel they are not respected by the people they are supposed to serve this is a sign of serious attitudinal problems. [21] argues that an employee’s attitude has a potential to impact his interactions with others and his individual work performance. The second concern is that supervisors do not have time for their subordinates. In any kind of business activities that deal with cash and customers need to be closely monitored otherwise customers who faced ill treatment in a kombi will use alternative kombis in future and poor control of revenue inflows affects the business growth and profitability and ability to repay bank loans. There was no follow up to understand why this feeling was prevalent among kombi crew members because the study did not engage the commuters to comment on why they do not respect crew members’ jobs.

Table 3. Aspects of the job n=86

		Frequency	Percentage (%)
My job is interesting	True	75	87.2
	False	11	12.8
Outsiders have respect for my job	True	24	27.9
	False	62	72.1
The supervisor is too busy, and has no time for us	True	58	68.24
	False	27	31.76

Source: Field work 2017

4.4 Job satisfaction factors among kombi crew members

Table 4 below summarises job satisfaction attributes of the kombi crew members. A total of 64% of the respondents were not happy with their work load, 61% of respondents say they were not satisfied with their relationship with co-workers. Workers were dissatisfied with pay (74%), feedback from the supervisors (40%), working hours (30%), support from co-workers (50%), lack of promotions (69%), work related stress (67%), equity of rewards (44%) and lack of supportive working conditions (53%). Apparently, 45%, 38% and 31% of the respondents did not have any opinion on feedback from supervisors, working hours and equity of rewards respectively. Under this category workers say they are not satisfied with relationship with core-workers (61%), 50% are not happy with support from co-workers and 64% with the work load. This is a disturbing finding where respondents tend to conflict themselves on very critical attitudinal issues that management must understand so that they find appropriate strategies to deal with them. Ratings in this category are quite low but this does not imply satisfaction because most respondents opted to take neutral responses like in feedback from employer(45%), equity rewards (31%), autonomy (48%) and working hours (38%). The issue of work load, working hours and off days which is a big hurdle for transport operators has become critical issue. Research shows that companies requires clear vacation policies these days and persuading people to take a job with less time off was a real challenge [40]. The same author argues that, if your workers have talent and the required work ethic, they will get the job done, no matter what hours they keep. Additionally, because of the potential impact that employees have on the business, it is imperative that management understand the specific dimensions that help shape employees’ attitudes towards their jobs[22; 26]. Thus, the current study examined job satisfaction factors displayed in Table 4 below.

Table 4. Job Satisfaction factors n=86

Indicate your level of satisfaction with the following factors;

		Frequency	Percentage(%)
Work load	Very dissatisfied	37	43
	Dissatisfied	18	20.9
	No opinion	15	17.4
	Satisfied	7	8.1
	Very satisfied	9	10.5
Co-worker relations	Very dissatisfied	25	29.1
	Dissatisfied	27	31.4
	No opinion	8	9.3
	Satisfied	18	20.9
	Very satisfied	8	9.3
Pay	Very dissatisfied	50	58.1
	Dissatisfied	14	16.3
	No opinion	10	11.6
	Satisfied	5	5.8
	Very satisfied	7	8.1
Working hours	Very dissatisfied	16	18.6
	Dissatisfied	10	11.6

	No opinion	33	38.4
	Satisfied	17	19.8
	Very satisfied	10	11.6
Feedback from employer	Very dissatisfied	17	19.8
	Dissatisfied	13	15.1
	No opinion	39	45.3
	Satisfied	12	14
	Very satisfied	5	5.8
Promotion opportunities	Very dissatisfied	33	38.4
	Dissatisfied	26	30.2
	No opinion	13	15.1
	Satisfied	7	8.1
	Very satisfied	7	8.1
Work related stress	Very dissatisfied	28	32.6
	Dissatisfied	30	34.9
	No opinion	12	14
	Satisfied	10	11.6
	Very satisfied	6	7
Autonomy	Very dissatisfied	18	20.9
	Dissatisfied	6	7
	No opinion	41	47.7
	Satisfied	11	12.8
	Very satisfied	10	11.6
Equitable rewards	Very dissatisfied	6	7
	Dissatisfied	32	37.2
	No opinion	27	31.4
	Satisfied	15	17.4
	Very satisfied	6	7
Working conditions	Very dissatisfied	1	1.2
	Dissatisfied	45	52.9
	No opinion	11	12.9
	Satisfied	18	21.2
	Very satisfied	10	8.5
Support from co-workers	Very dissatisfied	24	27.9
	Dissatisfied	19	22.1
	No opinion	11	12.8
	Satisfied	22	25.6
	Very satisfied	10	11.6

Source: Field work 2017

Overall, respondents do not have job satisfaction. Findings of the study tend to agree with [36]'s job satisfaction model which indicates some factors leading to dissatisfaction such as pay, working conditions, lack of promotions and poor benefits. Furthermore, employee satisfaction can be achieved through good leadership practices, recognition, personal growth and feedback and support, among other issues [41]. All these are lacking in the transport sector. Just like research has concluded, when an employee reports to work, his attitude affects his work performance and can have an impact on the employee's morale around him [41]. The strong cooperation and teamwork between crew members is good if workers' efforts are directed towards company goals but this becomes an issue when crew members unite and cooperate to do bad things. Since the operators are not readily available to closely supervise subordinates it becomes difficult for the operators to know what is happening

given that the workers will not report bad things happening in the company to management. However, it is up to the managers to monitor employee attitudes and address attitude problems such as negativity and laziness [21].

V. Summary, conclusion and recommendations

5.1 Summary and conclusions

The study's objectives were to identify the Manzini Region kombi crew members' attitudes towards their work places, supervisors, co-workers, and their jobs, identify factors that influence Manzini Region kombi crew members' attitudes and job satisfaction and to assess the effects of kombi crew members' attitudes and job satisfaction on performance of transport operators in Manzini Region. Research findings by [26;42] show that striving to attain positive attitudes and increasing job satisfaction among service employees has potential for generating higher customer satisfaction. As a result, attitude surveys elicit responses from employees about how they feel about their jobs, co-workers, the supervisors and the organisation it makes sense for management to keep in touch with workers' attitudes and expectations and knowing how to get workers to hold favourable opinions towards the company [12]. The mixed feelings among kombi crew members towards their work places, supervisors, co-workers, job factors show that transport entrepreneurs and management have not been able to effectively manage their staff issues. As long as managers have not formally identified and do not know the factors that affect workers' attitudes and job satisfaction it will not be easy for it to develop positive attitudes among workers to spur the company forward.

Physical, mental, social and psychological factors all influence kombi crew members' attitudes and job satisfaction in either a positive or a negative way. Specific factors that are negatively affecting kombi crew members include poor working environment, uncompetitive pay, crew members' jobs not being respected by outsiders, supervisors that are too busy and not available for workers, heavy work load, too long working hours, lack of promotion, stress and inequitable rewards.

The incident of transport entrepreneurs' unavailability and the fact that workers were not happy, have poor attitudes and low job satisfaction tend to perpetuate bad behaviour and negative attitudes among crew members. As a result consumers and other stakeholders do not have respect for the crew members' jobs and this directly affects the performance of players in the transport sector. It is not clear if the workplace is really good as portrayed in the study and if management are truly liked and why because they are the ones setting and determining all the conditions the workers say they are not happy about.

There is no strong cooperation and coordination between transport entrepreneurs and kombi crew members and commuters. Thus, maintaining business stability and improving performance and viability of transport business becomes difficult to achieve. There are numerous aspects of a job that management can address to increase satisfaction in the workplace, such as salaries and benefits, interpersonal social relations, working conditions, achievement, recognition, autonomy, advancement, job security and work life balance practices [22].

The research was able to identify and bring about attitudes and job satisfaction issues that management need to address in order to reduce the amount of revenue leakages their organisations endure and improve productivity among crew members and eventually viability for their businesses.[33] concluded that, in order to improve accuracy of attitudinal information at any one point in time it is necessary to carry out attitudinal studies in a phased approach over time since employee attitudes and perceptions change with time. However, the study was unable to reach other transport sector stakeholders such as commuters to hear what these constituencies' view were about the attitudes of kombi crew members. As a results effective implementation of the following recommendation may requires operators to seek further information and clarity on some issued the study has raised.

5.2 Recommendations of the study

The eighth UN's sustainable development goal encourages promotion of inclusive and sustainable economic growth, full and productive employment and decent work for all [43].Transport entrepreneurs need more considered and consistent approaches to dealing with attitudes and job satisfaction challenges among kombi crew members because the direct impact of revenue leakages on their operations' bottom line is associated with negative workers attitudes. Entrepreneurs will not be able to contribute towards the above UN goal if their ventures are not profitable. According to a member of the thinkers 50, a group of the 50 most influential business thinkers in the world, Rumelt (2012), managers need a clean eyed diagnosis of the challenges being faced by their organisations and to define their problems in a way that allows something useful to be done about the problem. Small to medium enterprises (SMEs) require support from Government. In this case transport operators require training in entrepreneurship skills, financial management, planning and staff motivation

One of the characteristics of entrepreneurship is growth. Growth is only possible when the business is profitable and capable of generating more revenue. Managers need to be efficient and effective in order to grow

their businesses. For this to happen, managers need to learn from what other people, especially their employees, say and think about the treatment and behaviour that management give them. Based on information emerging from this study, about crew members' opinions towards their work place, jobs, co-workers, and job satisfaction, management need to aggressively address elements that are associated with negative attitudes and strengthen those with positive attitudes. The following strategies, some of which could be arranged jointly with other operators are recommended for implementation by transport companies in order to develop and maintain positive attitudes among workers:

- Train and develop staff on basic business knowledge, team work and customer relationship management
- Improve employee selection to eliminate loss of revenue as a result of recruiting employees with a culture that is not aligned to the company culture leading to poor public relations, ineffective communication with customers and wrong change due to little aptitude for financial calculations.
- Provide employee incentives not necessarily money. The following options could be made a priority; off days, savings clubs, recreation, and corporate wellness programs
- Create a transparent environment and communicate effectively to encourage workers to discuss survival and growth strategies for the business
- Formal and regular attitude surveys need to be conducted and management are encouraged to use information coming out of such studies in developing future survival strategies. Regular surveys will show trends over time and may facilitate comparison across industries and across countries for benchmarking purposes and the adoption of best practices. To manage costs the proposed surveys can be done jointly with other transporters. Alternatively the Ministry in charge of transport can carry out such surveys as a form of support to the sector because the greatest beneficial is the traveling public.
- Due to lack of insights into specific reasons behind some of the observed attitudes further research using a design suitable for extracting more information from the respondents is recommended. For example, do commuters have an attitude towards crew members as the latter feel they do and why? Why do crew members give management high ratings yet it is the same management that preside over their conditions of service and other work related issues which they are not happy about?

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