UNIVERSITY OF KWAZULU-NATAL


Staff Motivation in the University Of KwaZulu-Natal Information &
Communication Division's Call Centre


By


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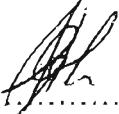
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# Declaration

This research has not been previously accepted for any degree and is not being currently considered for any other degree at any other university.

I declare that this Dissertation contains my own work except where specifically acknowledged

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## Abstract

The study identifies factors influencing employee motivation levels within the University of KwaZulu-Natal's Information & Communication Technology Division's call centre. The research is based on Herzbergs's Two-Factor Theory but also considers other content theories which are also closely aligned. The research is also based on Adam's Equity Theory, a process theory, since this was deemed applicable to the South African environment considering the Employment Equity Act of 1998 and its application in the South African economy.

The results showed that management need to ensure that employees are challenged in their jobs. Although employees have a sense of achievement, they are not adequately recognised and do not perceive any growth opportunities available to them. Management also need to improve communication within the division and consider employees personal needs and personal life demands. Bearing this in mind, remuneration packages need to be structured more appropriately to suit the different lifestyle needs of the employees. Management need to improve communication with the staff in order to reduce perceptions of favouritism, race discrimination, and gender inequity.

The research also found strong relationships existing between intrinsic factors, extrinsic factors and equity suggesting that all factors play an important role in improving employee motivation levels.

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# Chapter 1: Introduction

## 1.1 Introduction

The most important resource in an organisation is the human resource as it is this resource that is most easily adaptive to change in the environment. It is also the one resource that can provide an organisation with a unique advantage that can not easily be replicated by other organisations due to the uniqueness of individuals. However, the human resource can also be one of the most costly resources in the company comprising of costs arising from salaries, wages, benefits, training, development, as well as recruitment and selection. These costs can be reduced by reducing employee turnover rates, attrition rates, and increasing employees' performance through motivation and satisfaction they experience within the organisation.

Call centres are known to have high employee turnover rates, high attrition rates, and high absenteeism rates which impact negatively on the call centres' overall performance. High costs are thus endured through recruitment and selection, training, and development of new employees. The Information & Communication Technology Division (ICT) of the University of KwaZulu-Natal (UKZN) has established a call centre that provides information technology (I.T.) support to the University community. Motivation and satisfaction levels are perceived to be low, impacting upon the service levels provided by the call centre to the university community. This research will attempt to identify the underlying causes of low motivation levels experienced in the division and recommendations will be provided to improve levels of motivation among the employees.

An extensive literature review will identify the different motivational theories developed over the years that attempt to explain motivation within the workplace. Based on these theories, particularly Herzberg's Two-Factor Theory and Adam's Equity Theory, descriptive research is conducted by means of cross sectional analysis utilising a questionnaire as the survey tool to collect and analyse data. Through the analysis and discussion of the data, motivation factors will be identified, as well as their relationship to

one another, that impact greatest on motivation levels. Recommendations will be provided as to what the ICT management should focus on in order to increase employee motivation levels.

## 1.2 Motivation for the study

The call centre industry has grown exponentially in South Africa since the year 2002 (Business Report, 2004). This is largely due to international firms outsourcing their business here. South Africa is a future prospect for offshore call centre development especially for the European time zone with KwaZulu-Natal a primary focus for establishment. Besides the time zone, a further reason is Durban's highly skilled cultural workforce with an English language suited to the European environment.

South Africa is also known to have lower attrition and employee turnover rates. In order to remain competitive in this area and attract further investments by international business, it is imperative that an environment that is conducive to maintaining or lowering employee turnover and attrition rates is established. This can be achieved by ensuring the correct motivational tools and techniques are utilised in an appropriate manner that ensures employees are satisfied and motivated in their jobs.

It has been very difficult to prove an adequate theory for human motivation due to the complexities of the subject. Orpen (1981) stated the following reasons for difficulty:

1.    There is difficulty in identifying and labelling motives which are inferred from human behaviour which is frequently misinterpreted due to differences in culture and people.
2.    Mapping the pattern of motives is very difficult because the configuration of motives within any person is in a constant state of change.
3.    It is difficult to accurately assess differences between individuals and their motive strengths.

4.    Different motives change in different ways after gratification, even in the same individual.

Many theories of motivation have been developed, all with merit and criticism, and further research is needed to ascertain a greater in-depth, more reliable understanding of human motivation in the work place.

The Information & Communication Technology division (ICT) of the University of KwaZulu-Natal implemented a call centre to service the university community. The call centre has grown to over 30 agents alternating between field work and the call centre. Statistics from the call centre reports have shown after call work being far greater than actual call time. In some instances after call time has been double that of actual time spent on calls. According to peers, agents would rather be involved in alternative work than have to function within the call centre and agents' moral, satisfaction and motivation levels are perceived as being low. By researching the motivational needs of the staff in the contact centre, lacking areas will be identified which management will be able to address and in so doing, improve the performance and service levels of the contact centre.

## 1.3 Focus of the study

This study will focus on motivation within the University of KwaZulu-Natal's Information & Communication Technology Division's call centre. Human motivation is a vast subject and has resulted in many theories being developed. With this in mind, many organisations have attempted to resolve staff motivational issues by drawing from these theories, but due to the complexities and nature of human motivation, continuous assessment and research needs to be conducted to identify the degree of satisfaction of motivational needs and the areas that management has failed to address appropriately.

By focusing on content motivational theory, the study will concentrate on extrinsic and intrinsic motivation factors (Herzberg's Motivation – Hygiene Theory) in the call centre

environment as well as the perception of equity (Adam's Equity Theory) and the relationship to motivation.

## 1.4 Problem Statement

For any organisation to be profitable, it is imperative that its performance is at a desirable level so that costs are minimised while output is maximised hence adding value to customers and clients. Within call centres, a key determinant of performance is motivation.

The effect of de-motivated agents in call centres has impacted on performance in a number of ways. Three distinct effects are that of higher staff turnover rates, higher absenteeism rates, and higher attrition rates.

When agents are de-motivated, there is generally a lack of intention to work. In the ICT call centre, agents do not have any ambition or initiative to excel in what they do. De-motivation impacts directly on performance of the overall call centre in that service levels tend to decrease. This results in management having to increase the number of agents operating in the call centre in order to meet service level agreements. Hence, there is a greater cost implication in having to meet customers' needs.

Management have often sought ways to motivate employees in order to improve performance and hence raise the service levels offered to customers and clients. Previous surveys have found reasons for agents decline in morale being:

- The job is less interesting
- No involvement in decision making
- Insufficient pay
- Stress
- Lack of motivational tools such as contests, bonuses and awards

- Lack of communication in sharing information.

Management have attempted to resolve many of these issues in an attempt to improve motivation levels by:

- Increasing job scope to increase interest
- Holding regular meetings to improve communication and involvement in decision making
- Creating a schedule whereby employees rotate between field work and the call centre to reduce the stress levels of employees working in the call centre environment.

All attempts to improve motivation and moral of employees in the call centre have only had very short term affects. This could be as a result of other factors influencing motivational levels that management is unaware of. Other reasons could be the degree to which the attempts made by management actually meet the motivational needs of the employees. Since this is all speculative, it is necessary for more extensive research to be conducted in order to identify the underlying causes of the lack of motivation of the agents. The research will show which extrinsic and which intrinsic factors are impacting negatively on motivation and to what degree management have satisfied agents' motivational needs. Management will then be in a position to address motivation and performance in the call centre appropriately.

## 1.5 Objectives

The primary objective of the research is to identify those factors that negatively impact employees' motivation concerning the call centre within ICT and provide recommendations based on the results, to improve motivation and hence improve performance. In order to achieve this, an in-depth understanding of the call centre within ICT will be needed. Based on this environment, the research will identify motivational

theories that are practical and feasible and that can be used as a backdrop for researching factors affecting agents' motivation and morale.

With an understanding of the appropriate theories, a research tool will be designed which will be used to collect data concerning motivation of agents in the call centre which will assist in achieving the primary objective which is to identify those factors that negatively impact motivation of staff. As a final objective, the research aims to provide recommendations to improving motivation and morale in the call centre so that the desired performance levels can be achieved.

## 1.6 History of the I.C.T. Helpdesk

The Information & Communication Technology Division (ICT) for the University of KwaZulu-Natal (UKZN) (formerly the University of Natal and the University of Durban-Westville) provides information technology (IT) support to the university's staff and students. Client Services is a section within the ICT Division providing a front end support to the university community. Previously ICT offered a single point of contact for the university to use when they needed IT queries to be resolved. This was the reception desk where the university community could both walk in and request IT support or they could phone in and the receptionist would transfer the caller to the appropriate person for assistance.

As the university grew and information technology became more advanced, the demand for IT support increased and so ICT developed a help desk area consisting of two agents who would answer calls relating to IT queries, create an electronic job card with all the clients details and the problem at hand, then assign the job card to the appropriate IT Consultant. This help desk did not have any call flow or call queuing system, however, the two help desk telephones formed part of a hunt group, which would automatically divert the call to the other phone if one of them was engaged.

The help desk job became very monotonous with the same agents permanently assigned to help desk duties, performing the same routine task of logging queries. Management then sought to boost morale and motivation through job redesign whereby the two agents were trained to perform more challenging tasks. Instead of just logging queries, the agents were resolving queries relating to user account administration such as resetting passwords for users, assigning additional space for users on the network, and user account creation. This improved the service offered to the university community in that some IT queries were now being resolved in a timely manner. However, after some time, this job function became routine and monotonous once again.

Management decided to improve the service of the help desk by providing diagnostic support and query resolution to IT problems experienced by the university community, however, the agents were not skilled enough to provide diagnose the problems. The IT Consultants were skilled and so management decided to rotate the IT consultants and the agents between field work and the help desk. This involved job redesign for the agents and the consultants rotating on a weekly basis. All consultants were trained appropriately to work on the help desk utilising their IT skills obtained from working in the field. The redesign proved to be successful with more IT queries being resolved more efficiently at first contact, however, this created a further problem since some callers were unable to contact the help desk due to the agents now spending more time in resolving queries rather than routing them.

To resolve the call queuing problem, ICT invested in a call centre system which catered for call queuing functions, information greetings, and call flow functions. This saw the development of the call centre. The call centre allowed for multiple agents operating on the Howard College campus as well as the Pietermaritzburg campus providing support to their respective campuses only. This improved the support service offered to the university community with far more calls being serviced and far more queries being resolved at first contact. With more training and remote desktop tools, agents were able to resolve almost any query they encountered across a wide range of IT fields from account administration to software installations, software support and software problem diagnosis

and resolution. ICT had effectively set up the Expertdesk whereby the university could obtain fast, effective and efficient IT support.

Although the Expertdesk proved to be successful, consultants slowly became unenthusiastic and de-motivated with their work. Management believed this to be due to the work itself being perceived as monotonous and unchallenging by the agents with most of the calls revolving around general software queries and account administration. In an attempt to address this, management decided to involve consultants in new projects that arose in the division. The projects would form part of their daily job, however, working within the call centre was still a requirement. Consultants were given the opportunity to manage small projects which presented new and interesting challenges within the scope of their job. Consultants were not always involved in projects, thus, the impact on motivation seemed only temporary, i.e. only when the employee was involved in a project. Management made further attempts to boost motivation among the consultants however these attempts were mostly short lived or unsuccessful.

Over the recent years the university has been in a continuous restructuring as a result of the merger between the University of Natal and the University of Durban-Westville. The IT support division on the Westville campus was considered under-developed compared with the former University of Natal's IT support systems and thus one of the systems that expanded to include the Westville campus was that of the call centre. While the merger has presented new opportunities and challenges it has also brought about uncertainties among staff. For many months ICT had no permanent director and thus operated with virtually no direction. Despite the changes that have occurred, employees are still unenthusiastic, uninspired and unmotivated which impacts on the level of support the division has to offer to the university community.

## 1.7 Conclusion

In order to maintain high performance levels within an organisation, employees need to be satisfied and motivated in their jobs. The Information & Communication Technology

division has attempted to address the employee motivation levels in their call centre in order to increase service levels however the impact has not improved motivation and performance levels. Management need to identify those factors that have greater impact on motivation in their division and address these factors in order to improve performance.

# Chapter 2: Literature Review

## 2.1 Introduction

Motivation is an aspect of individual human behaviour. Individual human behaviour comprises of several elements including perception, emotions, learning, and personality. All these elements impact and influence one another and are influenced by each situation that an individual is exposed to. When an individual encounters a situation, the individual's response is determined by these elements. The response triggers consequences and through feedback, the individual is presented with a slightly different situation which will in turn affect the individual in terms of motivation, perception, emotions, learning, and personality and so the cycle continues (Misselhorn; 2005).

**Figure 2.1 Integrated View of Individual Behaviour. Source: (Misselhorn; 2005)**
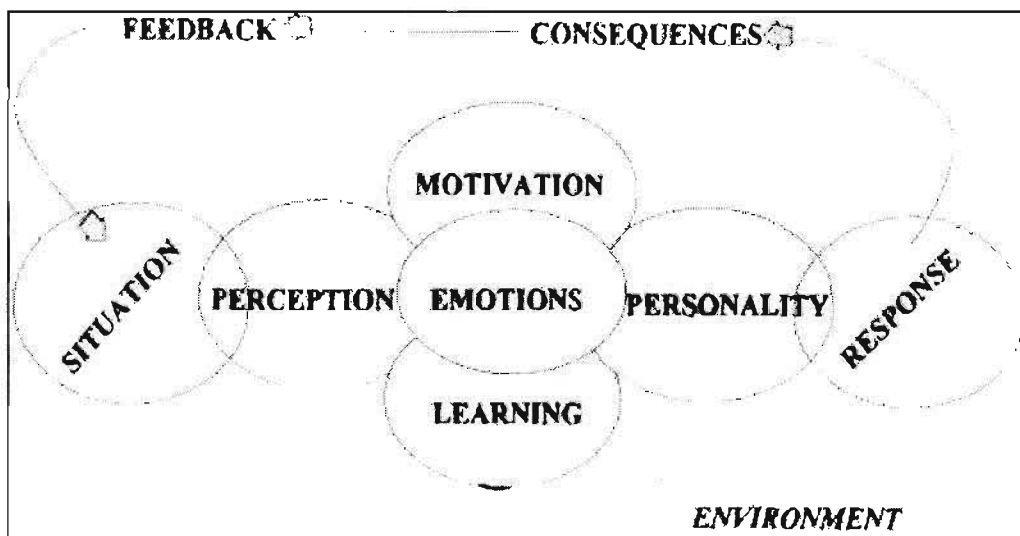


These elements are internal to individuals, comprising of covert hidden experiences and behaviour that can not be seen, making individual human behaviour far more complex and difficult to understand.

It has been difficult to develop an adequate theory of human motivation due to the complexity of the subject matter under investigation. The major difficulties involve:

- Identifying and labelling motives
- Mapping the pattern of motives
- Establishing individual differences in motives
- And assessing changes in motives.

(Orpen; 1981)

It is, thus, necessary to consider as many motivation theories as possible in order to gain a better understanding of the phenomenon in order to apply it in the workplace under varying situations.

## 2.2 Motivation

Motivation has a profound effect on human and organisational behaviour. It is essentially what energises, directs and sustains what we do. It has been said that motivation is the amount of effort that an individual puts into doing something. This could mean being motivated to do as much work as possible, or doing the best quality work possible, to doing as little work as possible, which may be the case when an individual is de-motivated or negatively motivated.

A better definition is given by Kanungo and Mendonca (1995), who describe motivation as *"a basic psychological process which explains why employees behave the way they do in the workplace"* (Cited Francesco & Gold; 2005). A more modern definition of motivation is the willingness to exert greater levels of effort directed towards the goals of the organisation, which is conditioned by the efforts ability to satisfy individual needs (Robbins; 1996, cited Francesco & Gold; 2005).

By these definitions it can be understood that motivation is a psychological process which is influenced by the satisfaction of an individuals needs. For this reason, theories

of motivation are classified into two groups namely, content theories and process theories.

Content theories are those theories that focus on the factors that cause people to put effort into work. It is essentially the "what", the internal and external factors that satisfy individual needs and so arouse motivation. The needs can be physiological (e.g. sufficient pay, comfortable work environment, work itself) or psychological (e.g. recognition). Thus, needs are the physiological or psychological deficiencies that arouse behaviour (Buelens, *et al*; 2002). These human needs vary over time and place and are influenced by environmental factors. Theories such as Maslow's Hierarchy of Needs, Herzberg's Motivation-Hygiene Theory, and McClelland's Needs Theory are popular examples of content theories.

While content theories are concerned with the "what", process theories are concerned with the "how", the steps an individual takes in putting forth effort. Process theories include theories such as Goal Setting Theory, Expectancy Theory, and Equity Theory. Orpen (1981) explains that the basis of these theories lies in the fact that human beings are active seeking organisms whose direction of behaviour is determined by the choices they make about the possible outcomes resulting from different ways of behaving. In short, these theories focus on the cognitive nature of individuals.

## 2.3 Content Theories

### 2.3.1 Maslow's Hierarchy of Needs

Abraham Maslow, an American psychologist, was of the view that motivation is influenced by the satisfaction of needs. Stimuli or outcomes that individuals sought after can be grouped into 5 main categories as follows:

- Physiological needs – the basic requirements for survival including air, food, water, sex drives.

some form of job security and free or subsidised housing. Mangers can fulfil employee's social needs through team structures or company sponsored social events. Self-esteem needs can be satisfied by managers expressing praise and recognition for performance while managers can help employees self-actualise by assigning them more meaningful, challenging work.

It must be noted, however, that in practice, the five needs in the order proposed might not motivate everyone and can differ between individuals, culture, and work situations. It is also possible that circumstances can cause an individual to return to a more basic level of need as well as the possibility of more than one need motivating behaviour at the same time as others (Orpen; 1981). This is supported by Alderfer who developed ERG Theory of motivation. Alderfer built on Maslow's Hierarchy of needs theory by simplifying the hierarchy to existence, relatedness, and growth needs (ERG), but emphasised the fact that more than one level can cause motivation at the same time. He also emphasised that if higher level needs could not be satisfied, then an individual may regress due to frustration and begin to pursue lower level needs again (Francesco & Gold; 2005).

### 2.3.2 Herzberg's Motivation-Hygiene Theory

Herzberg built on Maslow's theory and developed what is also known as Two-Factor theory. The basis for this theory is that satisfaction and dissatisfaction represent two separate dimensions rather than two opposite ends of the scale (Francesco & Gold; 2005). Herzberg aimed to discover which factors caused employee satisfaction and which factors caused dissatisfaction. Those factors that caused dissatisfaction are termed hygiene factors while factors that caused satisfaction are known as motivation factors.

Hygiene factors are those factors external to the job itself that influence workers. These factors, also known as extrinsic factors, include:
- company policy and administration
- supervision
- relationship with the supervisor

- work conditions
- salary
- relationship with peers; and
- security

(Internet 1)

An absence of these factors can cause employee dissatisfaction however the presence of these factors will only bring about a neutral state within employees.

Motivation factors on the other hand, also known as intrinsic factors, are aspects of the job itself. These include:
- achievement
- recognition
- actual work
- responsibility
- advancement; and
- growth

(Internet 1, Internet 2)

Satisfaction and motivation is more easily achieved in the presence of these factors.

Society is seen to provide satisfaction of extrinsic factors by focusing on pay, hours of work and physical settings, while possibly paying attention to only a small portion of the intrinsic factors (Wilkinson, *et al*; 1984). The result of this is that employees feel no need to satisfy these extrinsic needs as this has already been done. Thus, at best, employees will feel neutral and should managers wish to motivate them, they would have to focus on the intrinsic factors: motivation factors. Mangers should offer jobs that are challenging and that offer opportunities for achievement, recognition, growth, responsibility and accomplishment. At the same time managers must not neglect the hygiene factors as this will become sources of dissatisfaction and can lead to hostility.

To achieve motivation Herzberg proposed one such method known as job enrichment. Job enrichment entails modifying a job so that an employee will have the opportunity to experience achievement, recognition, interesting work, responsibility, advancement, and growth through vertical loading. Instead of giving employees more work of similar difficulty and nature (horizontal loading), managers should assign additional tasks that incorporate more responsibility such as tasks normally performed by the employee's supervisors (Wilkinson, *et al*; 1984).

Herzberg's Two-Factor theory is widely used due to its applicability in large organisations with many similar employees where individual needs can not all be catered for. However, research has criticised Herzberg's technique in conceptualising the theory. The theory was developed from interviews whereby employees were asked to describe situations when they felt satisfied or dissatisfied. When people are asked to describe the sources of their satisfaction and dissatisfaction, they tend to respond negatively (Orpen; 1981). This leads to employees attributing satisfaction to their personal efforts (intrinsic factors) which is under their control (e.g. their job and how they perform it), while dissatisfaction is attributed to factors beyond their control (extrinsic factors) such as the organisation as a whole.

### 2.3.3 McClellands Needs Theory

David McClelland theorised that motivation was influenced by 3 needs:

- The need for achievement
- The need for affiliation; and
- The need for Power

(Schein; 1980)

Hence the theory has also been termed the Three-needs Theory.

The theory has also earned the name of Mclellands Learned Needs Theory due to the fact that the need for power, affiliation and achievement are acquired and shaped over time by ones experiences and are thus learned.

Past research has shown that people have a basic desire to create and maintain long-lasting, interpersonal, positive relationships. People who lacked social attachments were often found to have higher psychological and physical health problems than those within a more social environment. It is important for managers to realise the context of the internal and external environment when identifying the needs by which an employee is motivated. Not everyone will have a need for affiliation. Those that do will choose to spend more time maintaining social relationships, joining groups and wanting to be loved and appreciated. However, according to Buelens, *et al* (2002), people who are high in the need for affiliation may not make good managers or leaders as they struggle to make decisions while worrying about been liked or disliked.

The need for power is evident in those people who posses a desire to influence, coach, teach or encourage others to perform and achieve. People who have a high need for power like to work and they are often concerned with self respect and discipline. Having a high need for power can have a positive or negative affect in the work place. On one hand a person with a high need for power can have "if I win, you lose" mentality and hence act in an individual manner instead of a team or organisation manner which can have a negative impact in achieving team and organisational goals and objectives. On the other hand, people may have a more positive orientation to power whereby they focus on accomplishing group and team goals and objectives and help employees obtain the feeling of competence. McClelland proposes that effective managers are those that have a high need for power and a low need for affiliation hence they are able to positively influence others (Buelens, *et al*; 2002). When considering call centres, where employees need to work in teams, employees may show a need for affiliation while collectively expressing a need for power to influence, coach, teach and encourage those around them.

There has been more research on the need for achievement than on the needs for power and affiliation. Achievement theories have been developed which state that motivation and performance is determined by the strength of one's need for achievement. People with a high need for achievement express desires such as:

- Desires to accomplish something different
- Desires to organise and master physical objects, people or ideas
- Desires to overcome obstacles and attain high standards
- Desires to excel
- Desires to rival and surpass others.
- And to do this as quickly and independently as possible.

(Buelens, *et al*; 2002)

People who are achievement motivated are characterised by three traits. They have a preference for moderately difficult tasks. The task is thus achievable yet presents a challenge. This preference reinforces achievement behaviour by reducing the possibility of failure while increasing the satisfaction affiliated with successfully completing a challenging task. Secondly, people who are achievers prefer situations in which their performance is due to their own efforts. Lastly, achievers desire feedback on their success and failures. McClelland concludes that people with a high need for affiliation are more likely to be successful entrepreneurs (Buelens, *et al*; 2002).

Concluding McClellands Needs Theory, it can be seen that the need for affiliation, power, and achievement seems to overlay Maslow's higher order needs of affiliation, esteem, and self-actualisation.

*2.3.4 McGregor's Theory X and Theory Y*

McGregor's Theory X and Theory Y identifies two management styles that are noticeable within organisations. They represent two ends of a spectrum and most organisations tend to function somewhere near the middle (Wilkinson; 1986). McGregor built the theory on psychological assumptions, generalisations, and hypotheses about human nature and behaviour.

Theory X assumes that the average person has an inherent dislike of work and will attempt to avoid it by all means possible. They do not want responsibility, they prefer to

be directed and they have relatively little ambition. Theory X managers believe that to motivate these people they need to be coerced, controlled, directed, threatened with punishment for poor performance and rewarded only when they perform well (Wilkinson; 1986).

On the other side of the spectrum, theory Y assumes that physical and mental effort in work is as natural as play and the average person learns, under appropriate conditions, to seek and accept responsibility. Employees will naturally exercise self direction and self control in order to achieve organisational objectives to which they are committed. This commitment is a function of rewards associated with their achievement.

Although McGregor is of the opinion that theory Y is the best approach for managers to follow, research has shown that applying theory X and theory Y is dependant on the nature of work and the work environment. This is supported by Morse & Lorsch (1970) (Wilkinson; 1986) who developed a contingency theory based on the nature of the task or work. They proposed that managers must design and develop organisations so that organisational characteristics fit the nature of the task to be performed.

In summarising these content theories, it can be seen from Figure 2.3 that that are all closely related.

## Figure 2.3 Relationships Between Content Theories. Source: (Wilkinson, et al; 1986)
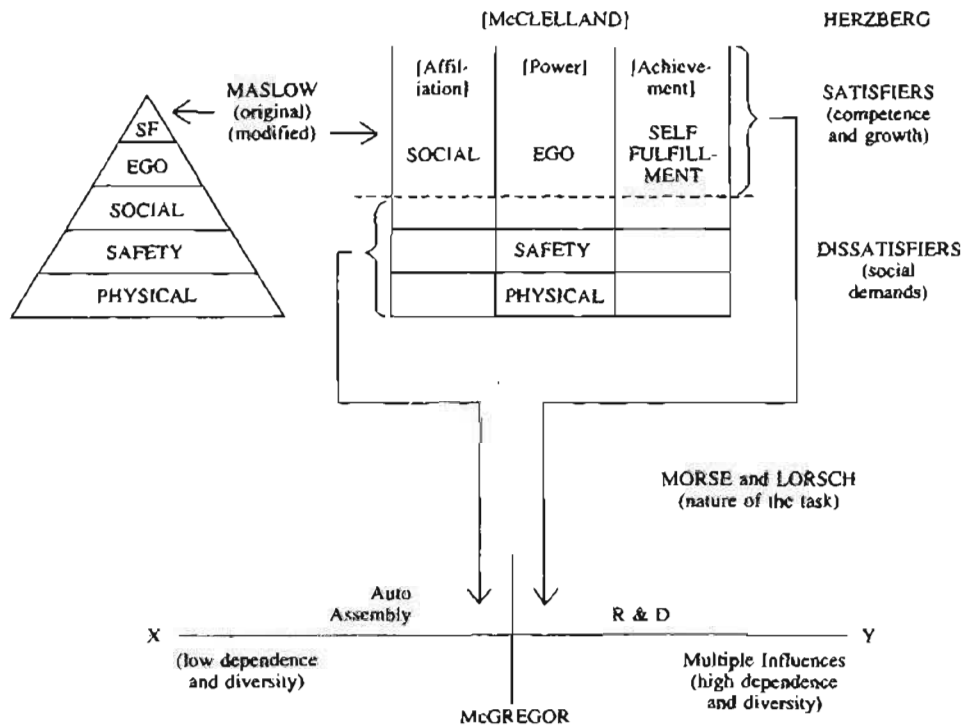


Maslow's lower order needs relate to Herzberg's Hygiene or extrinsic factors of job security, work conditions, company policy and administration, etcetera. which in turn are the motivational factors expressed in McGregor's theory X type management. Conversely Maslow's higher level needs are aligned with Herzberg's motivation factors of achievement, recognition, advancement, etc. which in turn are aligned with McGregor's Theory Y style of work management. McClelland's affiliation, power, and achievement needs are also closely linked to Maslow's three higher order needs of affiliation, esteem, and self-actualisation. The relationships identified between the theories are also supported by Schein (1980) in his comparison between Maslow's Hierarchy of needs, Alderfers ERG Theory, McClelland's Needs Theory, and Herzberg's factors.

## 2.4 Process Theories

Motivation process theories focus on the steps an individual takes which leads to motivation. These theories centre around how and what people think about in deciding whether or not or how much effort to put into a particular task or activity. Three popular theories often referred to as process theories are Goal Setting Theory, Expectancy Theory, and Equity Theory.

### 2.4.1 Goal Setting Theory

Goal Setting Theory primarily focuses on the effect that goal setting has on an individual or groups performance. The theory is supported by Edwin Locke (1968) who was of the idea that people are motivated by the intentions to work toward a goal (Cited Francesco & Gold; 2005). Locke formulated a model proposing that goal setting had four motivational mechanisms.

**Figure 2.4 Locke's Model of Goal Setting. Source: (Buelens, _et al_; 2002)**
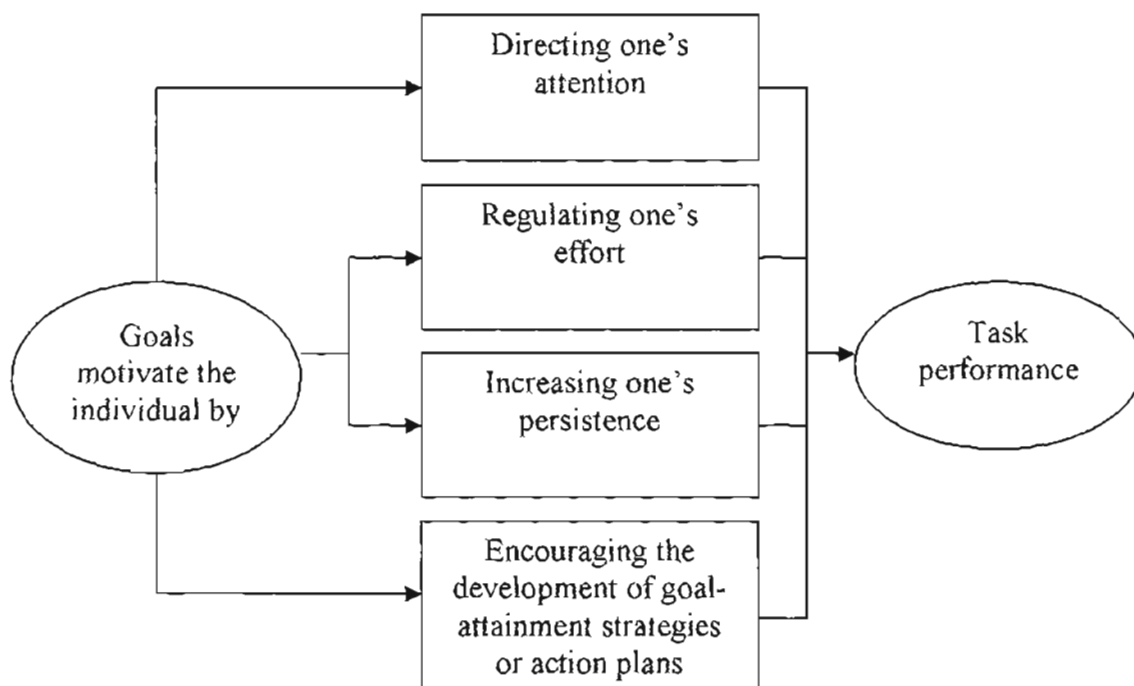
Goals direct ones attention to what is relevant and important. For example, in meeting a deadline for a project, due in a few days, all your attention and thoughts revolve around completing that project. Besides making one selectively perceptive, goals also motivate one to act, thus regulating one's effort. A manger's instruction for completing a project may prompt you to complete it on time as opposed to taking an extended lunch break or even taking a lunch break at all. Increasing one's persistence is seen as the increase in effort expended on a task or activity over an extended period of time (Buelens, *et al*; 2002). People who are persistent in a task often see the obstacles they encounter as a challenge to overcome rather than a cause of failure. Goals that are difficult and important to an individual constantly remind the individual to keep exerting effort in the appropriate direction. A goal is also future orientated. To attain goals, one must strategise and plan how to attain the goals set out. Thus goal setting encourages the development of goal-attainment strategies and action plans.

This said, Buelens, et al (2002) suggests that for Goal Setting theory to work, the goals must be specific, rather than vague and must be measurable. An individual must be committed to the goal that is set. It does not matter whether or not that individual participated in setting the goal or if the goal was assigned to them. Bearing this in mind, when the goal is set, the goal must be attainable. Lastly, there must be a support and feedback mechanism whereby an individual is able to attain information and resources to affectively achieve the goal or goals that have been set. This encourages self-efficacy whereby the individual believes that they have the ability to achieve their goals (Francesco & Gold; 2005, Buelens, *et al*; 2002)

### 2.4.2 Expectancy Theory

Expectancy Theory implies that people are motivated to behave in ways that produce desired combinations of expected outcomes. Vroom's Expectancy Theory states that the force of our motivation to complete a task is dependant on our expectation that our efforts will produce the desired performance and in turn, will be instrumental in producing the desired outcomes and rewards. Added to this, the force of our motivation is also

determined by the strength of these outcomes which Vroom termed valency. This theory is known as VIE-Theory (Valency – Instrumental – Expectancy) (Misselhorn; 2005). Buelens, *et al* (2002), adds to this that embedded in expectancy theory is the principle of hedonism in that hedonistic people tend to strive to maximise their pleasure and minimise their pain.

Vroom termed expectancy as the representation of a person's belief that a particular degree of effort will be followed by a particular level of performance. Simply put, it is an effort – performance expectancy which is influenced by subjective perceptions such as:

- Self-efficacy
- Self Esteem
- Previous success at the task
- Help received from a supervisor or subordinate
- Information needed to complete the task
- Good resources and equipment to work with.

(Buelens, *et al*; 2002)

Performance is instrumental when it leads to something else, thus instrumentality is a performance – outcome perception. Instrumentality represents an individual's belief that a specific level of performance will in fact result in a specific outcome or reward. Performance related pay conceptualises instrumentality very clearly whereby an employees pay varies with the amount and the quality of work he or she carries out.

Valence refers to the value people place on the outcome or reward which indicates our personal preferences. The valence can be positive or negative for example receiving additional money or praise can have a positive valence whereas added job stress and redundancy can be negatively valent. In addition, because of personal preferences, the level of valence will vary between people with regards to the expected outcomes or rewards. As a result, many contemporary companies make use of alternative rewards like extra holiday time, which has been found to be the most popular incentive after money

(Buelens, *et al*; 2002). Some companies go a step further and devise incentive schemes so that the employee can structure the rewards and outcomes according to their personal preferences.

Expectancy theory is useful to those managers who have insight into their employees needs and expectations and who are analytical in their thinking, however research has shown it is less effective in predicting motivated behaviour in those employees who are more spontaneous and intuitive in their attitude (Misselhorn; 2005). Misselhorn further adds that it is more successful in predicting motivational force for an individual on many tasks than it is predicting the motivational force for many individuals performing the same task and, thus, does not seem applicable in the case of call centres.

### 2.4.3 Equity Theory

Equity theory, which is based upon cognitive dissonance theory, postulates that motivation is a function of fairness and justice in social exchanges or give-and-take relationships. In the 1950s, Leon Festinger theorised that perceived inconsistencies or inequities can create psychological discomfort which in turn motivates corrective action (Buelens, *et al*; 2002). For example, if a smoker sees a relative, who smokes, die of lung cancer, then he/she may be motivated to stop smoking having attributed smoking with death.

Psychologist J. Stacey Adams applied this theory to the work place which is commonly referred to as Adam's Equity Theory. Pivotal to Adam's Equity Theory is the employee-organisational exchange relationship where two primary components pertinent to the theory are inputs and outcomes. Inputs are those elements which the employee offers or gives to the organisation which include experience, skills, education, and effort. In return, the employee expects an outcome or reward from the organisation which can be in the form of pay, fringe benefits, recognition and career advancement (Buelens, *et al*; 2002).

Within the workplace, an individual's feelings regarding equity or inequity revolve around the perception of whether the rewards they receive for their contributive inputs are adequate or not. This evaluation is done so by comparing themselves to other relevant individuals such as people of the same gender or educational level, or like in the case of call centres, people doing the same job.

An equitable relationship exists when the ratio of an individual's outcome to inputs is equal to the ratio of another or other relevant individuals' outcomes to inputs. When the ratios differ, inequity is perceived. However, exchange relationships can also be perceived as having negative inequity or positive inequity (Buelens, *et al*; 2002). Negative inequity is perceived when a comparison person's outcomes are perceived greater yet both individuals offer similar inputs. Thus the comparison person's ratio of outcomes to inputs is higher than that of the individual who is comparing. On the other hand, an individual will perceive positive inequity if his or her outcome to input ratio is perceived higher than that of who he or she is comparing with. In most cases, people have a lower tolerance for negative inequity than they do for positive inequity. People who are short-changed are often more motivated to correct the situation. This often leads to individuals doing less work or quitting their job to escape the inequity. Adams listed eight ways an individual will attempt to reduce the inequity:

- Increase his or her inputs
- Decrease his or her inputs
- Attempt to increase his or her outcomes
- Attempt to decrease his or her outcomes
- Leave the situation (e.g. absenteeism)
- Psychologically distort his or her inputs and outcomes (e.g. convincing themselves that certain outcomes are not important)
- Psychologically distort the inputs and outcomes of the comparison other (e.g. concluding that they have more experience)
- Change the comparison other by picking another person to compare with.

(Buelens, *et al*; 2002)

Over the years, Equity Theory has expanded to include a domain called organisational justice which reflects the extent to which employees perceive they are being treated fairly at work. Three subcategories of organisational justice are distributive justice, procedural justice, and interactional justice (Buelens, *et al*; 2002). Distributive justice refers to the perceived fairness of how resources or rewards are distributed or allocated. Procedural justice reflects the perceived fairness of the process and procedures followed to make allocation decisions. Research has shown that positive perceptions of distributive and procedural justice are enhanced when employees are involved in the decisions that affect them. Interactional justice is the perceived fairness of the decision-maker's behaviour in the process of making decisions. This is at an interpersonal level. Interactional injustice can be in the form of, inter alia, racial or gender prejudices whereby a manager will make decisions based on skin colour or gender.

Organisations vary from one another in ways such as culture and climate. Because of this, managers cannot simply take one theory of motivation and simply apply it word for word (Buelens, *et al*; 2002, Francesco & Gold; 2005). Dynamics within organisations interfere with applying motivation theories in their pure form. Because of these dynamics and cultural differences, it is pertinent that managers are aware of both employee needs (content theories) and the way employees think (process theories) in order to fully understand and apply appropriate motivational tools and methods to improve performance.

## 2.5 Past Findings

There has been a vast amount of research conducted on motivation within the workplace. However, this study centres on call centres and focuses on motivation within the University of KwaZulu-Natal's Information & Communication Technology Division's call centre. Bearing this in mind it would be beneficial to add to this literature review past findings concerning motivation within call centres and show how these findings support the motivational theories discussed.

Most research found regarding motivation of agents in call centres has been conducted on the call centre industry as a whole with some of the top factors for de-motivation in call centres being:

- Lack of recognition
- Lack of support by supervisors or managers
- Monotonous work
- Poor work environment; and
- Lack of advancement opportunities.

Feedback from agents in an undisclosed call centre reported that lack of recognition resulted in a lack of morale amongst the agents (O'Herron; 2005). This is supported by an incident where a pizza party was provided as an incentive for the agent's, however, the call centre manager, who sat in an office nearby, did not take the time to share in or participate in the function or even acknowledge the agents presence. In the same report a particular agent reported that at times at the end of his shift there was a lack of motivation to assist with high calls still in the queue. One of the impacting factors relating to this is that not even the managers or supervisors stay to assist either, evidencing a lack of support. An article from TechRepublic (Internet 3) adds to this, highlighting the fact that most call centre environments were not conducive to improving motivation especially when the queue is flashing with calls for you to respond to when you arrive at work and the same numbers of calls are still in the queue when you leave for home. The article also states that turnover in call centres is often related to limited advancement opportunities. This reiterates the lack of growth and development of employees in call centres.

International Customer Management Institute (ICMI) reported on their website that 73% of employers in the call centre industry felt that fostering employee development is important, however only 49% of employees felt that managers were adhering to this practice (Internet 4). Respondents to a survey conducted by ICMI also revealed the following top reasons for agent turnover in call centres:

- Better opportunities outside the organisation
- Lack of career/development opportunities

- Repetitive work
- Daily physical confinement.

ICMI reported another survey emphasizing the top ways to motivate call centre staff involved better pay, more recognition, and more in-house opportunities for promotion and a better working environment (Internet 4).

Kimberly King, a consultant with a company called InterWeave advises her clients operating call centres to assess three main areas of agent needs:
- Physical needs – Is the agent's work environment clean and safe and is the agent's equipment in good condition (e.g. headsets and chairs)?
- Mental needs – are agents provided with enough training and coaching to do their jobs with confidence?
- Emotional needs – Do agents experience positive relationships at work and have a sense of belonging?

(O'Herron; 2005)

These three needs stated above relate closely to the content theories that have been discussed. It can also be seen how past findings fit in with these needs. From the findings above, a better working environment and better pay would be satisfying agents' physical needs, growth and advancement opportunities would be satisfying mental needs of the agents, while recognition satisfies agents' emotional needs.

In the South African context, Dessica Ramsamy conducted research on motivation in call centres within the Durban area and found that agents needed to be highly skilled and adequately supported by management in order to fulfil their role in their organisation (Ramsamy; 2003). The support from management extends further to include the emotional well being of agents with an emphasis on agents' personal life considerations.

Ramsamy (2003) also concluded that equity perceptions were greatly influenced by supervision and recognition and that management needs to manage agent's perceptions of organisational justice to ensure that practices are seen as fair and equitable.

## 2.6 Conclusion

Having considered the most prominent theories of motivation, it can be seen how each are closely related. In designing and implementing motivational programmes managers cannot simply take one theory and apply it verbatim. Organisational dynamics interfere with applying motivational theories in its pure form largely due to individual differences, cross cultural differences and the nature of work at hand. However, a deeper understanding of the theories of motivation can help managers to deepen and extend their knowledge of what is true and usable in their organisation and so make better decisions and apply better programmes in order to motivate their employees so that organisational goals can be achieved.

## Chapter 3 : Methodology

### 3.1 Introduction

In order to ensure that the data collected and analysed is reliable and accurate, the research must be conducted based on the appropriate research methods available. This chapter will present the manner and means in which this research will be conducted.

### 3.2 Research Design

The primary objective of the research being conducted is to identify motivational problems within the University of KwaZulu-Natal's Information & Communication Division's call centre. With time and money being two of the biggest limiting factors to the research it was deemed feasible and practical to conduct descriptive research to address the structured objectives already outlined. A cross sectional analysis was used to investigate the research problem by means of conducting a survey utilising a questionnaire as the research tool.

### 3.3 Research Sample

The research is specific to employees within the Information & Communication Division within the University of KwaZulu-Natal who function within the call centre. This population consists of 43 employees and thus it was decided to conduct a census due to the small size of the population. When administering the questionnaire, not all of the employees were able to partake in the research as some employees were absent having taking annual leave or sick leave. However, a total of 40 employees responded which resulted in a success rate of 93% of which 20.5% are from the Westville campus, 20% from the Pietermaritzburg campus, and 57.5% from the Howard College campus. Only 20% of the respondents are female with the remaining 80% being male. 60% of the

respondents are Indian, 25% black, 10% White, and 5% Coloured. Over half the respondents are single and the average age ranged between 26 and 40 years.

## 3.4 Questionnaire Design

An electronic survey method was used to collect primary data to be used in the research analysis. The survey was conducted by means of self-completion utilising a questionnaire as the research tool. The questionnaire was e-mailed in the form of a Microsoft Word document to the applicable employees who then completed the questionnaire, saved it, and returned it via e-mail. In order to ensure that a high response rate was achieved, follow-ups were conducted to remind staff to complete the questionnaire.

The questionnaire (Appendix 1) was adapted from Ramsamy (2003) and modified to increase its applicability to the Information & Communication Division. The questionnaire is based on Herzberg's Two-Factor theory and explores employees' perceptions of intrinsic factors and extrinsic factors which relate to their job. Adam's Equity Theory is also utilised to explore employees' perceptions of fairness and equity within the workplace, hence, the questionnaire is also considers the Employment Equity Act of 1998, addressing elements such as, *inter alia,* race discrimination and gender discrimination.

The questionnaire is composed of seven biographical questions and another 60 questions pertaining to intrinsic factors, extrinsic factors, and equity factors which impact on staff motivation. These include actual work, responsibility, achievement, recognition, advancement, working conditions, company policy and administration, peer relationship, personal life, supervision, remuneration, status, job security and equity.

A Likert scale was used to measure the level of agreement respondents had with each question. A 5-point Likert scale was used instead of a 3-point to minimise the error of central tendency. The scale ranged as follows:

1-Strongly Agree

2-Agree

3-Neither Agree nor Disagree

4-Disagree

5-Strongly Disagree

Included in the questionnaire was a covering page with a description of the study being conducted. The covering page also explained the purpose of the research, how to complete the questionnaire as well as an assurance of confidentiality.

The research problem is adequately addressed by all the items in the questionnaire representing all factors previously identified from Herzberg's Theory, thus satisfying content validity. Reliability analysis was performed on each factor using Cronbach's Model which is a model of internal consistency based on the average inter-item correlation. The results are presented in discussion of each factor addressed in the questionnaire.

### 3.4.1 Intrinsic factors

Actual work ($\alpha = .861$)

This item focuses on the type of work done by an employee and is represented in the questionnaire by four questions such as "I find my work challenging" and "My job gives me the opportunity to do what I do best". Questionnaire items 3, 14, 32, and 37 pertain to the factor Actual Work.

Responsibility ($\alpha = .494$)

Responsibility focuses on the level of responsibility that is assigned to employees as well as the amount of responsibility employees take. This item is represented in the questionnaire by 5 statements which include among others "I take responsibility for calls that I handle", "I have freedom to use my own judgment in getting the job done" and "My colleagues take responsibility for calls they handle". Items 15, 34, 35, 57, and 58 in the questionnaire pertain to Responsibility.

Achievement ($\alpha$ = .686)

Achievement is about accomplishing something and striving for continual improvement. Four statements address the item achievement in the questionnaire such as "I am willing to go the extra mile if needed" and "I strive to achieve my goals set within my workplace". The factor Achievement is represented by items 16, 27, and 49 in the questionnaire.

Recognition ($\alpha$ = .782)

The item recognition refers to the extent and manner in which employees are acknowledged by their peers and management in terms of their work. Four statements comprise recognition in the questionnaire which includes among others "My peers recognise me when I do a good job" and "My organisation values the contribution I make as an employee". Questionnaire items 13, 41, 46, and 48 pertain to the factor Recognition.

Advancement ($\alpha$ = .579)

Advancement is concerned with progression such as personal growth and career development. Three statements such as "I believe career paths exist for someone like me in my organisation" and "I am given the opportunity to improve my skills" represent the item advancement in the questionnaire. Items 1, 19, and 52 pertain to Advancement in the questionnaire.

*3.4.2 Extrinsic factors*

Working Conditions ($\alpha$ = .729)

An employee's working conditions include the physical environment as well as the atmosphere in which the employee works. The item working conditions is represented by four statements in the questionnaire. Examples include "I do not have any physical discomfort when working on Expertdesk" and "I work in a relaxed/friendly environment". Questionnaire items 38, 54, 56, and 59 pertain to Working Conditions.

Company Policy and Administration ($\alpha = .825$)

This item focuses on the policies and procedures concerning employees and their work and the communication within the division and the organisation. Five statements represent company policy and administration in the questionnaire which include, among others, "I am kept informed about matters that affect me in my organisation", "Information about policies and procedures within my division are readily available to everyone" and "Employees are kept informed about what other divisions are doing". Items 2, 4, 9, 40, and 51 in the questionnaire all pertain to Company Policy and Administration.

Peer Relationships ($\alpha = .737$)

The item peer relationships focus on interaction between employees and their peers and the teamwork. Peer relationships can be a broad topic and in order to obtain more accurate results, six statements were composed to represent peer relationships in the questionnaire. Examples include "When a problem is encountered the team focuses on fixing the problem rather than finding fault", "Within my division we trust each other", and "I have friends amongst those people with whom I work". In the questionnaire, items 8, 12, 24, 36, 47, and 53 pertain to the factor Peer Relationships.

Personal Life ($\alpha = .453$)

Personal life is an item that centres on employee's personal and family needs. The item is comprised of three statements in the questionnaire such as "I can get help with private problems in my work environment" and "I have the flexibility to arrange work schedules to meet my family needs". Items 29, 39, and 42 in the questionnaire relate to the factor Personal Life.

Supervision ($\alpha = .875$)

Supervision is concerned with the relationship between an employee and their supervisor and the type of supervision the employee receives. Seven statements address the item supervision within the questionnaire such as "I receive adequate support from my manager when I need it", "I receive adequate feedback from my manager", and "My

immediate manager involves me in decisions that affect my job and work performance".
Questionnaire items 5, 21, 22, 31, 45, 50, and 55 pertain to Supervision.

Remuneration ($\alpha$ = .645)

This item addresses satisfaction employees have in terms of the salary and compensation
they receive and the benefits that are available to them. Remuneration comprises three
statements in the questionnaire which include "I am satisfied with the salary I receive"
and "The benefits that are available are appropriate to my needs and those of my family".
Items 10, 26, and 33 in the questionnaire pertain to remuneration.

Status ($\alpha$ = .635)

The item status centres around the status employees feel and perceive concerning the
position they hold in the organisation. Status is represented by three statements such as "I
am satisfied with my current position" and "I am proud of the role I perform in my
department". Questionnaire items 7, 11, and 30 relate to the factor Status.

Job Security ($\alpha$ = .766)

Job security is concerned with the perception employees have on how secure they feel in
their position in the organisation and the stability of the position they occupy. Three
statements represent job security in the questionnaire such as "I foresee no imminent
threats that can negatively affect my position in the company" and "I feel I occupy a
stable position in my department". Items 20, 23, and 28 in the questionnaire pertain to the
factor Job Security.

*3.4.3 Equity*

Equity ($\alpha$ =.769)

The factor equity focuses on employees' perception of equality in the workplace. In order
to address elements like favouritism and discrimination, six statements were included in
the questionnaire. Examples include "I feel favouritism is not a problem in my division",
"I feel race discrimination is not a problem in my division", "In my organisation men and

woman are treated equitably regardless of their gender", and "My manager is consistent in all decisions made". Items 6, 17, 18, 25, 43, and 44 in the questionnaire relate to the factor Equity.

## 3.5 Limitations

The study was limited to staff in the University of KwaZulu-Natal's Information & Communication Technology Division who function within the call centre, thus, the research is limited to the unique environment, culture, and management style associated with the organisation. Time and budget restrictions limited the depth of questioning. Interviews would have elicited more detailed data.

## 3.6 Data Analysis Techniques

The statistical package, SPSS, was used to encode the data numerically. Frequency distribution analysis was used to determine the spread of the data. Bar charts are used to graphically represent the results for each item to show the characteristics of the distribution. Correlation analysis was used to test for relationships between intrinsic, extrinsic, and equity factors in the data. This will assist in identifying those factors that management can address which will in turn address other factors impacting on motivation.

## 3.7 Conclusion

Given the limitations discussed in this chapter, it is believed that by following the appropriate research methodology discussed, one will be able to collect reliable and accurate data which can be analysed to obtain meaningful information upon which recommendations can be made.

# Chapter 4 : Presentation of Results and Discussion

## 4.1 Introduction

The data was analysed using the statistical package SPSS. A frequency analysis was run on each item within the questionnaire (Appendix 5) in order to identify specific problems impacting on each factor identified from Herzberg's Two-Factor Theory. The results from each of these items were then combined to depict the spread of data for each factor as shown in the bar charts in this chapter. A cross tabulation analysis was conducted between the factors and the biographical and demographical data (Appendix 4) to identify whether a perception of inequity exists. A correlation analysis was used to identify the existence of relationships between factors and the extent to which each factor influences another (Appendix 2). Each factor is discussed in its entirety revealing the results obtained from the frequency distribution analysis, the cross tabulation analysis, and the correlation analysis.

## 4.2 Intrinsic factors

Intrinsic factors are those factors which pertain to the job. They are also known as motivating factors and include actual work, responsibility, achievement, recognition and advancement.

### 4.2.1 Actual Work

Actual work is a subscale of intrinsic factors and relates to components of the work the job entails.

## Figure 4.1 Bar Chart of Actual Work
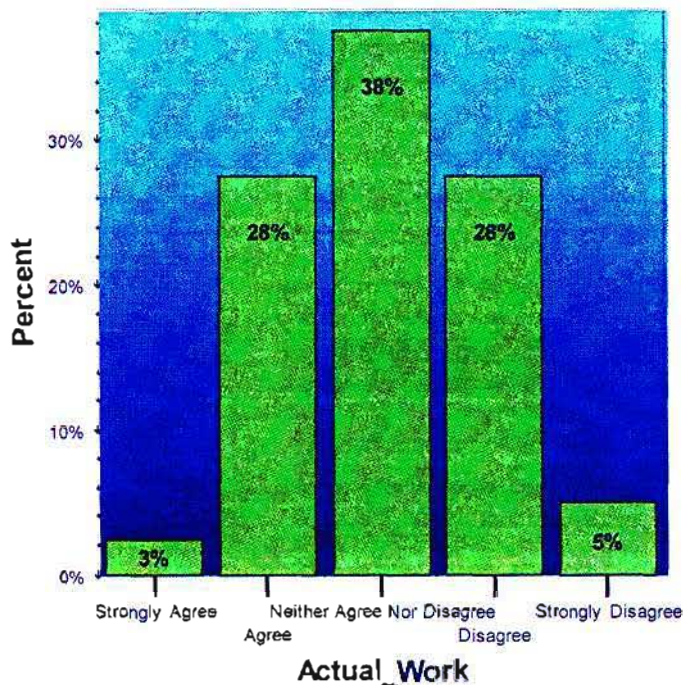


Actual work is represented in the questionnaire by 4 statements. By aggregating the results of these statements for each case it can be seen how agents perceive and feel about the work they do pertaining to their job. The scales seem to be even with 31% of employees agreeing with the statements pertaining to actual work and 33% disagreeing. When the statements are analysed individually, the results show that 37.5% of the respondents feel they are not challenged in their job compared to 30% who found their job to be challenging. 47.5% of the respondents also disagreed that their job allows them to do what they are best at. Although the responses to these 2 statements seemed to be on the negative side of the scale, 57.5% of the consultants believed they enjoyed the work they do and 65% agreed that the work they do is interesting. Ramsamy (2003) researched motivation in contact centres within the Durban area and discovered similar results with 56.5% of agents finding their job enjoyable, however, the majority of the agents did not find their job interesting and did not have enough time between calls which resulted in the factor, Actual Work, needing management attention in order to improve motivation levels.

When cross-tabulating biographical and demographical data with the 4 statements the results show that 55.6% of Westville consultants find their work challenging. This is in contrast to Howard College consultants and Pietermaritzburg consultants who did not find their work to be challenging. It is noted that since the merger of the two universities, the Westville employees have had to take on more tasks relating to their job function which they were not exposed to previously. Coinciding with this result is the cross tabulation between campus and the statement "my job gives me the opportunity to do what I am best at". This result shows that 55.6% of the Westville respondents believe that their job gives them the opportunity to do what they are best at, however, the opposite is observed in Howard College and Pietermaritzburg respondents where more respondents disagreed with the statement (52.1% and 50% respectively).

The above results suggest that employees are interested and satisfied with the tasks they currently perform, finding them enjoyable, however there is a need for more challenging tasks particularly within the Howard College and Pietermaritzburg campus. This will allow the consultants to apply themselves and do what they feel they are best at.

According to Pearson's correlation analysis, actual work is highly correlated with status and advancement. The same relationship is found to exist in the study conducted by Ramsamy (2003). It can be understood from these results that the actual work employees are involved in is a reflection of their advancement. Employees grow and advance their knowledge when they are challenged in the work they do due to learning experience. The actual work that consultants do also represents status in that the more important the task or work, the higher the status.

### 4.2.2 Responsibility

Responsibility is a subscale of intrinsic factors and is a reflection of, *inter alia*, trust, delegation, and ownership that is delegated to an employee. Five statements comprised responsibility in the questionnaire.

## Figure 4.2 Bar Chart of Responsibility
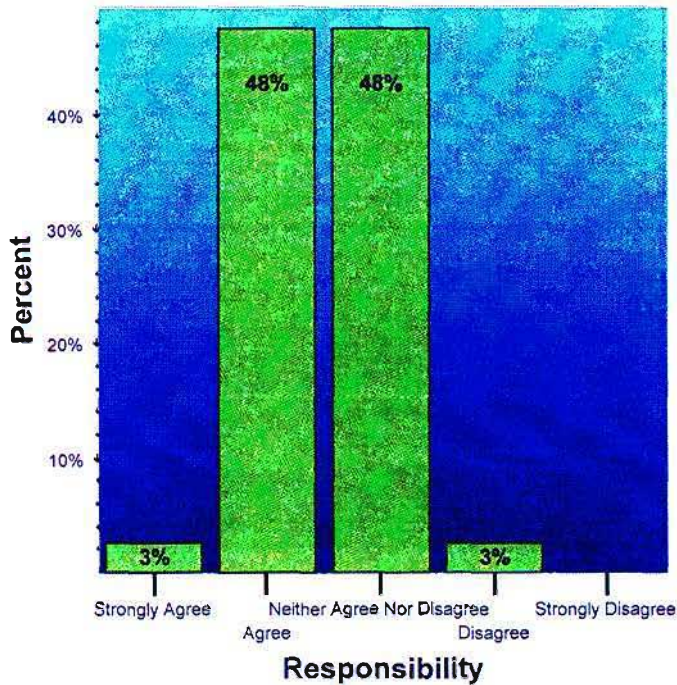


After aggregating the responses for these statements the results showed that 51% of the respondents were satisfied with responsibility within their workplace whereas 3% felt that responsibility is a problem in the division. When the statements were analysed individually, the following key results were found: 57% of the respondents feel they have the freedom to use their own judgement in getting the job done, whereas 32.5% disagree with the statement. 95% of the respondents agreed that they personally take responsibility for the calls that they themselves handle and 90% responded in agreement that they follow up on calls that they are unable to handle. However, in responding to the statement "my colleagues take responsibility for the calls that they handle", only 35% responded in agreement and 33.5% in disagreement. This seems to indicate that a perception exists where employees class themselves as being responsible however they do not view other colleagues as being responsible.

Delegating responsibility is often seen as a management function however responsibility can also be assigned and acquired between colleagues. These results echo McGregor's

Theory X style of management where consultants believe that their colleagues do not accept responsibility and have to be disciplined in order to encourage them to take responsibility, however it seems as though management practices more of a theory Y approach with most consultants stating that they have freedom to use their own judgment to get the job done. It may be necessary for management to find some balance in their management approach considering McGregor's Theory X and Theory Y management styles.

A cross tabulation did not reveal any differences according to biographical and demographical data.

A Pearson correlation analysis identified the factor Responsibility as being highly correlated with factors Company Policy and Administration (.563) and Supervision (.546). Policies often dictate how work must be done. It expresses how much freedom employees have in the way they do their work and hence dictates how much responsibility employees have in deciding how they work and how they do their work. A high correlation with supervision shows that the amount of supervision directly influences how much responsibility employees perceive they have. For example too much supervision whereby managers consistently verify the work employees do and how they do it can provide the impression that the manager does not perceive the employee to be responsible enough to do the work and achieve the desired outcomes.

### 4.2.3 Achievement

Achievement is a sense of accomplishment. It is something which comes from within each individual and is thus a sub scale of intrinsic factors. Achievement can arise through goal attainment or even performing above expectation. Achievement arises from a will to meet or exceed all expectations and involves dedication and commitment.

## Figure 4.3 Bar Chart of Achievement
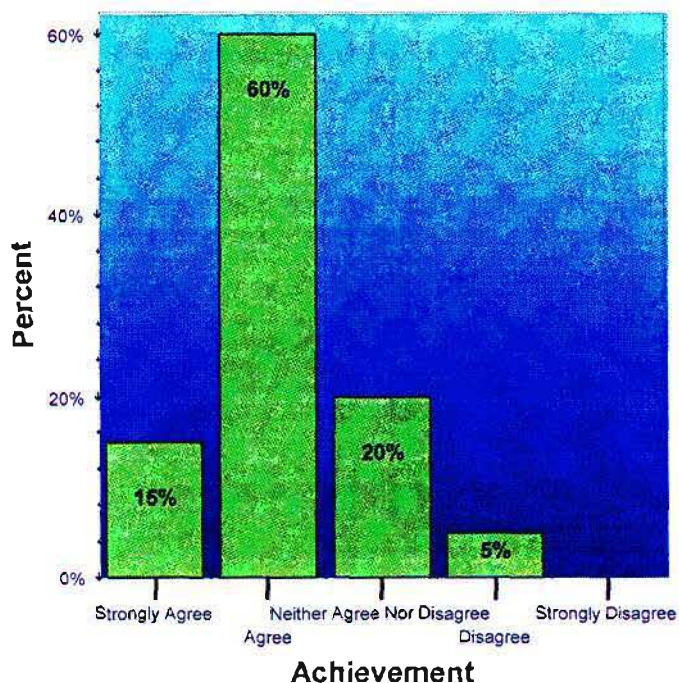


4 Statements were listed in the questionnaire pertaining to the factor Achievement. Aggregating the statement responses of each case showed that 75% of the respondents responded in agreement in contrast to 5% who responded in disagreement to the achievement statements. This indicates that achievement is not a problem affecting motivation amongst the staff. 90% of the respondents stated that they are committed to producing the highest quality work and 87.5% are willing to go the extra mile if needed. Ramsamy (2003) found very similar results with 97% of agents being committed to producing the highest quality work and 87.2% believing that they find new and better ways to get the job done These results reflect high commitment and high self-esteem with employees exhibiting high achievement orientation and in this sort of environment, McGregor's Theory Y is most applicable as theory Y management style can increase quality standards and efficiency within the team (Ramsamy, 2003).

A cross tabulation analysis revealed no differences between biographical and demographical data in response to the factor Achievement.

A Pearson correlation analysis revealed Achievement having its highest correlation with the Status factor. This shows that status can be enhanced through achievement while at the same time Status is a representation of achievement. By these results it is understood that employees believe that if they manage to achieve the goals set before them, or achieve greatness, they will gain some sort of status.

### 4.2.4 Recognition

Recognition is about appreciation and acknowledgement of an employee and the work he/she does. It is the degree to which employees are given credit for their performance and is considered a sub scale of intrinsic factors.

**Figure 4.4 Bar Chart of Recognition**
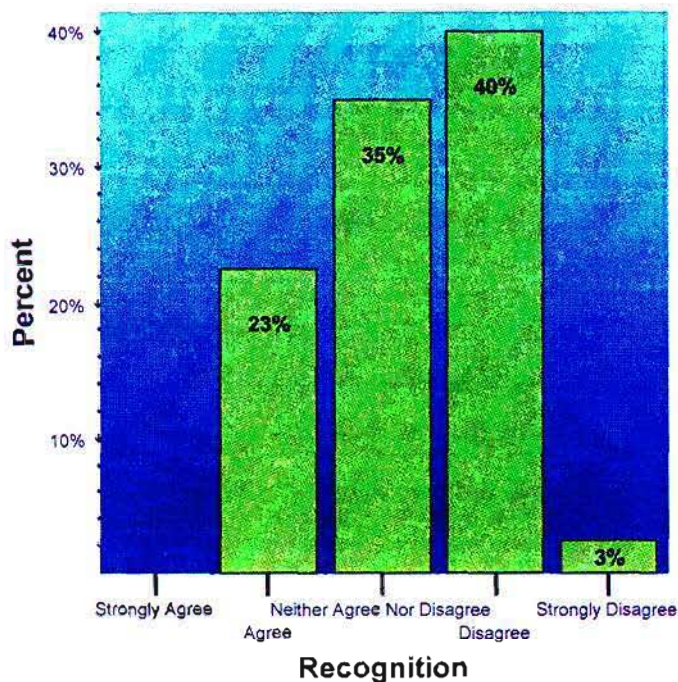


The factor Recognition is represented in the questionnaire by four statements. Having aggregated the responses to these four statements the results show that only 23% of the respondents are satisfied in terms of recognition while 43%, on average, disagreed with

the statements pertaining to the factor Recognition. Most of the respondents (45%) felt they were recognized by their peers when they did a good job while 27.5% felt otherwise. However only 20% of the respondents were satisfied with the extent they receive recognition from management for their contribution while 45% of the respondents were unsatisfied with the extent of recognition they received from management. Respondents also responded negatively to the statement "My organisation values the contribution I make as an employee" with 42.5% of the respondents disagreeing with the statement against 25% who agreed with the statement. These results echo past research where one of the primary factors negatively impacting motivation is the lack of recognition which results in a lack of morale amongst agents (O'Herron; 2005).

A cross tabulation analysis did not reveal any significant results when cross tabulating biographical and demographical data against the Recognition factor and the individual statements.

A correlation analysis showed that Recognition has the highest correlation with the factor Peer Relationships (.584). It can be said that recognition, particularly from peers, is perceived to be higher when good peer relationships exist. Recognition also has a high correlation with the factor Company Policy and Administration. This shows that for recognition to be received, it must be communicated. Often communication of recognition is conducted via e-mails within the division thanking employees or a particular employee for work well done. However as shown in the descriptive analysis, the extent of this recognition is perceived as not being sufficient. Recognition is a very important process as discussed under Locke's goal setting theory and reinforcement theories whereby failure to respond effectively to performance can modify behaviour. In this case the extent that management expresses recognition is insufficient and thus negatively impacts on employee motivation in the workplace.

### 4.2.5 Advancement

Advancement is a sub scale of intrinsic factors and relates to growth. This can be short term growth or long term growth and includes career advancement and skills

development.

Advancement is represented by 3 statements in the questionnaire given to the respondents. Having aggregated these statements for each case, descriptive analysis showed that only 13% of the respondents were satisfied in terms of advancement. 55% of the respondents who participated in the survey were unsatisfied with advancement within their organisation.

**Figure 4.5 Bar Chart of Advancement**
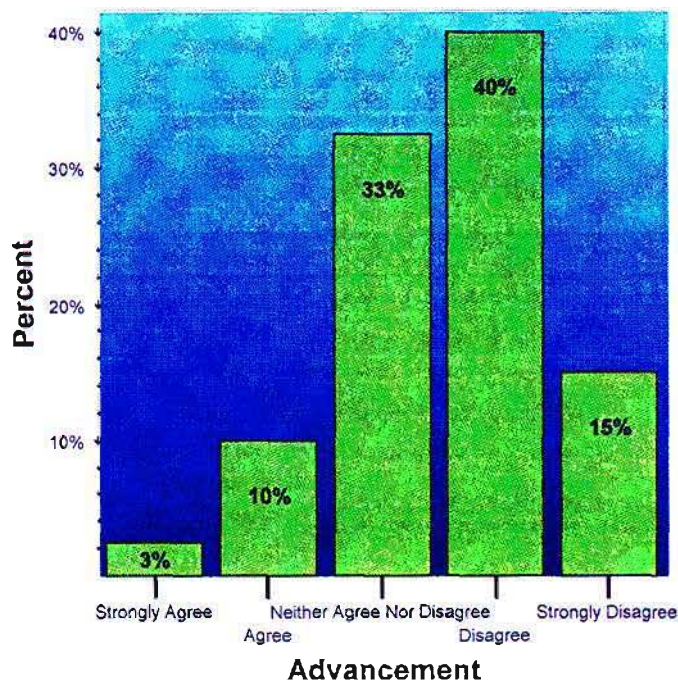


Having analysed the individual statements comprising Advancement, it was found that 60% of the respondents agreed that they were given the opportunity to improve their skills however the problem impacting on advancement is the lack of career paths and career growth within the organisation. 52.5% of the respondents feel career paths do not exist for someone like them in the organisation while only 20% feel that career paths do exist. Added to this is the fact that 75% of respondents stated that they have not been

spoken to about their career path in the organisation against a mere 12.5% who have been spoken to. The International Customer Management Institute (ICMI) reported that 73% of employers in the call centre industry feel that employee development is important, however, only 49% of employees feel that management adheres to developing employees and that two of the reasons for high agent turnover in call centres is a lack of career advancement within the organisation and better opportunities outside of the organisation (Internet 4).

When cross tabulation was conducted against biographical and demographical data, respondents from the Westville campus were found to be the most despondent in terms of advancement with 0% of the Westville respondents responding positively to the factor advancement. It is debatable whether or not the merger of the two institutions has some sort of impact on this and the way people work, the knowledge they have, and the different cultures that exist. When the statement "I believe that career paths exist for someone like me in my organisation was cross tabulated with race, the results depicted all whites disagreeing with the statement. This could be largely due to the employment equity status of the department and future vacant positions being filled with previously disadvantaged candidates.

A correlation analysis showed advancement having high correlations with Actual work (.570), Company Policy and Administration (.575), and Equity (.550). When employees do not advance, the work they do becomes monotonous, uninteresting, and less of a challenge. Advancement thus impacts on the actual work staff do as it keeps the employee challenged, it gives him/her an opportunity to do what he/she feels best at, and the work becomes more interesting and enjoyable. The factor Company Policy and Administration impacts on the factor Advancement in many ways including the communication of vacant posts, communication of career growth, skills training and development (e.g. skills and training policies and Acts), recruitment and selection procedures and policies as well as policies governing the Employment Equity Act, which may explain why the factor Advancement has a high correlation with Equity which also includes favouritism and discrimination. Perceptions may exist where an employee or

group of employees advance more rapidly over another due to favouritism expressed by management for that employee or group of employees while discriminating against employees who belong to alternative groups.

The key element in this concept is that employees are working towards their own growth as well as the organisation's growth. Considering the results obtained it is essential that management increase and improve communication with employees concerning career growth, appointments, and growth of the organisation. This will help with employees showing more interest and growing with the organisation and the industry they are in.

## 4.3 Extrinsic factors

Extrinsic factors are factors that are external to the job itself. These are factors which include working conditions, company policy and administration, peer relationships, personal life, supervision, remuneration, status, and job security. Extrinsic factors are referred to as hygiene factors which can bring about dissatisfaction if employees' needs concerning these factors are not met, however they do not motivate employees to perform.

### 4.3.1 Working Conditions

Working conditions is a sub scale of extrinsic factors. The environment an employee has to work in impacts and influences the level of performance that the employee exerts. These conditions revolve around physical comfort, relaxed/ friendly work environment, and having the necessary equipment to do the job at hand.

## Figure 4.6 Bar Chart of Working Conditions
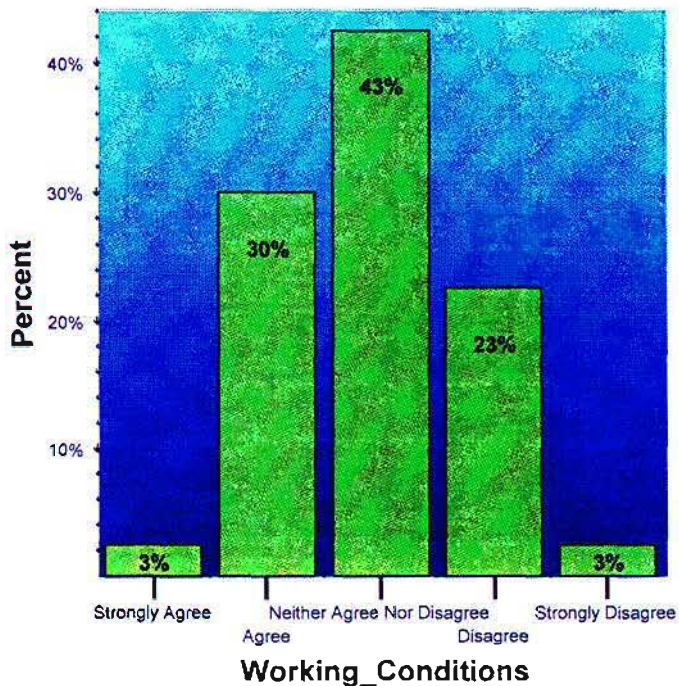


The factor Working Conditions is comprised of 4 statements in the questionnaire. The data for these statements was aggregated for each case. By means of descriptive analysis of these means, the results show 33% of the respondents being satisfied with their working conditions, 26% being unsatisfied with their working conditions, and 43% neither satisfied nor dissatisfied with their working conditions. The results depict a high central tendency which may suggest that those 43% of respondents are unhappy with some aspects of their working condition while happy with other aspects of their working conditions. When analysing the statements in their individual capacity, most agents (65%) described their working conditions to be relaxed and friendly as well as having the necessary resources to do the job on expertdesk (45% against 32.5% who felt otherwise). These results can be contrasted against those expressed by ICMI where a poor physical environment is listed as a cause for agent turnover in call centres (Internet 4). However, the results in this study is in line with those found by Ramsamy, where 65.2% of the

respondents believe they work in a relaxed and friendly work environment (Ramsamy; 2003).

A cross tabulation with biographical and demographical data revealed no significant results.

However correlation analysis revealed the factor Working Conditions having its highest correlation relationship (.609) with the factor Company Policy and Administration. Company Policies and procedures can be a resource in assisting employees with doing their work. Information is a necessary resource to perform any job and hence has a high correlation with working conditions. The results indicate that by increasing and improving communication within the organisation, employees' working conditions will be directly improved.

### 4.3.2 Company Policy and Administration

As a sub scale of extrinsic factors, company policy and administration is about communication of information concerning work and the organisation. This factor comprises five statements in the questionnaire.

## Figure 4.7 Bar Chart of Company Policy and Administration



Company_Policy_Administration
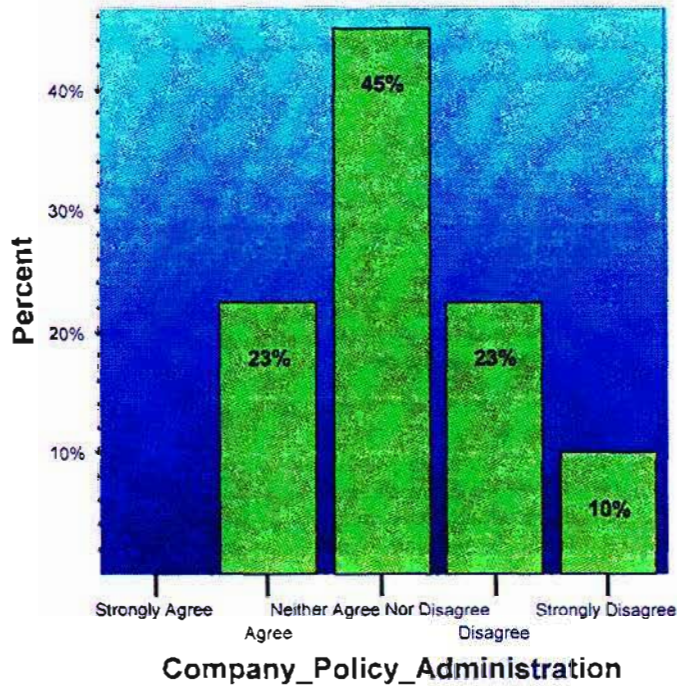
Although 33% of the respondents were unsatisfied with company policy and administration against 23% who were satisfied, there is also a high central tendency which may suggest respondents feeling unsatisfied with some aspects of company policy and administration while feeling satisfied with other aspects. 85% of respondents agreed that they know what is expected of them in their job which emphasises good internal sectional communication, however 62.5% of the respondents felt they were uniformed about what other divisions were doing and 50% argued that information about the organisations performance is not communicated to all employees against 30% who agreed that it is communicated to all employees. This emphasises the lack of communication between divisions within the organisation.

A cross tabulation analysis revealed no significant results according to biographical and demographical data.

A correlation analysis showed the factor Company Policy and Administration having a high correlation with factors Working Conditions (.609) and Equity (.592). Ramsamy (2003) also found Company Policy and Administration having a highly correlated with the factor Working Conditions. This implies that Company Policy and Administration impacts on Working Conditions especially the element of communication. Effective communication is a key resource which ensures that all employees are working towards common organisational and divisional goals. Lack of communication encourages uncertainty, doubt, misperceptions and eventually chaos where divisions are working towards their own personal goals which are not aligned to organisational goals. Company Policy and Administration includes constituents such as the Employment Equity Act, recruitment and selection policies and procedures as well as communiqué of organisational matters which may affect employees within the organisation. Employees rely on management to act in a fair and equitable manner based on policies and procedures, however, methods used in communication and decisions made can be seen to be unfair and inequitable in the eyes of the employee and hence favouritism and discrimination can become an issue.

### 4.3.3 Peer Relationships

Another sub scale of extrinsic factors is relationships amongst peers. This sub scale centres on team dynamics, how employees relate to one another and how they work together.

## Figure 4.8 Bar Chart of Peer Relationships
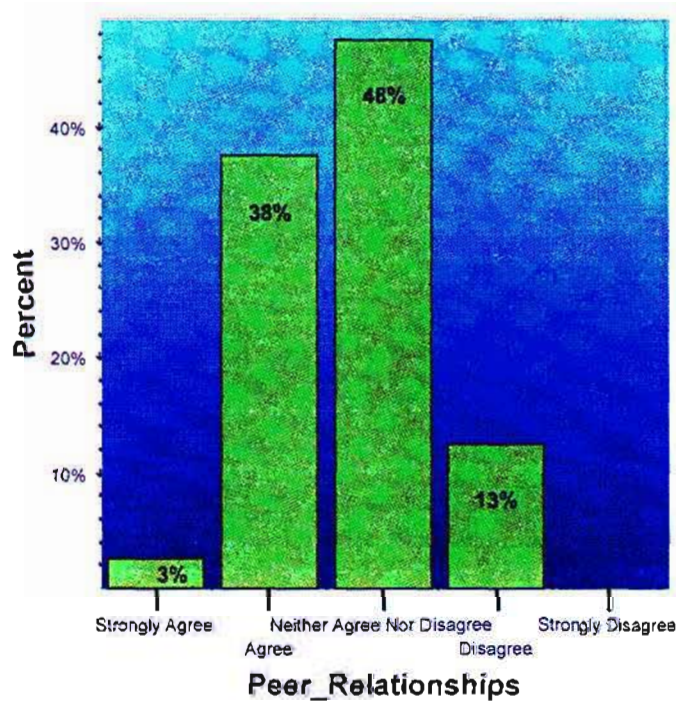


The factor Peer Relationships is composed of six statements in the questionnaire. Aggregating these statements for each case showed that good relationships exist among peers with 41% of the respondents expressing satisfaction concerning the factor peer relationships and only 13% being unsatisfied with their relationships with peers. 62.5% of the employees who participated in the survey feel that the colleagues they work with are congenial people to work with whereas only 2.5% feel otherwise. In terms of team dynamics and working together as a team, 50% of the respondents stated they are committed to working together as a team and solving problems rather than finding fault with team members, while those who felt otherwise comprised of less than 25%. Although 92% of the respondents stated they had friends amongst those with whom they work, trust seemed to be an issue with 55% perceiving that trust is a problem and 20 % denying the issue of trust. It can be said that, overall, the factor Peer Relationships is not an area of critical concern for management in terms of addressing employee motivation. However, Kimberly King advises management to continuously assess three areas of agent needs and one is agents' emotional needs which encompasses healthy, positive peer

relationships at work and a sense of belonging (O'Herron; 2005).

When cross tabulating these results with the biographical and demographical data, the results revealed that within the Pietermaritzburg campus only approximately 12.5% of the respondents were satisfied in terms of the factor Peer Relationships, yet there was still a high central tendency of approximately 62.5%. However when analysing each statement, it was found that 0% of the Pietermaritzburg respondents responded in agreement when prompted with the statement "Within my division we trust each other", while 75% were in disagreement with this statement. Respondents from other campuses also expressed more disagreement than agreement to trust not being a problem in the division.

Correlation analysis showed Peer Relationships having high correlations with factors Responsibility (.533) and Recognition (.584). The relationship with Recognition is echoed by Ramsamy (2003). This shows that responsibility towards each other and recognition of one another plays a role in peer relationships. It can be said that colleagues who lack responsibility are not favoured as this adds more stress and responsibility on to others, when acting in the capacity of a team. Due to the lack of trust among employees, consultants are less likely to trust or assign responsibility unto peers. This is substantiated by the results obtained concerning the factor responsibility. Recognition is also a sign of respect which builds relationships. More respondents agreed with the statement "My peers recognise me when I do a good job" which coincides with the high satisfaction results concerning the factor peer relationships.

### 4.3.4 Personal Life

As a sub scale of extrinsic factors, the Personal Life factor describes the degree to which employees are able to balance their personal life and work life. This is influenced by the degree to which the organisation considers employees family and personal needs. The factor is comprised of 3 statements. Aggregating the responses to these statements for each case revealed 23% of the employees are satisfied in terms of work and personal life balance against 28% who are unsatisfied. There is however a high central tendency of

50% which suggests that further investigation may be necessary.

**Figure 4.9 Bar Chart of Personal Life**



Personal_Life
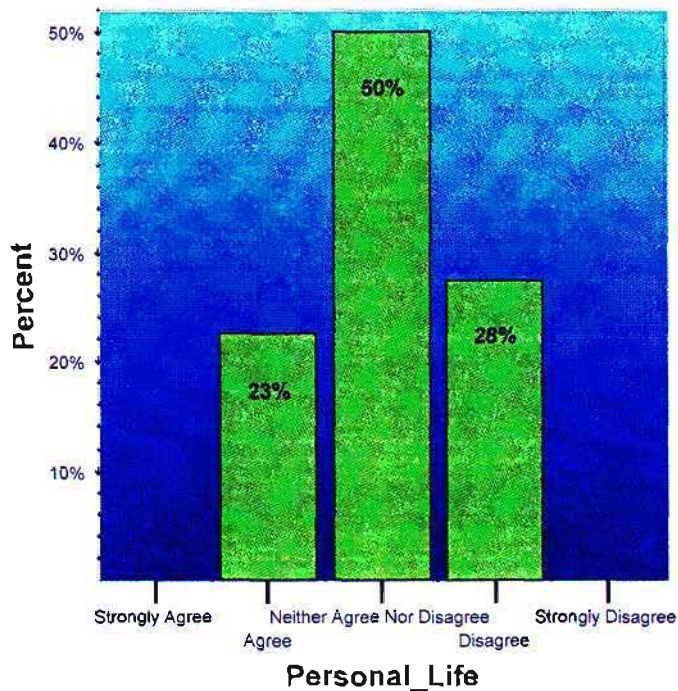
When analysing the statements on an individual basis, the results show that 32% of the respondents believe they can get help with personal problems within their work environment while 35% believe they cannot get help from within their work environment. Most of the respondents (47.5%) feel they have the flexibility to arrange their work schedules to meet their family and personal needs while only 17.5% feel they do not have the flexibility. However when prompted by the statement "My department encourages a healthy balance between work and life issues", 25% of the staff agreed with the statement with 35% disagreeing. This might suggest that employees have the flexibility to attend to personal issues without the consent of management or with management's resentment. Ramsamy (2003) depicts contrasting results where the majority of agents working in contact centres feel they do not have the flexibility to arrange work schedules to meet their family needs.

Cross tabulating the results with biographical and demographical details revealed Westville campus as being satisfied with the factor of Personal Life with 44.4% of the respondents responding positively to the statements and 11.1% responding in a negative manner on average. This is in contrast to both the Howard College and Pietermaritzburg campus with only 12.5% of respondents from Pietermaritzburg and 17.5% of respondents from Howard College, responding positively and 37.5% and 27.5% responding negatively respectively. Thus personal life consideration is greater on the Westville campus than on the Pitermaritzburg and Howard College campus. Females also seemed to express far greater dissatisfaction over the males with 50% disagreeing with the statement surrounding personal life and only 12.5% agreeing on average. Further to this, 36% of those who had more than two dependents expressed dissatisfaction concerning personal life, while only 21% of those with 1 or 2 dependents expressed dissatisfaction. This might suggest that the more dependents an employee has, the greater the demand is in terms of family needs and personal needs when considering the factor Personal Life.

A Pearson correlation analysis revealed the factor Personal Life having a high correlation with factors Recognition (.542) and Company policy and Administration (.536). The relationship between Personal Life and Recognition is also emphasized in the research conducted by Ramsamy (2003). The results indicate that Recognition and Company Policy and Administration play a significant role in terms of employees' satisfaction when considering the factor Personal Life. It is important for management to recognise the personal and family needs that employees have. Employees have obligations to fulfil outside of their work environment and should management fail to recognise this, discomfort and dissatisfaction among employees is likely to result. Similarly, company policies dictate and guide the way employees work. Strict policies prevent employees from attending to their personal and family needs thus preventing a healthy work-life balance. The work environment within the division is one that can be flexible however flexibility should be well communicated and conducted within reason.

*4.3.5 Supervision*

Management style is depicted through supervision within the division. Supervision is a sub scale of extrinsic factors and constitutes, *inter alia*, support from management, management feedback, communication between the employee and the manager, and the degree of decision involvement between the employee and the manager.

**Figure 4.10 Bar Chart of Supervision**
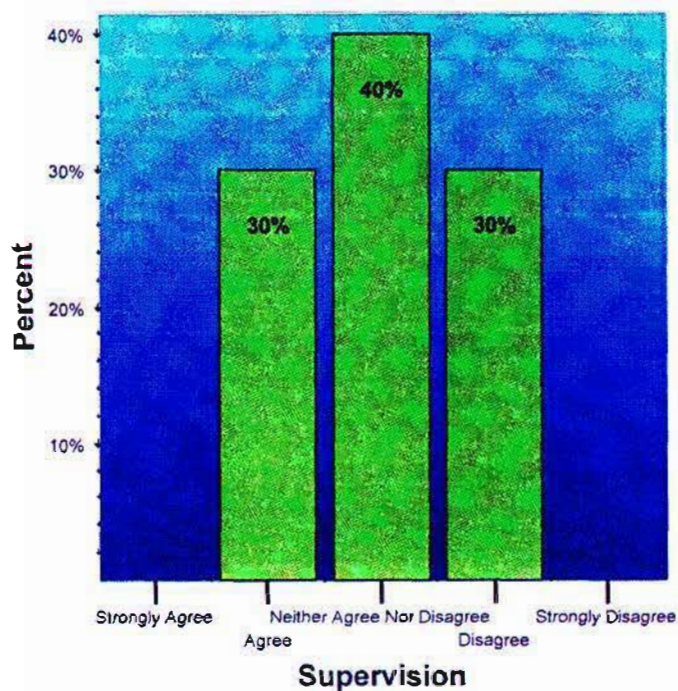


The factor Supervision is comprised of seven statements in the questionnaire. When the results of each of the statements were combined for each case, the mean results showed 30% of the respondents responding in agreement to the seven statements, 30% responding in disagreement, and a central tendency of 40%. Analysing the statements individually revealed most of the employees agreeing that they receive adequate support from their manager and their mistakes are addressed in a respectful manner. Although as much as 70% of the respondents feel they communicate well with their manager, 42.5% of respondents against 35% feel their manager places them under pressure unnecessarily

and 47.5% believe that management does not involve them in decision making that affects their job and performance. 37.5% of the respondents believe that management involves them in decision making. The majority of the employees surveyed do not seem to be motivated or inspired by management with 67.5% of them responding negatively to the statement "I am motivated and inspired by management in this department. The results seem to show some inconsistency with the results not coinciding with each other. This is revealed when comparing the degree of communication with management, where most employees believe they communicate well with their manager, however, most employees then believe they are not involved in management decision making, regarding their performance and their job, and that they don't get adequate support, although they communicate well with their manager. This may imply that although management attempt to communicate with employees, the communication is not effective in that employees do not understand the decision making process of management. Although there is communication, there may not be agreement between management and employees.

A cross tabulation analysis comparing the results with biographical and demographical detail revealed the Westville campus being far more satisfied with the factor Supervision compared to the Pietermaritzburg campus and the Howard College campus with 55.6% agreeing to the statements on average. In comparison, the Pietermariztburg and Howard College campus is leaned more towards disagreement in terms of satisfaction with supervision. It is also evident that most female respondents (50%) are unsatisfied concerning the factor Supervision whereas only 25% of the males were actually satisfied on average. When analysing this result at a deeper level, the cross tabulation showed most females stating that they did not receive adequate support from their manager whereas most males did. The same is true for the statement "My manager involves me in decisions that affect my job and work performance". While most of the female respondents (87.5%) responded in disagreement, most of the male respondents (43.8%) responded in agreement with only 37.5% of males responding negatively. This shows inconsistency in management practices where there seems to be a perception of inequitable treatment between male and female employees.

A correlation analysis depicts the factor Supervision having high correlations with the factors Responsibility (.546) and Equity (.653). This implies that responsibility and equity play important roles in supervision of employees within the workplace. The amount of responsibility delegated to an employee impacts heavily on the supervision the employee receives. Some managers may delegate responsibility to an employee but do not allow the employee to make pertinent decisions pertaining to the job and thus no responsibility has actually been assigned. There has to be a balance between how much responsibility is delegated to employees and how much supervision and attention the employee needs. As much as employees want responsibility, they also need guidance which comes in the form of supervision. The high correlation between supervision and equity seems to be expected considering the results obtained in the descriptive analysis and the cross tabulation. The inconsistency of the results obtained in the descriptive analysis and the results obtained when cross tabulating gender, suggests that there is inequitable and unfair treatment. Often employees compare themselves to their colleagues in terms of how much attention and supervision they receive from their manager. If a colleague is perceived to be receiving more supervision and attention than another, the perception of favouritism arises and so the level of satisfaction in term of supervision is affected. Likewise the manner in which the manager supervises must be in a consistent, fair and equitable manner. The results here show that Supervision differs dependent on gender.

### 4.3.6 Remuneration

Remuneration is a sub scale of extrinsic factors taking into consideration salary and other benefits such as leave, time off, and commission.

Remuneration consists of three statements in the questionnaire. The results given by each case for the three statements were aggregated to obtain a mean. A descriptive analysis of these results show that 65% of the employees are dissatisfied with the remuneration they receive while only 5% seemed satisfied.

## Figure 4.11 Bar Chart of Remuneration
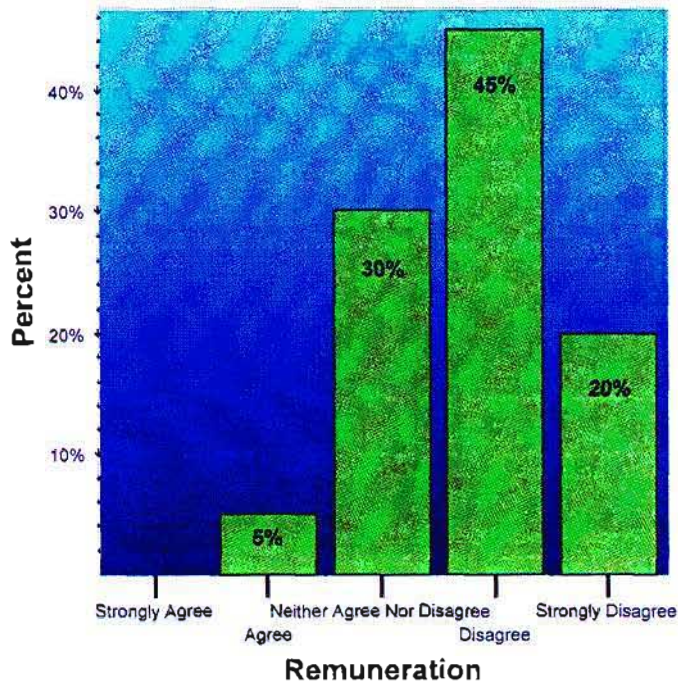


The majority of the respondents are not satisfied with the salary that they are currently earning with 72.5% confirming this. Further to this, 62.5% of the respondents are of the view that their total remuneration is not market related. 35% felt the benefits available to them are appropriate to their needs and those of their family and 42% disagreed stating the benefits were inappropriate. These results show that although employees are not satisfied with the salary they receive, the benefits do provide some sort of remuneration to improve satisfaction among staff. Ramsamy (2003) discovered similar results with the majority of agents expressing dissatisfaction with their basic salary as well as noting the benefits offered to them being inappropriate to their needs and the needs of their family. On the ICMI website, research conducted showed that one of the top ways to motivate call centre staff involved better pay (Internet 4).

These results were cross tabulated with the demographical and biographical data which revealed that most of the sample on the Howard College campus (69.5%), agree that the benefits available to them are appropriate to their needs and those of their families. This

is however in contrast to the Westville campus and the Pietermaritzburg campus where the majority of the sample disagreed. The benefits offered to the employees by the university are the same across all campuses. The results thus suggest that the needs of employees on one campus are different to those on another campus or employees on Westville campus and Petermaritzburg campus are unaware of all the benefits available to them. Cross tabulating the data with gender, revealed that most females (62.5%) are satisfied with the benefits available to them and their family while most men (46.9%) are not satisfied with the benefits available to them. This might suggest that females have different needs to males and the benefits that are available to the employees are more appropriate to females than males. A similar result is revealed when cross tabulating benefits with marital status. 50% of staff, who are married, find the benefits available appropriate while 22.7% feel that they are not appropriate. Only 20% of staff, who are single, find the benefits appropriate to their needs while 60% disagree stating that the benefits available are not appropriate to their needs. In summary, the benefits available to staff are appropriate to the needs of married females and less aligned to the needs of males especially if they are single. These needs may relate to physiological needs as pointed out in Maslow's Hierarchy of Needs as well as Alderfer's ERG Theory in the need for existence and survival.

A correlation analysis revealed the factor Remuneration having very little correlation with any of the other factors. This suggests that there is no relationship between the amount of remuneration employees receive and any of the other factors impacting on motivation and job satisfaction.

*4.3.7 Status*

Status is a sub scale of extrinsic factors and refers to the position the employees hold within the organisation and the association with the position and or title of the position. Status comprises 3 questions in the questionnaire which cover position, role, and title. The responses given by the respondents were aggregated. Descriptive analysis revealed 31% of respondents being satisfied when status is considered while 20% expressed

dissatisfaction. Due to a high central tendency of 50%, a descriptive analysis on each individual question was conducted. This showed 52.5% of the employees, who responded to the questionnaire, are proud to be a user consultant and only 20% expressed otherwise. On a similar scale, 67.5% of the respondents responded in agreement to the statement that they are proud of the role they perform within the department while 17.5% disagreed with the statement. Although most consultants responded positively to these two statements, this was not the case when asked to respond to the statement "I am satisfied with my current position". 60% responded in disagreement while only 17.5% of the respondents expressed agreement with the statement. A similar result was obtained by Ramsamy (2003) where more agents (40.3% against 33.4%) expressed disagreement with the statement of being satisfied with their current position. A possible reason for this might be due to the lack of growth and career paths in the organisation as evidenced by the responses to the statements in the Advancement factor. Consultants are dissatisfied with the positions that they occupy because they want to achieve higher positions and move up the ladder in terms of their career.

## Figure 4.12 Bar Chart of Status
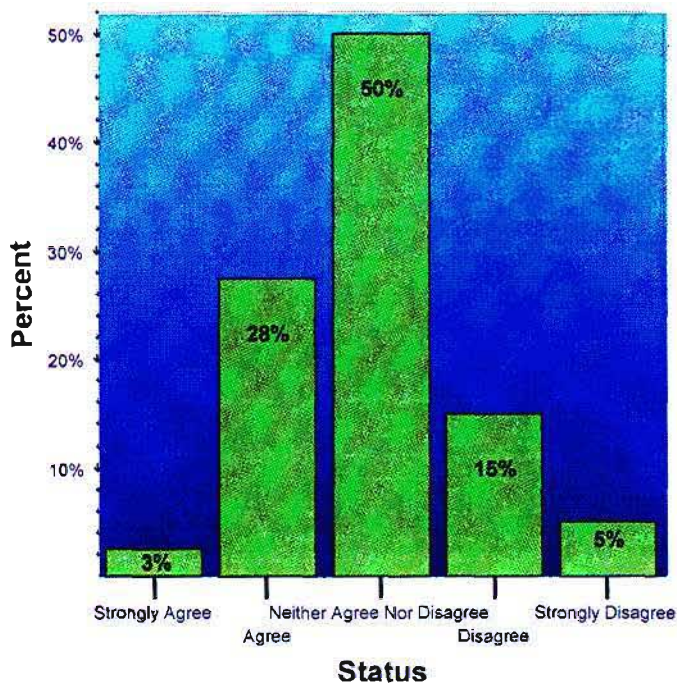


Cross tabulating the data collected from these questions with that of the biographical and demographical data revealed no significant differences among the population segments.

Conducting a correlation analysis revealed Status having high correlations with total intrinsic factors. In particular, high correlations were identified with actual work (.613), recognition (.491), and advancement (.456). This demonstrates that advancement, and recognition from colleagues, of work done by an employee, play important roles which impact on the level of satisfaction the employee feels regarding status. Consultants feel that status improves, determined by the actual work they do and the impact the work has on others and the organisation. This elevates recognition from peers and superiors, which directly influences the employee's status. Higher levels of status can be achieved through advancement, hence the high correlation between the two. When one becomes dissatisfied with the status one has, there is a natural tendency to advance and achieve a different status. It must be noted that advancement may not necessarily mean vertical

advancement, such as a promotion, but can also refer to horizontal advancement, such as taking on more challenging tasks. Assigning more challenging tasks to an employee imposes a higher status to that employee.

### 4.3.8 Job Security

Job security represents the degree of stability and surety that employees feel within their job as well as threats that may cause employees to feel insecure in their positions.

The factor job security consists of three statements in the questionnaire which encompasses the security surrounding the job, imminent threats impacting on the employee's position in the company, and stability of the position in the department. Having aggregated the statements for each case, descriptive analysis shows 31% of the respondents expressing concern in terms of job security while 33% feel satisfied with job security. There is, however, a high central tendency (38%) where consultants neither agreed nor disagreed with the statements concerning job security in the questionnaire.

## Figure 4.13 Bar Chart of Job Security
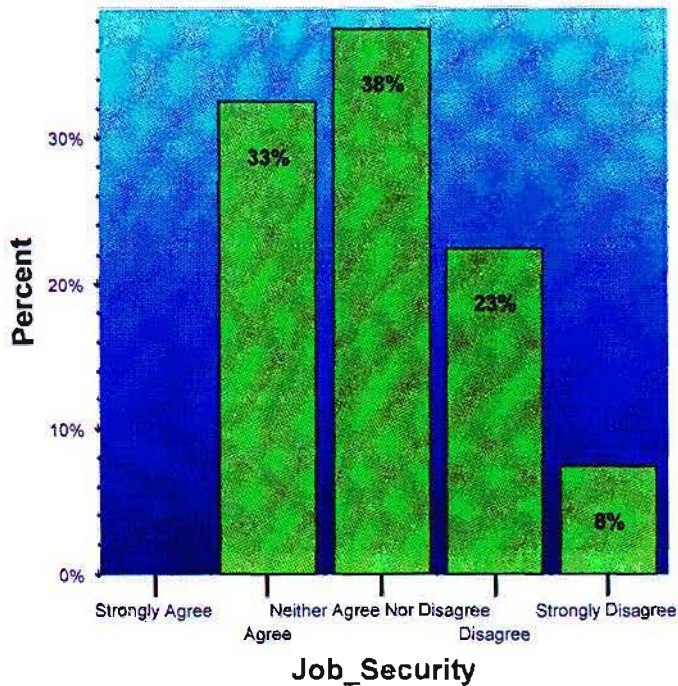


Analysing these statements on an individual basis shows that 35% agreed to the statement "I feel I am secure in my job" with an equal amount disagreeing with the statement. 27.5% cannot foresee any imminent threats that can negatively affect them in their position in the company while 37.5% perceived there to be imminent threats which could affect their position in the organisation. When asked to respond in terms of the stability of the position they occupy in the department, 30% expressed disagreement with the statement and 57.5% agreed with the statement. This implies that employees perceive the post that they occupy to be a relatively stable one, however, they do not perceive themselves to be secure in the position. This may be due to uncertainties caused by the merger between the former University of Natal and the former University of Durban-Westville where employees are uncertain as to what role or position they will be moved into within the newly merged University of KwaZulu-Natal.

A cross tabulation against biographical and demographical data revealed no significant differences apart from the fact that the more years employees are employed for within the

organisation, the more secure they feel within their job. This can be explained in that the knowledge they have gained and the experience obtained over the years working for the university is perceived as a valuable resource in supporting the university. In the likelihood of retrenchment it is these employees that the organisation is likely to keep, having in depth knowledge of the workings of the university.

Conducting a correlation analysis revealed the job security factor having high correlations with the factor Recognition (.448). This shows that recognition plays an important role in the perception of job security. This result is in line with the results depicted in the cross tabulation in which employees believe that the varsity recognises those employees who have been employed for longer. The perception is that those employees with greater knowledge of and experience within the university are likely to be retained in the event of a downsizing.

## 4.4 Equity

Employees measure and compare what they put into their job and what their reward is. This in turn is compared with others who work within a similar nature or environment. Within the context of this research, equity comprises of factors such as favouritism, consistency of decision making, discrimination, fairness in grievance procedures, and fair remuneration.

Six statements represent equity within the questionnaire given to the population. These six statements were aggregated for each case, and means were obtained. Descriptive analysis showed that 48% of the respondents feel there is inequity within their division and only 5% agreed that the division is equitable in all that they do. There was still a high central tendency of 48% in which consultants were undecided as to whether or not equity was prevalent in the division. This may be as a result of employees being of the opinion that management is not consistently equitable.

## Figure 4.14 Bar Chart of Equity
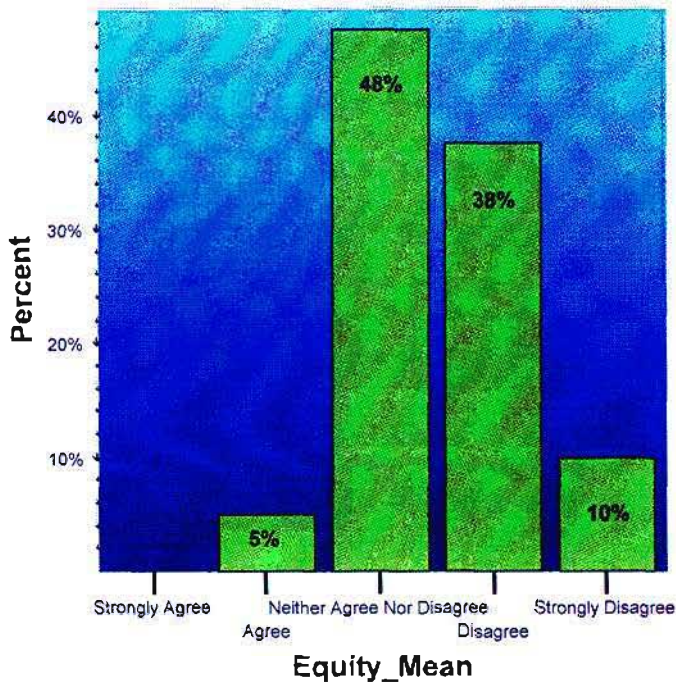


Performing a descriptive analysis on each individual statement revealed favouritism as being one of the primary causes of inequity with 67.5% of the respondents stating that favouritism is a problem within the division while only a mere 5% deny that favouritism exists within the division. The other primary factor fuelling the perception of inequity is that of remuneration and responsibility mismatch where 77.5% of the respondents believed that their total remuneration package does not match the responsibilities they have while only 2.5% expressed satisfaction with their remuneration package compared to the responsibilities they have. Further results showed that 27.5% of the employees surveyed agreed that the manger is consistent in all decision made while another 37.5% disagreed stating that their manger is inconsistent in decisions that are made. With regards to race discrimination, 27.5% are of the opinion that this is not a problem within the division. 37.5%, however, feel race discrimination is evident in the division. Employees also perceive grievance procedures to be unfair with 17.5% agreeing with the statement "In my organisation, grievance procedures are fair to all in their application"

while 37.5% of the respondents disagreed. 32.5% of the respondents feel that men and women are treated equitably regardless of their gender, while 35% claimed that men and women are treated inequitably.

A cross tabulation analysis reveals the positive and negative equity as discussed earlier in the literature review. Cross tabulating the equity data with the biographical and demographical data revealed that in most cases there did not seem to be any particular result indicating that inequity or discrimination exists, for example although there is a perception of race discrimination within the division, there is no race which is positively benefiting or negatively affected. All races feel there is a problem with race discrimination however it cannot be determined towards which race group the discrimination exists. This implies that all race groups perceive there to be a problem regarding race discrimination, however, this is merely perception and the results do not seem to identify any particular race group that is benefiting or is being discriminated against over another group. Although in most cases inequity or equity was perceived by all segments of the population, the perception of gender inequity is more prevalent particularly by the females with 75% of the females disagreeing with the statement "in my organisation men and woman are treated equitably regardless of their gender".

Correlation analysis revealed the factor Equity having high correlations with both intrinsic and extrinsic factors. These included actual work, responsibility, recognition, advancement, company policy and administration, supervision, and status. This implies that all these factors play a role in the perception of equity within the workplace. The manner in which management assign work and responsibility, supervise and communicate with their staff impacts on the perception of equity within the division. Of all these factors supervision has the highest correlation (.653). This also is supported by Ramsamy (2003) who also found Supervision and Equity to be highly correlated (.805). Supervision entails support from management, management feedback, and communication between the employee and the manager. The degree of involvement in decision making between the employee and the manager, and the results revealed in the cross tabulation analysis, revealed a high level of disagreement when considering gender

equity in the workplace. When comparing this with the correlation analysis, the results suggest that supervision is the greatest impact on the problem of equity within the workplace, stemming from the employees immediate manager. These results are in line with the cross tabulation results reported under the factor Supervision.

## 4.5 Conclusion

Each factor has been discussed in its entirety depicting the results obtained from the frequency distribution analysis, the cross tabulation analysis, and the correlation analysis. The results revealed that the intrinsic factors requiring the most attention are:

- Actual Work
- Recognition, particularly the extent to which employees receive recognition.
- Advancement

The extrinsic factors requiring the most attention are:

- Company Policy and Administration, specifically communication about what other divisions are doing and the organisation's performance as a whole.
- Personal Life
- Remuneration; and
- Equity, specifically favouritism and gender equity as well as the match between remuneration and responsibilities.

While these factors need critical attention, the following factors need attention, but to a lesser degree:

- Working Conditions
- Peer Relationships, particularly trust
- Supervision, namely feedback
- Status; and
- Job Security

## Chapter 5: Recommendations and Conclusion

### 5.1 Introduction

All the factors identified are considered important in improving motivation levels within the division as they all relate to one another to some degree as shown in the correlation analysis. Each factor is discussed below with recommendations on what management should focus on in order to improve motivation and satisfaction levels in the section.

### 5.2 Intrinsic Factors

Of the intrinsic factors, those that require the most attention are actual work, recognition, and advancement. The factor responsibility is seen to be sufficiently addressed, however, there is some room for improvement. Management need not be too concerned about the achievement factor due to the strong consensus of agreement amongst employees where achievement is perceived to not be a problem in the organisation as depicted in chapter four.

*5.2.1 Actual Work*

The results showed that consultants generally enjoy the work they do and find it interesting; however, they do not feel challenged and feel that they are not given the opportunity to express their full potential. Management needs to assign employees more challenging tasks or redefine their current tasks, making them more challenging. This can be done through job redesign as described by means of job enlargement, job rotation, and job enrichment. A method of job redesign, by job enrichment, provides the employee with the opportunity to experience achievement, recognition, stimulating work, responsibility and advancement (Buelens, *et al*; 2002).

Job redesign has been implemented in the past when management redesigned the consultants' job to include working within the call centre (job rotation). At first the new

tasks seemed to challenge the consultants, however, this research seems to indicate that these tasks may not be so challenging anymore. This implies that management need to redesign the consultants' jobs once again. Ways in which this can be done include assigning individuals specific or specialised tasks enabling them to become experts. This has been done with some consultants, however, by assigning additional tasks it must be noted that this will impact on the consultant's current tasks, hence, these may also need to be reassigned to other posts otherwise the job becomes too large for the consultant to handle. Specialised tasks will be more challenging to consultants. In terms of the call centre, consultants can become specialists in their own fields and hence field calls or problems relating to their skills. Assigning individual specific or specialised tasks can be work module specific, division specific, area specific, and so forth. Although consultants may specialise, they must be given the opportunity to perform all aspects of the specific tasks assigned to them from addressing technical problems to administrative work to managing suppliers, budgets, and teams. This will allow consultants to build on skills they can use to advance in the company.

## 5.2.2 Advancement

Actual work and advancement were highly correlated which suggests that if management can bring about advancement opportunities for the employees, actual work will be more challenging and stimulating for the employees allowing them to do what they feel they are best at. The results highlight problems such as lack of career paths and a lack of discussion concerning career development for the employees within the organisation. Of concern is that since the merger of the two universities, there has been no well defined structure and thus no well defined career paths evident within the organisation. It is recommended that when the structure is complete, it is communicated to all the employees. In addition, management should hold meetings with employees individually or in very small groups (division specific) where career advancement paths and opportunities can be discussed pertaining to the employee and the organisation. The key element in this concept is that employees are working towards their own growth as well as the organisation's growth. Considering the results obtained it is essential that

management increase and improve communication with employees regarding career growth, appointments, and growth of the organisation.

With the results also showing a high correlation with equity and company policy and administration, it is recommended that management communicate with all employees equitably and fairly so that no employee is advantaged or disadvantaged over another by information divulged to one and not the other (e.g. informing one employee how to attain a specific position in the organisation and not the other, or communicating a vacant post to one employee and not others). Recommendations concerning communication will be addressed under the factor company policy and administration.

## 5.2.3 Recognition

While most employees seem to be unsatisfied with the recognition in the organisation, the problem resides not so much with the lack of recognition but more with the extent that recognition is expressed. Often employees receive recognition by an email sent to the division expressing outstanding work the consultant has done however this is not sufficient. Failure to recognise and respond effectively to performance can modify behaviour.

With a high correlation between recognition and company policy and administration, it is recommended that management extend the recognition they give to communication with customers and clients. An example includes publicising employee of the month. Certificates, gestures or performance linked rewards may also be more appreciated by employees. Examples of such rewards include time off, vouchers to restaurants or spas depending on the employee's preferences.

## 5.2.4 Responsibility

Employees regard themselves as being responsible however they do not regard all their colleagues as being responsible. This may be purely perception created from a lack of communication as the results suggest a high correlation with company policy and administration. An employee may show more responsibility over one task than another

however it is the task that is neglected which impacts on the employee's colleague's perception of irresponsibility. Communication needs to improve within the division informing employees of where each of their responsibilities lie.

Due to the high correlation with the factor supervision, it is also recommended that management ensures appropriate monitoring mechanism are in place and are used to ensure decisions are applied and standards are maintained.

### 5.2.5 Achievement

Achievement received the highest rating of all the factors researched suggesting that management practices are effective in addressing employees' achievement needs. Should management wish to improve upon the factor achievement, this can be accomplished by providing greater focus on the factor status since achievement and status are highly correlated. The higher the sense of status an employee feels, the higher the sense of achievement felt.

## 5.3 Extrinsic Factors

According to the results of the research, extrinsic factors that require greater attention are company policy and administration, personal life, remuneration, and equity. These are factors that management is currently failing to address. Working conditions, peer relationship, supervision, status, and job security will also need some improvement should management want to improve satisfaction and motivation within the organisation.

### 5.3.1 Company policy and administration

A lack of communication within the organisation can seriously impact on motivating employees to achieve common goals. The results showed employees being uniformed of what other divisions are doing as well as the organisational performance. This highlights a communication problem between divisions and between the organisation and the employees. Effective communication and information dissemination processes need to be

designed and implemented. This process must be ongoing and must be in a format that is understandable to all within the organisation. Currently the Information & Communication Technology Division's primary source of communication is GroupWise email. While everyone has access to email, some intended recipients may be erroneously left out. Employees may also lose track of emails due to bad filing habits. Some communication is also conducted via the Information & technology Division's website while other information is disseminated at meetings only.

Communication and information dissemination processes need to be put in place that facilitate communication between divisions and between employees and the organisation. These processes need to ensure that a filing procedure is adhered to, to ensure availability and accessibility of information. An example may include a single repository location for policies and procedures on the Information & Communication Technology Division website. This can improve satisfaction concerning actual work since there is a high correlation between company policy and administration and actual work. The ICT website is far more easily accessible and maintainable. Information such as vacant posts can be listed as well as employee of the month. The website ensures that no employees are disadvantaged in receiving information communicated by divisions and the organisation.

### 5.3.2 Personal Life

The results suggest that management needs to be more considerate in allowing employees to attend to personal and family needs especially on the Howard College and Pietermartzburg Campuses and particularly with regards to female employees. Management need to recognise the personal and family needs of the individuals and within reason grant time off to attend to these needs. Management can accommodate these needs through alternating shorter work weeks for individuals, flexitime, and job sharing. However for these strategies to be successful there needs to be sufficient staff capacity to carry the load. This is also applicable when employees with dependents apply

for leave over school holidays. Management need to staff the division appropriately to cater for this demand.

### 5.3.3 Remuneration

Management need to ensure that remuneration packages are in line with that of industry standards. While employees are unsatisfied with the remuneration packages they receive, there is some comfort in the benefits available to them. These benefits however do not seem to be so beneficial to single males who have different needs to that of females and married males. It is understandable that management cannot offer all benefits that are conjured as this may be a costly offering. It is recommended that many benefits are made available to employees so that they are able to design a benefit package that is more suitable to their needs. Although employees cannot choose all benefits available, they can tailor-make their benefit package to be more applicable to their lifestyle. The benefits available to employees also need to be communicated to all staff across all campuses particularly post the merger.

### 5.3.4 Working conditions

The factor working conditions was found to be highly correlated with the factor company policy and administration. Employees working conditions can be increased by ensuring that policies and procedures are well communicated and made easily available. This will assist employees in performing their job more effectively and efficiently.

In general, some consultants were satisfied with the physical working conditions while others were not, suggesting that employees have different preferences from one another. The physical environment is very important and is not always recognised by managers due to adherence to company norms for office image (Ramsamy; 2003). This pertains to office equipment as well as furniture. Management must involve employees in the decision making process when buying office furniture and equipment, since it is the employees who use the furniture and it will need to suit their comfort needs.

### 5.3.5 Peer relationships

The results have shown employees to have good relationships with one another however there appears to be a problem of trust especially on the Pietermaritzburg campus. Trust among peers impacts on responsibility within the team as discussed within the results concerning peer relationships. Trust can be improved through more effective communication. Management should consider involving the employees in team building exercises which can improve the cohesiveness of employees with one another. It must be noted that relationships change and need to be repeatedly worked on in order for healthy positive relationships to grow. Team building exercises need to be conducted on a regular basis in order to maintain positive healthy relationships amongst peers.

### 5.3.6 Supervision

Most employees were found to be uninspired by management suggesting that management need to consider their leadership skills. Employees will follow leaders who inspire them and if employees are not inspired by management, they are less likely to follow.

The results showed the perception of males in terms of supervision to be different to the perception of females. Female respondents perceive they receive inadequate support from management and are less involved in decision making processes that affect their performance and their jobs. This is in contrast with the perception of males. Addressing these perceptions can be done, as recommended under the factor equity by enrolling management in a gender sensitivity or gender awareness program or course. This is supported by the high correlation between the factors supervision and equity.

### 5.3.7 Status

Most consultants are not satisfied with the current position they occupy. This is caused mainly by the actual work, the lack of recognition, and the lack of advancement as discussed in the results under the factor status. By addressing these factors as discussed earlier in this chapter, satisfaction and motivation can be improved.

## 5.3.8 Job security

Results showed that employees viewed imminent threats against them in their positions. It is speculated that these perceptions may be fuelled by the uncertainties of the division caused by the merger of the two universities. Employees feel insecure in the positions they occupy as there may be uncertainty into what role or function they will play within the new structure of the organisation.

Communication is a key element in reducing the perceptions of job insecurity. The factor job security showed its highest correlation with recognition implying that increasing recognition and the effectiveness thereof, will promote a more positive perception of job security.

## 5.4 Equity

In terms of equity, favouritism and remuneration appear to be the main issue. Consultants feel that the remuneration they receive is not justifiable for the amount and type of work they do for the organisation. This problem of inequity between work done and remuneration received will be addressed when addressing the factors remuneration and actual work as discussed earlier.

The perception of favouritism is linked to race whereby employees feel that employees belonging to a designated race group are favoured over others. Management needs to improve communication within the division as described under the factor company policy and administration which will help employees to understand the reasoning behind decisions made by management thus preventing any misunderstandings that may fuel the perception of race favouritism or discrimination.

Gender inequity is also prevalent within the division. It is suggested that management attend a gender sensitivity workshop which will help management to manage, supervise,

provide support, and understand the different needs of males and females. This will help to eliminate the inequitable treatment of male and female employees as management become better skilled in providing support and leadership which is more appropriate to employees depending on their gender.

## 5.5 Conclusion

The research suggests the existence of intrinsic factors and extrinsic factors within the workplace that impact employee motivation levels as theorised by Herzberg's Two-Factor Theory. The research further suggests the existence of relationships between these factors and provides management with an insight into employees' perceptions of these factors in the workplace and how they impact on employee satisfaction and motivation levels.

Intrinsic factors that management need to pay particular attention to are actual work, recognition and advancement. Management needs to consider job redesign to ensure employees are challenged in their job. The extent to which recognition is given needs to be increased and can be done so through performance linked rewards or more effective forms of communication (e.g. employee of the month). Career paths need to be established and communicated to all employees in an equitable manner to ensure that no favouritism is perceived.

Extrinsic factors that management need to address as priority are company policy and administration, personal life, and remuneration over and above working conditions, peer relationships, supervision, status, and job security. Communication has proven to be in important element influencing most of the factors identified. Employees are perceived as being uninformed when addressing the factor company policy and administration. Policies need to be placed in a single repository which is easily accessible and well communicated to all employees. Work schedules need to be considered in order to cater for employees' personal life demands. Flexitime is one of many options highlighted in the recommendations of this study. Remuneration packages need to cater for employees individual needs according to their lifestyles. The remuneration received needs to also be inline with the responsibilities and duties each employee has and performs. This is supported in the results where remuneration inequity is perceived.

Besides the perception of remuneration inequity, there is also a perception of favouritism within the division which relates to race and gender. Management need to improve communication towards employees regarding policies and procedures in an effort to prevent negative perceptions of favouritism in respect of race. Gender sensitivity workshops may also aid management in communicating and providing support to both males and females in a manner which is perceived to be equitable.

The research has successfully identified those factors impacting motivation within the Information & Communication Technology division's call centre and has provided recommendations as to how management can address these factors and therefore improve employee performance and service offered via the call centre. This will provide some insight as to what may influence motivation in other call centres of a similar nature. The recommendations may also assist in curbing the high levels of employee turnover rates, absenteeism rates, and attrition rates thus reducing costs incurred through recruitment and selection, and training and development as well as improving overall performance and service levels.

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# Staff Motivation in the University of KwaZulu-Natal Information & Communication Division's Call Centre

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Graduate School of Business
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Informed Consent

This research forms part of my dissertation which is a requirement for the completion of my Master of Business Administration degree. The results of this survey will be analysed and will be used as findings and the basis for discussion in my dissertation.

Please note that the information will not in any way be utilised for any other purpose other than for the research that I am conducting. The information that you provide will in no way be connected with your name and will not be viewed by management or any other party within the organisation. Only the conclusive results of the research may be conveyed to Management. This survey is anonymous; you therefore do not need to include identifying information. However, a fully completed Questionnaire will help with producing more meaningful results.

Your completion and submission of this questionnaire will be considered to be your voluntary agreement to participate and an indication of your consent that I may use the data that you provide for research purposes.

Should you wish to withdraw your participation in this research at any time, you may do so by contacting me. I can be reached at heathg@ukzn.ac.za or 031 260 2129. For reference purposes please enter a 5 digit code of your choice in the field provided

5 digit code

Please answer the questions as truthfully as you can. While I foresee no risks on your behalf, you may find benefits from the opportunity to evaluate your existing work

environment and what you would like to change in order to create an environment that is more conducive to increased employee motivation.

Thank you for your participation.

## Staff Motivation in the University of KwaZulu-Natal
## Information & Communication Division's Call Centre

Please mark the appropriate option that reflects your answer:

**From which campus do you reside?**

Westville ☐

Pietermaritzburg ☐

Durban ☐

**Number of years employed in your current position**

1 – 2 ☐    3 – 4 ☐    5 – 6 ☐    7 – 8 ☐    9 – 10 ☐    10 and above ☐

**Age**

19 – 25 ☐    41 – 45 ☐

26 – 30 ☐    46 – 50 ☐

31 – 35 ☐    51 – 55 ☐

36 – 40 ☐    56 – 60 ☐

**Gender**

Male ☐    Female ☐

**Race**

Black ☐    Indian ☐    Asian ☐    Coloured ☐    White ☐

**Marital Status**

Single ☐    Married ☐    Divorced ☐

**Number of Dependants in Household**

None ☐    1 ☐    2 ☐    3 ☐    4 ☐    5 and above ☐

| | | Strongly Agree | Agree | Neither Agree Nor Disagree | Disagree | Strongly Disagree |
|---|---|---|---|---|---|---|
| 1 | I am given the opportunity to improve my skills. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 2 | Information about the organisation's performance is communicated to all employees. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 3 | I find the work that I do interesting. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 4 | Information about policies and procedures within my division are readily available to everyone. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 5 | My immediate manager involves me in decisions that affect my job and work performance. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 6 | My manager is consistent in all decisions made. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 7 | I am satisfied with my current position. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 8 | My colleagues are congenial people to work with. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 9 | I know what is expected of me in my job. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 10 | I am satisfied with the salary I receive. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 11 | I am proud of the role I perform in my department. | ☐ | ☐ | ☐ | ☐ | ☐ |

| 12 | Within my division we motivate and support each other. | Strongly Agree ☐ | Agree ☐ | Neither Agree Nor Disagree ☐ | Disagree ☐ | Strongly Disagree ☐ |

| 13 | My peers recognise me when I do a good job. | Strongly Agree ☐ | Agree ☐ | Neither Agree Nor Disagree ☐ | Disagree ☐ | Strongly Disagree ☐ |

| 14 | I find my job challenging. | Strongly Agree ☐ | Agree ☐ | Neither Agree Nor Disagree ☐ | Disagree ☐ | Strongly Disagree ☐ |

| 15 | I follow up on calls/problems that I am unable to resolve myself. | Strongly Agree ☐ | Agree ☐ | Neither Agree Nor Disagree ☐ | Disagree ☐ | Strongly Disagree ☐ |

| 16 | I am committed to producing the highest quality work. | Strongly Agree ☐ | Agree ☐ | Neither Agree Nor Disagree ☐ | Disagree ☐ | Strongly Disagree ☐ |

| 17 | My total remuneration package matches the responsibilities that I have. | Strongly Agree ☐ | Agree ☐ | Neither Agree Nor Disagree ☐ | Disagree ☐ | Strongly Disagree ☐ |

| 18 | I feel favouritism is not a problem in my division. | Strongly Agree ☐ | Agree ☐ | Neither Agree Nor Disagree ☐ | Disagree ☐ | Strongly Disagree ☐ |

| 19 | I believe that career paths exist for someone like me in my organisation. | Strongly Agree ☐ | Agree ☐ | Neither Agree Nor Disagree ☐ | Disagree ☐ | Strongly Disagree ☐ |

| 20 | I foresee no imminent threats that can negatively affect my position in the company. | Strongly Agree ☐ | Agree ☐ | Neither Agree Nor Disagree ☐ | Disagree ☐ | Strongly Disagree ☐ |

| 21 | I receive adequate feedback from my manager. | Strongly Agree ☐ | Agree ☐ | Neither Agree Nor Disagree ☐ | Disagree ☐ | Strongly Disagree ☐ |

| 22 | I am inspired and motivated by management in this department. | Strongly Agree ☐ | Agree ☐ | Neither Agree Nor Disagree ☐ | Disagree ☐ | Strongly Disagree ☐ |

| 23 | I feel I am secure in my job. | Strongly Agree ☐ | Agree ☐ | Neither Agree Nor Disagree ☐ | Disagree ☐ | Strongly Disagree ☐ |

| 24 | I have friends amongst those people with whom I work. | Strongly Agree ☐ | Agree ☐ | Neither Agree Nor Disagree ☐ | Disagree ☐ | Strongly Disagree ☐ |

| 25 | In my organisation men and woman are treated equitably regardless of there gender. | Strongly Agree ☐ | Agree ☐ | Neither Agree Nor Disagree ☐ | Disagree ☐ | Strongly Disagree ☐ |

| 26 | My total remuneration package is market related. | Strongly Agree ☐ | Agree ☐ | Neither Agree Nor Disagree ☐ | Disagree ☐ | Strongly Disagree ☐ |

| 27 | I strive to achieve my goals set within my workplace. | Strongly Agree ☐ | Agree ☐ | Neither Agree Nor Disagree ☐ | Disagree ☐ | Strongly Disagree ☐ |

| 28 | I feel I occupy a stable position in my department. | Strongly Agree ☐ | Agree ☐ | Neither Agree Nor Disagree ☐ | Disagree ☐ | Strongly Disagree ☐ |

| 29 | I have the flexibility to arrange work schedules to meet my family needs. | Strongly Agree ☐ | Agree ☐ | Neither Agree Nor Disagree ☐ | Disagree ☐ | Strongly Disagree ☐ |

| 30 | I am proud to be a user consultant. | Strongly Agree ☐ | Agree ☐ | Neither Agree Nor Disagree ☐ | Disagree ☐ | Strongly Disagree ☐ |

| 31 | I communicate well with my manager. | Strongly Agree ☐ | Agree ☐ | Neither Agree Nor Disagree ☐ | Disagree ☐ | Strongly Disagree ☐ |

| 32 | I find my job enjoyable. | Strongly Agree ☐ | Agree ☐ | Neither Agree Nor Disagree ☐ | Disagree ☐ | Strongly Disagree ☐ |

| 33 | The benefits that are available are appropriate to my needs and those of my family. | Strongly Agree ☐ | Agree ☐ | Neither Agree Nor Disagree ☐ | Disagree ☐ | Strongly Disagree ☐ |

| 34 | My organisation encourages creative thinking and new ways of doing work. | Strongly Agree ☐ | Agree ☐ | Neither Agree Nor Disagree ☐ | Disagree ☐ | Strongly Disagree ☐ |
|----|---|---|---|---|---|---|
| 35 | I have freedom to use my own judgment in getting the job done. | Strongly Agree ☐ | Agree ☐ | Neither Agree Nor Disagree ☐ | Disagree ☐ | Strongly Disagree ☐ |
| 36 | The people I work with are committed to working together as a team. | Strongly Agree ☐ | Agree ☐ | Neither Agree Nor Disagree ☐ | Disagree ☐ | Strongly Disagree ☐ |
| 37 | My job gives me the opportunity to do what I am best at. | Strongly Agree ☐ | Agree ☐ | Neither Agree Nor Disagree ☐ | Disagree ☐ | Strongly Disagree ☐ |
| 38 | I do not have any physical discomfort when working on Expertdesk (consider furniture, headsets and equipment). | Strongly Agree ☐ | Agree ☐ | Neither Agree Nor Disagree ☐ | Disagree ☐ | Strongly Disagree ☐ |
| 39 | I can get help with private problems in my work environment. | Strongly Agree ☐ | Agree ☐ | Neither Agree Nor Disagree ☐ | Disagree ☐ | Strongly Disagree ☐ |
| 40 | Employees are kept informed about what other divisions are doing. | Strongly Agree ☐ | Agree ☐ | Neither Agree Nor Disagree ☐ | Disagree ☐ | Strongly Disagree ☐ |
| 41 | I am satisfied to the extent that I receive recognition by my manager for my contributions. | Strongly Agree ☐ | Agree ☐ | Neither Agree Nor Disagree ☐ | Disagree ☐ | Strongly Disagree ☐ |
| 42 | My department encourages a healthy balance between work and life issues. | Strongly Agree ☐ | Agree ☐ | Neither Agree Nor Disagree ☐ | Disagree ☐ | Strongly Disagree ☐ |
| 43 | In my organisation, grievance procedures are fair to all in their application. | Strongly Agree ☐ | Agree ☐ | Neither Agree Nor Disagree ☐ | Disagree ☐ | Strongly Disagree ☐ |
| 44 | I feel race discrimination is not a problem in my division. | Strongly Agree ☐ | Agree ☐ | Neither Agree Nor Disagree ☐ | Disagree ☐ | Strongly Disagree ☐ |

| 45 | I receive adequate support from my manager when I need it. | Strongly Agree ☐ | Agree ☐ | Neither Agree Nor Disagree ☐ | Disagree ☐ | Strongly Disagree ☐ |

| 46 | My organisation values the contribution I make as an employee. | Strongly Agree ☐ | Agree ☐ | Neither Agree Nor Disagree ☐ | Disagree ☐ | Strongly Disagree ☐ |

| 47 | When a problem is encountered the team focuses on fixing the problem rather than finding fault. | Strongly Agree ☐ | Agree ☐ | Neither Agree Nor Disagree ☐ | Disagree ☐ | Strongly Disagree ☐ |

| 48 | In my organisation people are praised when they do good work. | Strongly Agree ☐ | Agree ☐ | Neither Agree Nor Disagree ☐ | Disagree ☐ | Strongly Disagree ☐ |

| 49 | I am willing to go the extra mile if needed. | Strongly Agree ☐ | Agree ☐ | Neither Agree Nor Disagree ☐ | Disagree ☐ | Strongly Disagree ☐ |

| 50 | My mistakes are respectfully addressed by my manager. | Strongly Agree ☐ | Agree ☐ | Neither Agree Nor Disagree ☐ | Disagree ☐ | Strongly Disagree ☐ |

| 51 | I am kept informed about matters that affect me in my organisation. | Strongly Agree ☐ | Agree ☐ | Neither Agree Nor Disagree ☐ | Disagree ☐ | Strongly Disagree ☐ |

| 52 | In the last six months I have been spoken to about my career path in the organisation. | Strongly Agree ☐ | Agree ☐ | Neither Agree Nor Disagree ☐ | Disagree ☐ | Strongly Disagree ☐ |

| 53 | Within my division we trust each other. | Strongly Agree ☐ | Agree ☐ | Neither Agree Nor Disagree ☐ | Disagree ☐ | Strongly Disagree ☐ |

| 54 | I am provided with the equipment I need to do my job well. | Strongly Agree ☐ | Agree ☐ | Neither Agree Nor Disagree ☐ | Disagree ☐ | Strongly Disagree ☐ |

| 55 | My manager does not put me under pressure unnecessarily. | Strongly Agree ☐ | Agree ☐ | Neither Agree Nor Disagree ☐ | Disagree ☐ | Strongly Disagree ☐ |

| | | Strongly Agree | Agree | Neither Agree Nor Disagree | Disagree | Strongly Disagree |
|---|---|---|---|---|---|---|
| 56 | I have the necessary resources to perform my job on Expertdesk. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 57 | My colleagues take responsibility for calls they handle. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 58 | I take responsibility for calls that I handle. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 59 | I work in a relaxed/friendly environment. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 60 | I set goals for myself in the workplace. | ☐ | ☐ | ☐ | ☐ | ☐ |

# Appendix 2: Correlations matrix for Motivation, Hygiene and Equity Scales

Correlations

| | | Actual_Work | Responsibility | Achievement | Recognition | Advancement | Working_Conditions | Company_Policy_Administration | Peer_Relationships | Personal_Life | Supervision | Remuneration | Status | Job_Security | Equity_Mean | Intrinsic_Factors_Mean | Extrinsic_Factors |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Actual_Work | Pearson Correlation | 1 | .459** | .138 | .514** | .570** | .197 | .380* | .479** | .381* | .421** | -.087 | .613** | .381* | .474** | .634** | .557** |
| | Sig. (2-tailed) | | .003 | .395 | .001 | .000 | .223 | .016 | .002 | .015 | .007 | .594 | .000 | .015 | .002 | .000 | .000 |
| | N | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 |
| Responsibility | Pearson Correlation | .459** | 1 | .175 | .437** | .401* | .224 | .563** | .533** | .359* | .546** | -.208 | .274 | .092 | .485** | .562** | .502** |
| | Sig. (2-tailed) | .003 | | .281 | .005 | .010 | .164 | .000 | .000 | .023 | .000 | .198 | .087 | .573 | .002 | .000 | .001 |
| | N | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 |
| Achievement | Pearson Correlation | 138 | .175 | 1 | .321* | .098 | .302 | .069 | -.010 | .376* | .311 | -.034 | .384* | .213 | .039 | .320* | .193 |
| | Sig. (2-tailed) | .395 | .281 | | .044 | .547 | .058 | .673 | .953 | .017 | .051 | .836 | .015 | .187 | .809 | .044 | .234 |
| | N | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 |
| Recognition | Pearson Correlation | .514** | .437** | .321* | 1 | .451** | .491** | .582** | .584** | .542** | .393* | 105 | .491** | .448** | .463** | .714** | .591** |
| | Sig. (2-tailed) | .001 | .005 | .044 | | .003 | .001 | .000 | .000 | .000 | .012 | .519 | .001 | .004 | .003 | .000 | .000 |
| | N | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 |
| Advancement | Pearson Correlation | .570** | .401* | .098 | .451** | 1 | .300 | .575** | .429** | .258 | .477** | .143 | .456** | .341* | .550** | .616** | .586** |
| | Sig. (2-tailed) | .000 | .010 | .547 | .003 | | .060 | .000 | .006 | .108 | .002 | .379 | .003 | .031 | .000 | .000 | .000 |
| | N | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 |
| Working_Conditions | Pearson Correlation | .197 | .224 | .302 | .491** | .300 | 1 | .609** | .293 | .424** | .342* | -.203 | .374* | .197 | .261 | .422** | .643** |
| | Sig. (2-tailed) | .223 | .164 | .058 | .001 | .060 | | .000 | .066 | .006 | .031 | .209 | .017 | .223 | .103 | .007 | .000 |
| | N | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 |
| Company_Policy_Administration | Pearson Correlation | .380* | .563** | .069 | .582** | .575** | .609** | 1 | .405** | .536** | .502** | -.116 | .347* | .320* | .592** | .643** | .773** |
| | Sig. (2-tailed) | .016 | .000 | .673 | .000 | .000 | .000 | | .010 | .000 | .001 | .475 | .028 | .044 | .000 | .000 | .000 |
| | N | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 |
| Peer_Relationships | Pearson Correlation | .479** | .533** | -.010 | .584** | .429** | .293 | .405** | 1 | .228 | .407** | -.017 | .252 | .061 | .345* | .545** | .558** |
| | Sig. (2-tailed) | .002 | .000 | .953 | .000 | .006 | .066 | .010 | | .157 | .009 | .916 | .117 | .709 | .029 | .000 | .000 |
| | N | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 |
| Personal_Life | Pearson Correlation | .381* | .359* | .376* | .542** | .258 | .424** | .536** | .228 | 1 | .503** | .061 | .257 | .381* | .332* | .424** | .547** |
| | Sig. (2-tailed) | .015 | .023 | .017 | .000 | .108 | .006 | .000 | .157 | | .001 | .708 | .109 | .015 | .036 | .006 | .000 |
| | N | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 |
| Supervision | Pearson Correlation | .421** | .546** | .311 | .393* | .477** | .342* | .502** | .407** | .503** | 1 | .040 | .419** | 140 | .653** | .613** | .657** |
| | Sig. (2-tailed) | .007 | .000 | .051 | .012 | .002 | .031 | .001 | .009 | .001 | | .808 | .007 | .388 | .000 | .000 | .000 |
| | N | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 |
| Remuneration | Pearson Correlation | -.087 | -.208 | -.034 | 105 | .143 | -.203 | -.116 | -.017 | .061 | .040 | 1 | 160 | .247 | .091 | .047 | 136 |
| | Sig. (2-tailed) | .594 | .198 | .836 | .519 | .379 | .209 | .475 | .916 | .708 | .808 | | .325 | .124 | .575 | .775 | 404 |
| | N | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 |
| Status | Pearson Correlation | .613** | .274 | .384* | .491** | .456** | .374* | .347* | .252 | .257 | .419** | .160 | 1 | .389* | .421** | .702** | .493** |
| | Sig. (2-tailed) | .000 | .087 | .015 | .001 | .003 | .017 | .028 | .117 | .109 | .007 | .325 | | .013 | .007 | .000 | .001 |
| | N | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 |
| Job_Security | Pearson Correlation | .381* | .092 | .213 | .448** | .341* | .197 | .320* | .061 | .381* | .140 | .247 | .389* | 1 | .145 | .479** | .373* |
| | Sig. (2-tailed) | .015 | .573 | .187 | .004 | .031 | .223 | .044 | .709 | .015 | .388 | .124 | .013 | | .373 | .002 | .018 |
| | N | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 |
| Equity_Mean | Pearson Correlation | .474** | .485** | .039 | .463** | .550** | .261 | .592** | .345* | .332* | .653** | .091 | .421** | .145 | 1 | .586** | .518** |
| | Sig. (2-tailed) | .002 | .002 | .809 | .003 | .000 | .103 | .000 | .029 | .036 | .000 | .575 | .007 | .373 | | .000 | .001 |
| | N | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 |
| Intrinsic_Factors_Mean | Pearson Correlation | .634** | .562** | .320* | .714** | .616** | .422** | .643** | .545** | .424** | .613** | .047 | .702** | .479** | .586** | 1 | .700** |
| | Sig. (2-tailed) | .000 | .000 | .044 | .000 | .000 | .007 | .000 | .000 | .006 | .000 | .775 | .000 | .002 | .000 | | .000 |
| | N | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 |
| Extrinsic_Factors | Pearson Correlation | .557** | .502** | .193 | .591** | .586** | 643** | .773** | .558** | .547** | .657** | 136 | .493** | .373* | .518** | .700** | 1 |
| | Sig. (2-tailed) | .000 | .001 | .234 | .000 | .000 | .000 | .000 | .000 | .000 | .000 | .404 | .001 | .018 | .001 | .000 | |
| | N | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 |

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

# Reliability Actual work

## Warnings

| |
|---|
| The covariance matrix is calculated and used in the analysis. |

## Case Processing Summary

| | | N | % |
|---|---|---|---|
| Cases | Valid | 40 | 100.0 |
| | Excluded[a] | 0 | .0 |
| | Total | 40 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

## Reliability Statistics

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|---|---|---|
| .861 | .862 | 4 |

## Inter-Item Correlation Matrix

| | I find my job challenging | I find my job enjoyable | I find the work that I do interesting. | My job gives me the opportunity to do what I am best at |
|---|---|---|---|---|
| I find my job challenging | 1.000 | .555 | .742 | .700 |
| I find my job enjoyable | .555 | 1.000 | .580 | .513 |
| I find the work that I do interesting. | .742 | .580 | 1.000 | .565 |
| My job gives me the opportunity to do what I am best at | .700 | .513 | .565 | 1.000 |

The covariance matrix is calculated and used in the analysis.

# Reliability Responsibility

## Warnings

| |
|---|
| The covariance matrix is calculated and used in the analysis. |

**Case Processing Summary**

|        |                       | N  | %     |
|--------|-----------------------|----|-------|
| Cases  | Valid                 | 40 | 100.0 |
|        | Excluded[a]           | 0  | .0    |
|        | Total                 | 40 | 100.0 |

a. Listwise deletion based on all
   variables in the procedure.

**Reliability Statistics**

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|------------------|----------------------------------------------|------------|
| .494             | .419                                         | 5          |

**Inter-Item Correlation Matrix**

|  | I take responsibility for calls that I handle. | I have freedom to use my own judgment in getting the job done | My organization encourages creative thinking and new ways of doing work | I follow up on calls/problems that I am unable to resolve myself. | My colleagues take responsibility for calls they handle. |
|---|---|---|---|---|---|
| I take responsibility for calls that I handle. | 1.000 | .099 | -.146 | .345 | .041 |
| I have freedom to use my own judgment in getting the job done | .099 | 1.000 | .448 | -.088 | .403 |
| My organization encourages creative thinking and new ways of doing work | -.146 | .448 | 1.000 | -.316 | .403 |
| I follow up on calls/problems that I am unable to resolve myself. | .345 | -.088 | -.316 | 1.000 | .073 |
| My colleagues take responsibility for calls they handle. | .041 | .403 | .403 | .073 | 1.000 |

The covariance matrix is calculated and used in the analysis.

# Reliability Achievment

**Warnings**

| The covariance matrix is calculated and used in the analysis. |
|---|

**Case Processing Summary**

| | | N | % |
|---|---|---|---|
| Cases | Valid | 40 | 100.0 |
| | Excluded[a] | 0 | .0 |
| | Total | 40 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|---|---|---|
| .686 | .689 | 4 |

**Inter-Item Correlation Matrix**

| | I am committed to producing the highest quality work | I am willing to go the extra mile if needed | I set goals for myself in the workplace | I strive to achieve my goals set within my workplace. |
|---|---|---|---|---|
| I am committed to producing the highest quality work | 1.000 | .256 | .226 | .430 |
| I am willing to go the extra mile if needed | .256 | 1.000 | .380 | .340 |
| I set goals for myself in the workplace | .226 | .380 | 1.000 | .504 |
| I strive to achieve my goals set within my workplace. | .430 | .340 | .504 | 1.000 |

The covariance matrix is calculated and used in the analysis.

# Reliability Recognition

**Warnings**

| The covariance matrix is calculated and used in the analysis. |
|---|

**Case Processing Summary**

| | | N | % |
|---|---|---|---|
| Cases | Valid | 40 | 100.0 |
| | Excluded[a] | 0 | .0 |
| | Total | 40 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|---|---|---|
| .782 | .784 | 4 |

**Inter-Item Correlation Matrix**

| | My peers recognise me when I do a good job | I am satisfied to the extent that I receive recognition by my manager for my contributions. | My organization values the contribution I make as an employee | In my organization people are praised when they do good work. |
|---|---|---|---|---|
| My peers recognise me when I do a good job | 1.000 | .315 | .498 | .395 |
| I am satisfied to the extent that I receive recognition by my manager for my contributions. | .315 | 1.000 | .511 | .535 |
| My organization values the contribution I make as an employee | .498 | .511 | 1.000 | .596 |
| In my organization people are praised when they do good work. | .395 | .535 | .596 | 1.000 |

The covariance matrix is calculated and used in the analysis.

# Reliability Advancement

**Warnings**

| The covariance matrix is calculated and used in the analysis. |
|---|

**Case Processing Summary**

| | | N | % |
|---|---|---|---|
| Cases | Valid | 40 | 100.0 |
| | Excluded[a] | 0 | .0 |
| | Total | 40 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|---|---|---|
| .579 | .587 | 3 |

**Inter-Item Correlation Matrix**

| | I believe that career paths exist for someone like me in my organisation | I am given the opportunity to improve my skills | In the last six months I have been spoken to about my career path in the organization. |
|---|---|---|---|
| I believe that career paths exist for someone like me in my organisation | 1.000 | .225 | .361 |
| I am given the opportunity to improve my skills | .225 | 1.000 | .378 |
| In the last six months I have been spoken to about my career path in the organization. | .361 | .378 | 1.000 |

The covariance matrix is calculated and used in the analysis.

# Reliability Working Conditions

**Warnings**

| |
|---|
| The covariance matrix is calculated and used in the analysis. |

**Case Processing Summary**

| | | N | % |
|---|---|---|---|
| Cases | Valid | 40 | 100.0 |
| | Excluded[a] | 0 | .0 |
| | Total | 40 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|---|---|---|
| .729 | .725 | 4 |

**Inter-Item Correlation Matrix**

| | I do not have any physical discomfort when working on Expertdesk (consider furniture, headsets and equipment) | I have the necessary resources to perform my job on Expertdesk | I work in a relaxed/frien dly environment. | I am provided with the equipment I need to do my job well. |
|---|---|---|---|---|
| I do not have any physical discomfort when working on Expertdesk (consider furniture, headsets and equipment) | 1.000 | .552 | .299 | .357 |
| I have the necessary resources to perform my job on Expertdesk | .552 | 1.000 | .180 | .654 |
| I work in a relaxed/friendly environment. | .299 | .180 | 1.000 | .342 |
| I am provided with the equipment I need to do my job well. | .357 | .654 | .342 | 1.000 |

The covariance matrix is calculated and used in the analysis.

# Reliability Company Policy and Administartion

**Warnings**

| The covariance matrix is calculated and used in the analysis. |
|---|

**Case Processing Summary**

| | | N | % |
|---|---|---|---|
| Cases | Valid | 40 | 100.0 |
| | Excluded[a] | 0 | .0 |
| | Total | 40 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|---|---|---|
| .825 | .825 | 5 |

**Inter-Item Correlation Matrix**

| | I am kept informed about matters that affect me in my organisation | I know what is expected of me in my job. | Information about policies and procedures within my division are readily available to everyone. | Employees are kept informed about what other divisions are doing. | Information about the organization's performance is communicated to all employees. |
|---|---|---|---|---|---|
| I am kept informed about matters that affect me in my organisation | 1.000 | .564 | .535 | .654 | .391 |
| I know what is expected of me in my job. | .564 | 1.000 | .609 | .313 | .218 |
| Information about policies and procedures within my division are readily available to everyone. | .535 | .609 | 1.000 | .556 | .347 |
| Employees are kept informed about what other divisions are doing. | .654 | .313 | .556 | 1.000 | .669 |
| Information about the organization's performance is communicated to all employees. | .391 | .218 | .347 | .669 | 1.000 |

The covariance matrix is calculated and used in the analysis.

# Reliability Peer Relationships

**Warnings**

The covariance matrix is calculated and used in the analysis.

**Case Processing Summary**

| | | N | % |
|---|---|---|---|
| Cases | Valid | 40 | 100.0 |
| | Excluded[a] | 0 | .0 |
| | Total | 40 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|---|---|---|
| .737 | .708 | 6 |

**Inter-Item Correlation Matrix**

| | My colleagues are congenial people to work with. | When a problem is encountered the team focuses on fixing the problem rather than finding fault. | Within my division we trust each other. | The people I work with are committed to working together as a team. | Within my division we motivate and support each other. | I have friends amongst those people with whom I work. |
|---|---|---|---|---|---|---|
| My colleagues are congenial people to work with. | 1.000 | .339 | .239 | .491 | .626 | .130 |
| When a problem is encountered the team focuses on fixing the problem rather than finding fault. | .339 | 1.000 | .356 | .385 | .527 | .143 |
| Within my division we trust each other. | .239 | .356 | 1.000 | .555 | .286 | -.063 |
| The people I work with are committed to working together as a team. | .491 | .385 | .555 | 1.000 | .643 | -.232 |
| Within my division we motivate and support each other. | .626 | .527 | .286 | .643 | 1.000 | -.102 |
| I have friends amongst those people with whom I work. | .130 | .143 | -.063 | -.232 | -.102 | 1.000 |

The covariance matrix is calculated and used in the analysis.

# Reliability Personal Life

**Warnings**

| The covariance matrix is calculated and used in the analysis. |
|---|

**Case Processing Summary**

| | | N | % |
|---|---|---|---|
| Cases | Valid | 40 | 100.0 |
| | Excluded[a] | 0 | .0 |
| | Total | 40 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|---|---|---|
| .453 | .452 | 3 |

**Inter-Item Correlation Matrix**

| | I can get help with private problems in my work environment | I have the flexibility to arrange work schedules to meet my family needs. | My department encourages a healthy balance between work and life issues. |
|---|---|---|---|
| I can get help with private problems in my work environment | 1.000 | -.031 | .127 |
| I have the flexibility to arrange work schedules to meet my family needs. | -.031 | 1.000 | .550 |
| My department encourages a healthy balance between work and life issues. | .127 | .550 | 1.000 |

The covariance matrix is calculated and used in the analysis.

# Reliability Supervision

**Warnings**

| |
|---|
| The covariance matrix is calculated and used in the analysis. |

**Case Processing Summary**

| | | N | % |
|---|---|---|---|
| Cases | Valid | 40 | 100.0 |
| | Excluded[a] | 0 | .0 |
| | Total | 40 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|---|---|---|
| .875 | .877 | 7 |

**Inter-Item Correlation Matrix**

| | I receive adequate support from my manager when I need it | My mistakes are respectfully addressed by my manager | I receive adequate feedback from my manager | My manager does not put me under pressure unnecessarily | I communicate well with my manager. | My immediate manager involves me in decisions that affect my job and work performance. | I am inspired and motivated my management in this department. |
|---|---|---|---|---|---|---|---|
| I receive adequate support from my manager when I need it | 1.000 | .392 | .604 | .585 | .553 | .461 | .434 |
| My mistakes are respectfully addressed by my manager | .392 | 1.000 | .613 | .509 | .468 | .491 | .488 |
| I receive adequate feedback from my manager | .604 | .613 | 1.000 | .367 | .614 | .589 | .531 |
| My manager does not put me under pressure unnecessarily | .585 | .509 | .367 | 1.000 | .428 | .332 | .437 |
| I communicate well with my manager. | .553 | .468 | .614 | .428 | 1.000 | .650 | .575 |
| My immediate manager involves me in decisions that affect my job and work performance. | .461 | .491 | .589 | .332 | .650 | 1.000 | .498 |
| I am inspired and motivated my management in this department. | .434 | .488 | .531 | .437 | .575 | .498 | 1.000 |

The covariance matrix is calculated and used in the analysis.

# Reliability Remuneration

**Warnings**

The covariance matrix is calculated and used in the analysis.

**Case Processing Summary**

| | | N | % |
|---|---|---|---|
| Cases | Valid | 40 | 100.0 |
| | Excluded[a] | 0 | .0 |
| | Total | 40 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|---|---|---|
| .645 | .646 | 3 |

**Inter-Item Correlation Matrix**

| | I am satisfied with the salary I receive. | The benefits that are available are appropriate to my needs and those of my family. | My total remuneration package is market related. |
|---|---|---|---|
| I am satisfied with the salary I receive. | 1.000 | .463 | .460 |
| The benefits that are available are appropriate to my needs and those of my family. | .463 | 1.000 | .212 |
| My total remuneration package is market related. | .460 | .212 | 1.000 |

The covariance matrix is calculated and used in the analysis.

# Reliability Status

**Warnings**

| The covariance matrix is calculated and used in the analysis. |
|---|

**Case Processing Summary**

| | | N | % |
|---|---|---|---|
| Cases | Valid | 40 | 100.0 |
| | Excluded[a] | 0 | .0 |
| | Total | 40 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|---|---|---|
| .635 | .635 | 3 |

**Inter-Item Correlation Matrix**

| | I am satisfied with my current position. | I am proud to be a user consultant. | I am proud of the role I perform in my department. |
|---|---|---|---|
| I am satisfied with my current position. | 1.000 | .315 | .255 |
| I am proud to be a user consultant. | .315 | 1.000 | .530 |
| I am proud of the role I perform in my department. | .255 | .530 | 1.000 |

The covariance matrix is calculated and used in the analysis.

# Reliability Job Security

**Warnings**

| The covariance matrix is calculated and used in the analysis. |
|---|

**Case Processing Summary**

| | | N | % |
|---|---|---|---|
| Cases | Valid | 40 | 100.0 |
| | Excluded[a] | 0 | .0 |
| | Total | 40 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|---|---|---|
| .766 | .766 | 3 |

**Inter-Item Correlation Matrix**

| | I feel I am secure in my job. | I foresee no imminent threats that can negatively affect my position in the company. | I feel I occupy a stable position in my department. |
|---|---|---|---|
| I feel I am secure in my job. | 1.000 | .520 | .663 |
| I foresee no imminent threats that can negatively affect my position in the company. | .520 | 1.000 | .383 |
| I feel I occupy a stable position in my department. | .663 | .383 | 1.000 |

The covariance matrix is calculated and used in the analysis.

# Reliability Equity

**Warnings**

| The covariance matrix is calculated and used in the analysis. |
|---|

**Case Processing Summary**

| | | N | % |
|---|---|---|---|
| Cases | Valid | 40 | 100.0 |
| | Excluded[a] | 0 | .0 |
| | Total | 40 | 100.0 |

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | N of Items |
|---|---|---|
| .769 | .751 | 6 |

## Inter-Item Correlation Matrix

| | I feel favouritism is not a problem in my division | My manager is consistent in all decisions made | I feel race discrimination is not a problem in my division | In my organization, grievance procedures are fair to all in their application. | In my organization men and woman are treated equitably regardless of there gender. | My total remuneration package matches the responsibilities that I have. |
|---|---|---|---|---|---|---|
| I feel favouritism is not a problem in my division | 1.000 | .545 | .410 | .477 | .420 | .179 |
| My manager is consistent in all decisions made | .545 | 1.000 | .616 | .428 | .700 | -.174 |
| I feel race discrimination is not a problem in my division | .410 | .616 | 1.000 | .344 | .656 | .064 |
| In my organization, grievance procedures are fair to all in their application. | .477 | .428 | .344 | 1.000 | .497 | -.109 |
| In my organization men and woman are treated equitably regardless of there gender. | .420 | .700 | .656 | .497 | 1.000 | -.043 |
| My total remuneration package matches the responsibilities that I have. | .179 | -.174 | .064 | -.109 | -.043 | 1.000 |

The covariance matrix is calculated and used in the analysis.

# Appendix 4: Crosstabulation Analysis

**I find my job challenging * Campus of employment Crosstabulation**

| | | | Campus of employment | | | Total |
|---|---|---|---|---|---|---|
| | | | Westville Campus | PMB Campus | Howard College Campus | |
| I find my job challenging | Strongly Agree | Count | 1 | 0 | 1 | 2 |
| | | % within I find my job challenging | 50.0% | .0% | 50.0% | 100.0% |
| | | % within Campus of employment | 11.1% | .0% | 4.3% | 5.0% |
| | | % of Total | 2.5% | .0% | 2.5% | 5.0% |
| | Agree | Count | 4 | 1 | 5 | 10 |
| | | % within I find my job challenging | 40.0% | 10.0% | 50.0% | 100.0% |
| | | % within Campus of employment | 44.4% | 12.5% | 21.7% | 25.0% |
| | | % of Total | 10.0% | 2.5% | 12.5% | 25.0% |
| | Neither Agree Nor Disagree | Count | 1 | 3 | 9 | 13 |
| | | % within I find my job challenging | 7.7% | 23.1% | 69.2% | 100.0% |
| | | % within Campus of employment | 11.1% | 37.5% | 39.1% | 32.5% |
| | | % of Total | 2.5% | 7.5% | 22.5% | 32.5% |
| | Disagree | Count | 2 | 2 | 4 | 8 |
| | | % within I find my job challenging | 25.0% | 25.0% | 50.0% | 100.0% |
| | | % within Campus of employment | 22.2% | 25.0% | 17.4% | 20.0% |
| | | % of Total | 5.0% | 5.0% | 10.0% | 20.0% |
| | Strongly Disagree | Count | 1 | 2 | 4 | 7 |
| | | % within I find my job challenging | 14.3% | 28.6% | 57.1% | 100.0% |
| | | % within Campus of employment | 11.1% | 25.0% | 17.4% | 17.5% |
| | | % of Total | 2.5% | 5.0% | 10.0% | 17.5% |
| Total | | Count | 9 | 8 | 23 | 40 |
| | | % within I find my job challenging | 22.5% | 20.0% | 57.5% | 100.0% |
| | | % within Campus of employment | 100.0% | 100.0% | 100.0% | 100.0% |
| | | % of Total | 22.5% | 20.0% | 57.5% | 100.0% |

**My job gives me the opportunity to do what I am best at * Campus of employment Crosstabulation**

| | | | Campus of employment | | | |
|---|---|---|---|---|---|---|
| | | | Westville Campus | PMB Campus | Howard College Campus | Total |
| My job gives me the opportunity to do what I am best at | Agree | Count | 5 | 2 | 6 | 13 |
| | | % within My job gives me the opportunity to do what I am best at | 38.5% | 15.4% | 46.2% | 100.0% |
| | | % within Campus of employment | 55.6% | 25.0% | 26.1% | 32.5% |
| | | % of Total | 12.5% | 5.0% | 15.0% | 32.5% |
| | Neither Agree Nor Disagree | Count | 1 | 2 | 5 | 8 |
| | | % within My job gives me the opportunity to do what I am best at | 12.5% | 25.0% | 62.5% | 100.0% |
| | | % within Campus of employment | 11.1% | 25.0% | 21.7% | 20.0% |
| | | % of Total | 2.5% | 5.0% | 12.5% | 20.0% |
| | Disagree | Count | 2 | 2 | 7 | 11 |
| | | % within My job gives me the opportunity to do what I am best at | 18.2% | 18.2% | 63.6% | 100.0% |
| | | % within Campus of employment | 22.2% | 25.0% | 30.4% | 27.5% |
| | | % of Total | 5.0% | 5.0% | 17.5% | 27.5% |
| | Strongly Disagree | Count | 1 | 2 | 5 | 8 |
| | | % within My job gives me the opportunity to do what I am best at | 12.5% | 25.0% | 62.5% | 100.0% |
| | | % within Campus of employment | 11.1% | 25.0% | 21.7% | 20.0% |
| | | % of Total | 2.5% | 5.0% | 12.5% | 20.0% |
| Total | | Count | 9 | 8 | 23 | 40 |
| | | % within My job gives me the opportunity to do what I am best at | 22.5% | 20.0% | 57.5% | 100.0% |
| | | % within Campus of employment | 100.0% | 100.0% | 100.0% | 100.0% |
| | | % of Total | 22.5% | 20.0% | 57.5% | 100.0% |

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**Advancement * Campus of employment Crosstabulation**

| | | | Campus of employment | | | |
|---|---|---|---|---|---|---|
| | | | Westville Campus | PMB Campus | Howard College Campus | Total |
| Advancement | Strongly Agree | Count | 0 | 0 | 1 | 1 |
| | | % within Campus of employment | .0% | .0% | 4.3% | 2.5% |
| | Agree | Count | 0 | 1 | 3 | 4 |
| | | % within Campus of employment | .0% | 12.5% | 13.0% | 10.0% |
| | Neither Agree Nor Disagree | Count | 6 | 3 | 4 | 13 |
| | | % within Campus of employment | 66.7% | 37.5% | 17.4% | 32.5% |
| | Disagree | Count | 2 | 3 | 11 | 16 |
| | | % within Campus of employment | 22.2% | 37.5% | 47.8% | 40.0% |
| | Strongly Disagree | Count | 1 | 1 | 4 | 6 |
| | | % within Campus of employment | 11.1% | 12.5% | 17.4% | 15.0% |
| Total | | Count | 9 | 8 | 23 | 40 |
| | | % within Campus of employment | 100.0% | 100.0% | 100.0% | 100.0% |

**I believe that career paths exist for someone like me in my organisation * Race Crosstabulation**

| | | | Race | | | | Total |
|---|---|---|---|---|---|---|---|
| | | | Black | Indian | Coloured | White | |
| I believe that career paths exist for someone like me in my organisation | Strongly Agree | Count | 0 | 2 | 0 | 0 | 2 |
| | | % within I believe that career paths exist for someone like me in my organisation | .0% | 100.0% | .0% | .0% | 100.0% |
| | | % within Race | .0% | 8.3% | .0% | .0% | 5.0% |
| | | % of Total | .0% | 5.0% | .0% | .0% | 5.0% |
| | Agree | Count | 3 | 3 | 0 | 0 | 6 |
| | | % within I believe that career paths exist for someone like me in my organisation | 50.0% | 50.0% | .0% | .0% | 100.0% |
| | | % within Race | 30.0% | 12.5% | .0% | .0% | 15.0% |
| | | % of Total | 7.5% | 7.5% | .0% | .0% | 15.0% |
| | Neither Agree Nor Disagree | Count | 2 | 8 | 1 | 0 | 11 |
| | | % within I believe that career paths exist for someone like me in my organisation | 18.2% | 72.7% | 9.1% | .0% | 100.0% |
| | | % within Race | 20.0% | 33.3% | 50.0% | .0% | 27.5% |
| | | % of Total | 5.0% | 20.0% | 2.5% | .0% | 27.5% |
| | Disagree | Count | 0 | 4 | 0 | 1 | 5 |
| | | % within I believe that career paths exist for someone like me in my organisation | .0% | 80.0% | .0% | 20.0% | 100.0% |
| | | % within Race | .0% | 16.7% | .0% | 25.0% | 12.5% |
| | | % of Total | .0% | 10.0% | .0% | 2.5% | 12.5% |
| | Strongly Disagree | Count | 5 | 7 | 1 | 3 | 16 |
| | | % within I believe that career paths exist for someone like me in my organisation | 31.3% | 43.8% | 6.3% | 18.8% | 100.0% |
| | | % within Race | 50.0% | 29.2% | 50.0% | 75.0% | 40.0% |
| | | % of Total | 12.5% | 17.5% | 2.5% | 7.5% | 40.0% |
| Total | | Count | 10 | 24 | 2 | 4 | 40 |
| | | % within I believe that career paths exist for someone like me in my organisation | 25.0% | 60.0% | 5.0% | 10.0% | 100.0% |
| | | % within Race | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| | | % of Total | 25.0% | 60.0% | 5.0% | 10.0% | 100.0% |

**Peer_Relationships * Campus of employment Crosstabulation**

| | | | Campus of employment | | Howard College Campus | Total |
|---|---|---|---|---|---|---|
| | | | Westville Campus | PMB Campus | | |
| Peer_Relationships | Strongly Agree | Count | 0 | 0 | 1 | 1 |
| | | % within Campus of employment | .0% | .0% | 4.3% | 2.5% |
| | Agree | Count | 5 | 1 | 9 | 15 |
| | | % within Campus of employment | 55.6% | 12.5% | 39.1% | 37.5% |
| | Neither Agree Nor Disagree | Count | 4 | 5 | 10 | 19 |
| | | % within Campus of employment | 44.4% | 62.5% | 43.5% | 47.5% |
| | Disagree | Count | 0 | 2 | 3 | 5 |
| | | % within Campus of employment | .0% | 25.0% | 13.0% | 12.5% |
| Total | | Count | 9 | 8 | 23 | 40 |
| | | % within Campus of employment | 100.0% | 100.0% | 100.0% | 100.0% |

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**Within my division we trust each other. * Campus of employment Crosstabulation**

| | | | Campus of employment | | | Total |
|---|---|---|---|---|---|---|
| | | | Westville Campus | PMB Campus | Howard College Campus | |
| Within my division we trust each other. | Strongly Agree | Count | 0 | 0 | 1 | 1 |
| | | % within Within my division we trust each other. | .0% | .0% | 100.0% | 100.0% |
| | | % within Campus of employment | .0% | .0% | 4.3% | 2.5% |
| | | % of Total | .0% | .0% | 2.5% | 2.5% |
| | Agree | Count | 3 | 0 | 4 | 7 |
| | | % within Within my division we trust each other. | 42.9% | .0% | 57.1% | 100.0% |
| | | % within Campus of employment | 33.3% | .0% | 17.4% | 17.5% |
| | | % of Total | 7.5% | .0% | 10.0% | 17.5% |
| | Neither Agree Nor Disagree | Count | 3 | 1 | 6 | 10 |
| | | % within Within my division we trust each other. | 30.0% | 10.0% | 60.0% | 100.0% |
| | | % within Campus of employment | 33.3% | 12.5% | 26.1% | 25.0% |
| | | % of Total | 7.5% | 2.5% | 15.0% | 25.0% |
| | Disagree | Count | 2 | 6 | 7 | 15 |
| | | % within Within my division we trust each other. | 13.3% | 40.0% | 46.7% | 100.0% |
| | | % within Campus of employment | 22.2% | 75.0% | 30.4% | 37.5% |
| | | % of Total | 5.0% | 15.0% | 17.5% | 37.5% |
| | Strongly Disagree | Count | 1 | 1 | 5 | 7 |
| | | % within Within my division we trust each other. | 14.3% | 14.3% | 71.4% | 100.0% |
| | | % within Campus of employment | 11.1% | 12.5% | 21.7% | 17.5% |
| | | % of Total | 2.5% | 2.5% | 12.5% | 17.5% |
| Total | | Count | 9 | 8 | 23 | 40 |
| | | % within Within my division we trust each other. | 22.5% | 20.0% | 57.5% | 100.0% |
| | | % within Campus of employment | 100.0% | 100.0% | 100.0% | 100.0% |
| | | % of Total | 22.5% | 20.0% | 57.5% | 100.0% |

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**Personal_Life * Campus of employment Crosstabulation**

| | | | Campus of employment | | | |
|---|---|---|---|---|---|---|
| | | | Westville Campus | PMB Campus | Howard College Campus | Total |
| Personal_Life | Agree | Count | 4 | 1 | 4 | 9 |
| | | % within Campus of employment | 44.4% | 12.5% | 17.4% | 22.5% |
| | Neither Agree Nor Disagree | Count | 4 | 4 | 12 | 20 |
| | | % within Campus of employment | 44.4% | 50.0% | 52.2% | 50.0% |
| | Disagree | Count | 1 | 3 | 7 | 11 |
| | | % within Campus of employment | 11.1% | 37.5% | 30.4% | 27.5% |
| Total | | Count | 9 | 8 | 23 | 40 |
| | | % within Campus of employment | 100.0% | 100.0% | 100.0% | 100.0% |

**Personal_Life * Gender Crosstabulation**

| | | | Gender | | Total |
|---|---|---|---|---|---|
| | | | Male | Female | |
| Personal_Life | Agree | Count | 8 | 1 | 9 |
| | | % within Gender | 25.0% | 12.5% | 22.5% |
| | Neither Agree Nor Disagree | Count | 17 | 3 | 20 |
| | | % within Gender | 53.1% | 37.5% | 50.0% |
| | Disagree | Count | 7 | 4 | 11 |
| | | % within Gender | 21.9% | 50.0% | 27.5% |
| Total | | Count | 32 | 8 | 40 |
| | | % within Gender | 100.0% | 100.0% | 100.0% |

**Personal_Life * No. of dependants Crosstabulation**

| | | | No. of dependants | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|
| | | | None | 1 | 2 | 3 | 4 | 5 and above | |
| Personal_Life | Agree | Count | 2 | 2 | 2 | 2 | 0 | 1 | 9 |
| | | % within No. of dependants | 28.6% | 22.2% | 20.0% | 25.0% | .0% | 50.0% | 22.5% |
| | Neither Agree Nor Disagree | Count | 3 | 5 | 6 | 2 | 3 | 1 | 20 |
| | | % within No. of dependants | 42.9% | 55.6% | 60.0% | 25.0% | 75.0% | 50.0% | 50.0% |
| | Disagree | Count | 2 | 2 | 2 | 4 | 1 | 0 | 11 |
| | | % within No. of dependants | 28.6% | 22.2% | 20.0% | 50.0% | 25.0% | .0% | 27.5% |
| Total | | Count | 7 | 9 | 10 | 8 | 4 | 2 | 40 |
| | | % within No. of dependants | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

**Supervision * Campus of employment Crosstabulation**

| | | | Campus of employment | | | Total |
|---|---|---|---|---|---|---|
| | | | Westville Campus | PMB Campus | Howard College Campus | |
| Supervision | Agree | Count | 5 | 1 | 6 | 12 |
| | | % within Campus of employment | 55.6% | 12.5% | 26.1% | 30.0% |
| | Neither Agree Nor Disagree | Count | 3 | 4 | 9 | 16 |
| | | % within Campus of employment | 33.3% | 50.0% | 39.1% | 40.0% |
| | Disagree | Count | 1 | 3 | 8 | 12 |
| | | % within Campus of employment | 11.1% | 37.5% | 34.8% | 30.0% |
| Total | | Count | 9 | 8 | 23 | 40 |
| | | % within Campus of employment | 100.0% | 100.0% | 100.0% | 100.0% |

**Supervision * Gender Crosstabulation**

| | | | Gender | | Total |
|---|---|---|---|---|---|
| | | | Male | Female | |
| Supervision | Agree | Count | 11 | 1 | 12 |
| | | % within Gender | 34.4% | 12.5% | 30.0% |
| | Neither Agree Nor Disagree | Count | 13 | 3 | 16 |
| | | % within Gender | 40.6% | 37.5% | 40.0% |
| | Disagree | Count | 8 | 4 | 12 |
| | | % within Gender | 25.0% | 50.0% | 30.0% |
| Total | | Count | 32 | 8 | 40 |
| | | % within Gender | 100.0% | 100.0% | 100.0% |

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**I receive adequate support from my manager when I need it * Gender Crosstabulation**

| | | | Gender | | Total |
|---|---|---|---|---|---|
| | | | Male | Female | |
| I receive adequate support from my manager when I need it | Strongly Agree | Count | 3 | 0 | 3 |
| | | % within I receive adequate support from my manager when I need it | 100.0% | .0% | 100.0% |
| | | % within Gender | 9.4% | .0% | 7.5% |
| | | % of Total | 7.5% | .0% | 7.5% |
| | Agree | Count | 13 | 1 | 14 |
| | | % within I receive adequate support from my manager when I need it | 92.9% | 7.1% | 100.0% |
| | | % within Gender | 40.6% | 12.5% | 35.0% |
| | | % of Total | 32.5% | 2.5% | 35.0% |
| | Neither Agree Nor Disagree | Count | 8 | 4 | 12 |
| | | % within I receive adequate support from my manager when I need it | 66.7% | 33.3% | 100.0% |
| | | % within Gender | 25.0% | 50.0% | 30.0% |
| | | % of Total | 20.0% | 10.0% | 30.0% |
| | Disagree | Count | 7 | 2 | 9 |
| | | % within I receive adequate support from my manager when I need it | 77.8% | 22.2% | 100.0% |
| | | % within Gender | 21.9% | 25.0% | 22.5% |
| | | % of Total | 17.5% | 5.0% | 22.5% |
| | Strongly Disagree | Count | 1 | 1 | 2 |
| | | % within I receive adequate support from my manager when I need it | 50.0% | 50.0% | 100.0% |
| | | % within Gender | 3.1% | 12.5% | 5.0% |
| | | % of Total | 2.5% | 2.5% | 5.0% |
| Total | | Count | 32 | 8 | 40 |
| | | % within I receive adequate support from my manager when I need it | 80.0% | 20.0% | 100.0% |
| | | % within Gender | 100.0% | 100.0% | 100.0% |
| | | % of Total | 80.0% | 20.0% | 100.0% |

**My immediate manager involves me in decisions that affect my job and work performance. \* Gender Crosstabulation**

| | | | Gender | | Total |
|---|---|---|---|---|---|
| | | | Male | Female | |
| My immediate manager involves me in decisions that affect my job and work performance. | Strongly Agree | Count | 2 | 0 | 2 |
| | | % within My immediate manager involves me in decisions that affect my job and work performance. | 100.0% | .0% | 100.0% |
| | | % within Gender | 6.3% | .0% | 5.0% |
| | | % of Total | 5.0% | .0% | 5.0% |
| | Agree | Count | 12 | 1 | 13 |
| | | % within My immediate manager involves me in decisions that affect my job and work performance. | 92.3% | 7.7% | 100.0% |
| | | % within Gender | 37.5% | 12.5% | 32.5% |
| | | % of Total | 30.0% | 2.5% | 32.5% |
| | Neither Agree Nor Disagree | Count | 6 | 0 | 6 |
| | | % within My immediate manager involves me in decisions that affect my job and work performance. | 100.0% | .0% | 100.0% |
| | | % within Gender | 18.8% | .0% | 15.0% |
| | | % of Total | 15.0% | .0% | 15.0% |
| | Disagree | Count | 8 | 5 | 13 |
| | | % within My immediate manager involves me in decisions that affect my job and work performance. | 61.5% | 38.5% | 100.0% |
| | | % within Gender | 25.0% | 62.5% | 32.5% |
| | | % of Total | 20.0% | 12.5% | 32.5% |
| | Strongly Disagree | Count | 4 | 2 | 6 |
| | | % within My immediate manager involves me in decisions that affect my job and work performance. | 66.7% | 33.3% | 100.0% |
| | | % within Gender | 12.5% | 25.0% | 15.0% |
| | | % of Total | 10.0% | 5.0% | 15.0% |
| Total | | Count | 32 | 8 | 40 |
| | | % within My immediate manager involves me in decisions that affect my job and work performance. | 80.0% | 20.0% | 100.0% |
| | | % within Gender | 100.0% | 100.0% | 100.0% |
| | | % of Total | 80.0% | 20.0% | 100.0% |

**The benefits that are available are appropriate to my needs and those of my family. \* Campus of employment Crosstabulation**

| | | | Campus of employment | | | |
|---|---|---|---|---|---|---|
| | | | Westville Campus | PMB Campus | Howard College Campus | Total |
| The benefits that are available are appropriate to my needs and those of my family. | Agree | Count | 1 | 2 | 11 | 14 |
| | | % within The benefits that are available are appropriate to my needs and those of my family. | 7.1% | 14.3% | 78.6% | 100.0% |
| | | % within Campus of employment | 11.1% | 25.0% | 47.8% | 35.0% |
| | | % of Total | 2.5% | 5.0% | 27.5% | 35.0% |
| | Neither Agree Nor Disagree | Count | 2 | 2 | 5 | 9 |
| | | % within The benefits that are available are appropriate to my needs and those of my family. | 22.2% | 22.2% | 55.6% | 100.0% |
| | | % within Campus of employment | 22.2% | 25.0% | 21.7% | 22.5% |
| | | % of Total | 5.0% | 5.0% | 12.5% | 22.5% |
| | Disagree | Count | 3 | 3 | 5 | 11 |
| | | % within The benefits that are available are appropriate to my needs and those of my family. | 27.3% | 27.3% | 45.5% | 100.0% |
| | | % within Campus of employment | 33.3% | 37.5% | 21.7% | 27.5% |
| | | % of Total | 7.5% | 7.5% | 12.5% | 27.5% |
| | Strongly Disagree | Count | 3 | 1 | 2 | 6 |
| | | % within The benefits that are available are appropriate to my needs and those of my family. | 50.0% | 16.7% | 33.3% | 100.0% |
| | | % within Campus of employment | 33.3% | 12.5% | 8.7% | 15.0% |
| | | % of Total | 7.5% | 2.5% | 5.0% | 15.0% |
| Total | | Count | 9 | 8 | 23 | 40 |
| | | % within The benefits that are available are appropriate to my needs and those of my family. | 22.5% | 20.0% | 57.5% | 100.0% |
| | | % within Campus of employment | 100.0% | 100.0% | 100.0% | 100.0% |
| | | % of Total | 22.5% | 20.0% | 57.5% | 100.0% |

**The benefits that are available are appropriate to my needs and those of my family. * Gender Crosstabulation**

| | | | Gender | | Total |
|---|---|---|---|---|---|
| | | | Male | Female | |
| The benefits that are available are appropriate to my needs and those of my family. | Agree | Count | 9 | 5 | 14 |
| | | % within The benefits that are available are appropriate to my needs and those of my family. | 64.3% | 35.7% | 100.0% |
| | | % within Gender | 28.1% | 62.5% | 35.0% |
| | | % of Total | 22.5% | 12.5% | 35.0% |
| | Neither Agree Nor Disagree | Count | 8 | 1 | 9 |
| | | % within The benefits that are available are appropriate to my needs and those of my family. | 88.9% | 11.1% | 100.0% |
| | | % within Gender | 25.0% | 12.5% | 22.5% |
| | | % of Total | 20.0% | 2.5% | 22.5% |
| | Disagree | Count | 10 | 1 | 11 |
| | | % within The benefits that are available are appropriate to my needs and those of my family. | 90.9% | 9.1% | 100.0% |
| | | % within Gender | 31.3% | 12.5% | 27.5% |
| | | % of Total | 25.0% | 2.5% | 27.5% |
| | Strongly Disagree | Count | 5 | 1 | 6 |
| | | % within The benefits that are available are appropriate to my needs and those of my family. | 83.3% | 16.7% | 100.0% |
| | | % within Gender | 15.6% | 12.5% | 15.0% |
| | | % of Total | 12.5% | 2.5% | 15.0% |
| Total | | Count | 32 | 8 | 40 |
| | | % within The benefits that are available are appropriate to my needs and those of my family. | 80.0% | 20.0% | 100.0% |
| | | % within Gender | 100.0% | 100.0% | 100.0% |
| | | % of Total | 80.0% | 20.0% | 100.0% |

**The benefits that are available are appropriate to my needs and those of my family. * Marital status Crosstabulation**

| | | | Marital status | | | Total |
|---|---|---|---|---|---|---|
| | | | Single | Married | Divorced | |
| The benefits that are available are appropriate to my needs and those of my family. | Agree | Count | 3 | 11 | 0 | 14 |
| | | % within The benefits that are available are appropriate to my needs and those of my family. | 21.4% | 78.6% | .0% | 100.0% |
| | | % within Marital status | 20.0% | 50.0% | .0% | 35.0% |
| | | % of Total | 7.5% | 27.5% | .0% | 35.0% |
| | Neither Agree Nor Disagree | Count | 3 | 6 | 0 | 9 |
| | | % within The benefits that are available are appropriate to my needs and those of my family. | 33.3% | 66.7% | .0% | 100.0% |
| | | % within Marital status | 20.0% | 27.3% | .0% | 22.5% |
| | | % of Total | 7.5% | 15.0% | .0% | 22.5% |
| | Disagree | Count | 5 | 3 | 3 | 11 |
| | | % within The benefits that are available are appropriate to my needs and those of my family. | 45.5% | 27.3% | 27.3% | 100.0% |
| | | % within Marital status | 33.3% | 13.6% | 100.0% | 27.5% |
| | | % of Total | 12.5% | 7.5% | 7.5% | 27.5% |
| | Strongly Disagree | Count | 4 | 2 | 0 | 6 |
| | | % within The benefits that are available are appropriate to my needs and those of my family. | 66.7% | 33.3% | .0% | 100.0% |
| | | % within Marital status | 26.7% | 9.1% | .0% | 15.0% |
| | | % of Total | 10.0% | 5.0% | .0% | 15.0% |
| Total | | Count | 15 | 22 | 3 | 40 |
| | | % within The benefits that are available are appropriate to my needs and those of my family. | 37.5% | 55.0% | 7.5% | 100.0% |
| | | % within Marital status | 100.0% | 100.0% | 100.0% | 100.0% |
| | | % of Total | 37.5% | 55.0% | 7.5% | 100.0% |

**Job_Security * No. of years employed Crosstabulation**

| | | | No. of years employed | | | | | | Total |
|---|---|---|---|---|---|---|---|---|---|
| | | | 1 - 2 | 3 - 4 | 5 - 6 | 7 - 8 | 9 - 10 | Above 10 | |
| Job_Security | Agree | Count | 0 | 1 | 5 | 1 | 2 | 4 | 13 |
| | | % within No. of years employed | .0% | 16.7% | 38.5% | 20.0% | 40.0% | 50.0% | 32.5% |
| | Neither Agree Nor Disagree | Count | 2 | 4 | 3 | 2 | 3 | 1 | 15 |
| | | % within No. of years employed | 66.7% | 66.7% | 23.1% | 40.0% | 60.0% | 12.5% | 37.5% |
| | Disagree | Count | 1 | 1 | 3 | 1 | 0 | 3 | 9 |
| | | % within No. of years employed | 33.3% | 16.7% | 23.1% | 20.0% | .0% | 37.5% | 22.5% |
| | Strongly Disagree | Count | 0 | 0 | 2 | 1 | 0 | 0 | 3 |
| | | % within No. of years employed | .0% | .0% | 15.4% | 20.0% | .0% | .0% | 7.5% |
| Total | | Count | 3 | 6 | 13 | 5 | 5 | 8 | 40 |
| | | % within No. of years employed | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Pg 120

**I feel race discrimination is not a problem in my division * Race Crosstabulation**

| | | | Black | Indian | Coloured | White | Total |
|---|---|---|---|---|---|---|---|
| | | | | **Race** | | | |
| I feel race discrimination is not a problem in my division | Strongly Agree | Count | 0 | 2 | 0 | 0 | 2 |
| | | % within I feel race discrimination is not a problem in my division | .0% | 100.0% | .0% | .0% | 100.0% |
| | | % within Race | .0% | 8.3% | .0% | .0% | 5.0% |
| | | % of Total | .0% | 5.0% | .0% | .0% | 5.0% |
| | Agree | Count | 3 | 4 | 2 | 0 | 9 |
| | | % within I feel race discrimination is not a problem in my division | 33.3% | 44.4% | 22.2% | .0% | 100.0% |
| | | % within Race | 30.0% | 16.7% | 100.0% | .0% | 22.5% |
| | | % of Total | 7.5% | 10.0% | 5.0% | .0% | 22.5% |
| | Neither Agree Nor Disagree | Count | 4 | 8 | 0 | 2 | 14 |
| | | % within I feel race discrimination is not a problem in my division | 28.6% | 57.1% | .0% | 14.3% | 100.0% |
| | | % within Race | 40.0% | 33.3% | .0% | 50.0% | 35.0% |
| | | % of Total | 10.0% | 20.0% | .0% | 5.0% | 35.0% |
| | Disagree | Count | 0 | 7 | 0 | 1 | 8 |
| | | % within I feel race discrimination is not a problem in my division | .0% | 87.5% | .0% | 12.5% | 100.0% |
| | | % within Race | .0% | 29.2% | .0% | 25.0% | 20.0% |
| | | % of Total | .0% | 17.5% | .0% | 2.5% | 20.0% |
| | Strongly Disagree | Count | 3 | 3 | 0 | 1 | 7 |
| | | % within I feel race discrimination is not a problem in my division | 42.9% | 42.9% | .0% | 14.3% | 100.0% |
| | | % within Race | 30.0% | 12.5% | .0% | 25.0% | 17.5% |
| | | % of Total | 7.5% | 7.5% | .0% | 2.5% | 17.5% |
| Total | | Count | 10 | 24 | 2 | 4 | 40 |
| | | % within I feel race discrimination is not a problem in my division | 25.0% | 60.0% | 5.0% | 10.0% | 100.0% |
| | | % within Race | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |
| | | % of Total | 25.0% | 60.0% | 5.0% | 10.0% | 100.0% |

Pg 121

**In my organization men and woman are treated equitably regardless of there gender. * Gender Crosstabulation**

| | | | Gender | | Total |
|---|---|---|---|---|---|
| | | | Male | Female | |
| In my organization men and woman are treated equitably regardless of there gender. | Strongly Agree | Count | 2 | 0 | 2 |
| | | % within In my organization men and woman are treated equitably regardless of there gender. | 100.0% | .0% | 100.0% |
| | | % within Gender | 6.3% | .0% | 5.0% |
| | | % of Total | 5.0% | .0% | 5.0% |
| | Agree | Count | 10 | 1 | 11 |
| | | % within In my organization men and woman are treated equitably regardless of there gender. | 90.9% | 9.1% | 100.0% |
| | | % within Gender | 31.3% | 12.5% | 27.5% |
| | | % of Total | 25.0% | 2.5% | 27.5% |
| | Neither Agree Nor Disagree | Count | 12 | 1 | 13 |
| | | % within In my organization men and woman are treated equitably regardless of there gender. | 92.3% | 7.7% | 100.0% |
| | | % within Gender | 37.5% | 12.5% | 32.5% |
| | | % of Total | 30.0% | 2.5% | 32.5% |
| | Disagree | Count | 5 | 5 | 10 |
| | | % within In my organization men and woman are treated equitably regardless of there gender. | 50.0% | 50.0% | 100.0% |
| | | % within Gender | 15.6% | 62.5% | 25.0% |
| | | % of Total | 12.5% | 12.5% | 25.0% |
| | Strongly Disagree | Count | 3 | 1 | 4 |
| | | % within In my organization men and woman are treated equitably regardless of there gender. | 75.0% | 25.0% | 100.0% |
| | | % within Gender | 9.4% | 12.5% | 10.0% |
| | | % of Total | 7.5% | 2.5% | 10.0% |
| Total | | Count | 32 | 8 | 40 |
| | | % within In my organization men and woman are treated equitably regardless of there gender. | 80.0% | 20.0% | 100.0% |
| | | % within Gender | 100.0% | 100.0% | 100.0% |
| | | % of Total | 80.0% | 20.0% | 100.0% |

# Frequency Table

### I find my job challenging

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Agree | 2 | 5.0 | 5.0 | 5.0 |
| | Agree | 10 | 25.0 | 25.0 | 30.0 |
| | Neither Agree Nor Disagree | 13 | 32.5 | 32.5 | 62.5 |
| | Disagree | 8 | 20.0 | 20.0 | 82.5 |
| | Strongly Disagree | 7 | 17.5 | 17.5 | 100.0 |
| | Total | 40 | 100.0 | 100.0 | |

### I find my job enjoyable

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Agree | 5 | 12.5 | 12.5 | 12.5 |
| | Agree | 18 | 45.0 | 45.0 | 57.5 |
| | Neither Agree Nor Disagree | 9 | 22.5 | 22.5 | 80.0 |
| | Disagree | 6 | 15.0 | 15.0 | 95.0 |
| | Strongly Disagree | 2 | 5.0 | 5.0 | 100.0 |
| | Total | 40 | 100.0 | 100.0 | |

### I find the work that I do interesting.

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Agree | 6 | 15.0 | 15.0 | 15.0 |
| | Agree | 20 | 50.0 | 50.0 | 65.0 |
| | Neither Agree Nor Disagree | 7 | 17.5 | 17.5 | 82.5 |
| | Disagree | 6 | 15.0 | 15.0 | 97.5 |
| | Strongly Disagree | 1 | 2.5 | 2.5 | 100.0 |
| | Total | 40 | 100.0 | 100.0 | |

### My job gives me the opportunity to do what I am best at

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Agree | 13 | 32.5 | 32.5 | 32.5 |
| | Neither Agree Nor Disagree | 8 | 20.0 | 20.0 | 52.5 |
| | Disagree | 11 | 27.5 | 27.5 | 80.0 |
| | Strongly Disagree | 8 | 20.0 | 20.0 | 100.0 |
| | Total | 40 | 100.0 | 100.0 | |

**I take responsibility for calls that I handle.**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Agree | 14 | 35.0 | 35.0 | 35.0 |
| | Agree | 24 | 60.0 | 60.0 | 95.0 |
| | Neither Agree Nor Disagree | 2 | 5.0 | 5.0 | 100.0 |
| | Total | 40 | 100.0 | 100.0 | |

**I have freedom to use my own judgment in getting the job done**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Agree | 6 | 15.0 | 15.0 | 15.0 |
| | Agree | 17 | 42.5 | 42.5 | 57.5 |
| | Neither Agree Nor Disagree | 4 | 10.0 | 10.0 | 67.5 |
| | Disagree | 12 | 30.0 | 30.0 | 97.5 |
| | Strongly Disagree | 1 | 2.5 | 2.5 | 100.0 |
| | Total | 40 | 100.0 | 100.0 | |

**My organization encourages creative thinking and new ways of doing work**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Agree | 15 | 37.5 | 37.5 | 37.5 |
| | Neither Agree Nor Disagree | 11 | 27.5 | 27.5 | 65.0 |
| | Disagree | 8 | 20.0 | 20.0 | 85.0 |
| | Strongly Disagree | 6 | 15.0 | 15.0 | 100.0 |
| | Total | 40 | 100.0 | 100.0 | |

**I follow up on calls/problems that I am unable to resolve myself.**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Agree | 9 | 22.5 | 22.5 | 22.5 |
| | Agree | 27 | 67.5 | 67.5 | 90.0 |
| | Neither Agree Nor Disagree | 3 | 7.5 | 7.5 | 97.5 |
| | Disagree | 1 | 2.5 | 2.5 | 100.0 |
| | Total | 40 | 100.0 | 100.0 | |

**My colleagues take responsibility for calls they handle.**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Agree | 3 | 7.5 | 7.5 | 7.5 |
| | Agree | 11 | 27.5 | 27.5 | 35.0 |
| | Neither Agree Nor Disagree | 13 | 32.5 | 32.5 | 67.5 |
| | Disagree | 9 | 22.5 | 22.5 | 90.0 |
| | Strongly Disagree | 4 | 10.0 | 10.0 | 100.0 |
| | Total | 40 | 100.0 | 100.0 | |

**I am committed to producing the highest quality work**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Agree | 17 | 42.5 | 42.5 | 42.5 |
| | Agree | 19 | 47.5 | 47.5 | 90.0 |
| | Neither Agree Nor Disagree | 3 | 7.5 | 7.5 | 97.5 |
| | Disagree | 1 | 2.5 | 2.5 | 100.0 |
| | Total | 40 | 100.0 | 100.0 | |

**I am willing to go the extra mile if needed**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Agree | 15 | 37.5 | 37.5 | 37.5 |
| | Agree | 20 | 50.0 | 50.0 | 87.5 |
| | Neither Agree Nor Disagree | 4 | 10.0 | 10.0 | 97.5 |
| | Disagree | 1 | 2.5 | 2.5 | 100.0 |
| | Total | 40 | 100.0 | 100.0 | |

**I set goals for myself in the workplace**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Agree | 4 | 10.0 | 10.0 | 10.0 |
| | Agree | 20 | 50.0 | 50.0 | 60.0 |
| | Neither Agree Nor Disagree | 8 | 20.0 | 20.0 | 80.0 |
| | Disagree | 7 | 17.5 | 17.5 | 97.5 |
| | Strongly Disagree | 1 | 2.5 | 2.5 | 100.0 |
| | Total | 40 | 100.0 | 100.0 | |

**I strive to achieve my goals set within my workplace.**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Agree | 9 | 22.5 | 22.5 | 22.5 |
| | Agree | 26 | 65.0 | 65.0 | 87.5 |
| | Neither Agree Nor Disagree | 3 | 7.5 | 7.5 | 95.0 |
| | Disagree | 1 | 2.5 | 2.5 | 97.5 |
| | Strongly Disagree | 1 | 2.5 | 2.5 | 100.0 |
| | Total | 40 | 100.0 | 100.0 | |

**My peers recognise me when I do a good job**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Agree | 1 | 2.5 | 2.5 | 2.5 |
| | Agree | 17 | 42.5 | 42.5 | 45.0 |
| | Neither Agree Nor Disagree | 11 | 27.5 | 27.5 | 72.5 |
| | Disagree | 10 | 25.0 | 25.0 | 97.5 |
| | Strongly Disagree | 1 | 2.5 | 2.5 | 100.0 |
| | Total | 40 | 100.0 | 100.0 | |

**I am satisfied to the extent that I receive recognition by my manager for my contributions.**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Agree | 1 | 2.5 | 2.5 | 2.5 |
| | Agree | 7 | 17.5 | 17.5 | 20.0 |
| | Neither Agree Nor Disagree | 14 | 35.0 | 35.0 | 55.0 |
| | Disagree | 13 | 32.5 | 32.5 | 87.5 |
| | Strongly Disagree | 5 | 12.5 | 12.5 | 100.0 |
| | Total | 40 | 100.0 | 100.0 | |

**My organization values the contribution I make as an employee**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Agree | 10 | 25.0 | 25.0 | 25.0 |
| | Neither Agree Nor Disagree | 13 | 32.5 | 32.5 | 57.5 |
| | Disagree | 14 | 35.0 | 35.0 | 92.5 |
| | Strongly Disagree | 3 | 7.5 | 7.5 | 100.0 |
| | Total | 40 | 100.0 | 100.0 | |

## In my organization people are praised when they do good work.

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Agree | 1 | 2.5 | 2.5 | 2.5 |
| | Agree | 15 | 37.5 | 37.5 | 40.0 |
| | Neither Agree Nor Disagree | 12 | 30.0 | 30.0 | 70.0 |
| | Disagree | 11 | 27.5 | 27.5 | 97.5 |
| | Strongly Disagree | 1 | 2.5 | 2.5 | 100.0 |
| | Total | 40 | 100.0 | 100.0 | |

## I believe that career paths exist for someone like me in my organisation

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Agree | 2 | 5.0 | 5.0 | 5.0 |
| | Agree | 6 | 15.0 | 15.0 | 20.0 |
| | Neither Agree Nor Disagree | 11 | 27.5 | 27.5 | 47.5 |
| | Disagree | 5 | 12.5 | 12.5 | 60.0 |
| | Strongly Disagree | 16 | 40.0 | 40.0 | 100.0 |
| | Total | 40 | 100.0 | 100.0 | |

## I am given the opportunity to improve my skills

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Agree | 2 | 5.0 | 5.0 | 5.0 |
| | Agree | 22 | 55.0 | 55.0 | 60.0 |
| | Neither Agree Nor Disagree | 7 | 17.5 | 17.5 | 77.5 |
| | Disagree | 8 | 20.0 | 20.0 | 97.5 |
| | Strongly Disagree | 1 | 2.5 | 2.5 | 100.0 |
| | Total | 40 | 100.0 | 100.0 | |

## In the last six months I have been spoken to about my career path in the organization.

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Agree | 1 | 2.5 | 2.5 | 2.5 |
| | Agree | 4 | 10.0 | 10.0 | 12.5 |
| | Neither Agree Nor Disagree | 5 | 12.5 | 12.5 | 25.0 |
| | Disagree | 9 | 22.5 | 22.5 | 47.5 |
| | Strongly Disagree | 21 | 52.5 | 52.5 | 100.0 |
| | Total | 40 | 100.0 | 100.0 | |

**I do not have any physical discomfort when working on Expertdesk (consider furniture, headsets and equipment)**

|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Agree | 1 | 2.5 | 2.5 | 2.5 |
|  | Agree | 15 | 37.5 | 37.5 | 40.0 |
|  | Neither Agree Nor Disagree | 9 | 22.5 | 22.5 | 62.5 |
|  | Disagree | 10 | 25.0 | 25.0 | 87.5 |
|  | Strongly Disagree | 5 | 12.5 | 12.5 | 100.0 |
|  | Total | 40 | 100.0 | 100.0 |  |

**I have the necessary resources to perform my job on Expertdesk**

|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Agree | 1 | 2.5 | 2.5 | 2.5 |
|  | Agree | 17 | 42.5 | 42.5 | 45.0 |
|  | Neither Agree Nor Disagree | 9 | 22.5 | 22.5 | 67.5 |
|  | Disagree | 10 | 25.0 | 25.0 | 92.5 |
|  | Strongly Disagree | 3 | 7.5 | 7.5 | 100.0 |
|  | Total | 40 | 100.0 | 100.0 |  |

**I work in a relaxed/friendly environment.**

|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Agree | 5 | 12.5 | 12.5 | 12.5 |
|  | Agree | 21 | 52.5 | 52.5 | 65.0 |
|  | Neither Agree Nor Disagree | 9 | 22.5 | 22.5 | 87.5 |
|  | Disagree | 3 | 7.5 | 7.5 | 95.0 |
|  | Strongly Disagree | 2 | 5.0 | 5.0 | 100.0 |
|  | Total | 40 | 100.0 | 100.0 |  |

**I am provided with the equipment I need to do my job well.**

|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Agree | 2 | 5.0 | 5.0 | 5.0 |
|  | Agree | 15 | 37.5 | 37.5 | 42.5 |
|  | Neither Agree Nor Disagree | 7 | 17.5 | 17.5 | 60.0 |
|  | Disagree | 10 | 25.0 | 25.0 | 85.0 |
|  | Strongly Disagree | 6 | 15.0 | 15.0 | 100.0 |
|  | Total | 40 | 100.0 | 100.0 |  |

**I am kept informed about matters that affect me in my organisation**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Agree | 1 | 2.5 | 2.5 | 2.5 |
| | Agree | 11 | 27.5 | 27.5 | 30.0 |
| | Neither Agree Nor Disagree | 11 | 27.5 | 27.5 | 57.5 |
| | Disagree | 11 | 27.5 | 27.5 | 85.0 |
| | Strongly Disagree | 6 | 15.0 | 15.0 | 100.0 |
| | Total | 40 | 100.0 | 100.0 | |

**I know what is expected of me in my job.**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Agree | 6 | 15.0 | 15.0 | 15.0 |
| | Agree | 28 | 70.0 | 70.0 | 85.0 |
| | Neither Agree Nor Disagree | 1 | 2.5 | 2.5 | 87.5 |
| | Disagree | 3 | 7.5 | 7.5 | 95.0 |
| | Strongly Disagree | 2 | 5.0 | 5.0 | 100.0 |
| | Total | 40 | 100.0 | 100.0 | |

**Information about policies and procedures within my division are readily available to everyone.**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Agree | 12 | 30.0 | 30.0 | 30.0 |
| | Neither Agree Nor Disagree | 14 | 35.0 | 35.0 | 65.0 |
| | Disagree | 7 | 17.5 | 17.5 | 82.5 |
| | Strongly Disagree | 7 | 17.5 | 17.5 | 100.0 |
| | Total | 40 | 100.0 | 100.0 | |

**Employees are kept Informed about what other divisions are doing.**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Agree | 1 | 2.5 | 2.5 | 2.5 |
| | Agree | 4 | 10.0 | 10.0 | 12.5 |
| | Neither Agree Nor Disagree | 10 | 25.0 | 25.0 | 37.5 |
| | Disagree | 13 | 32.5 | 32.5 | 70.0 |
| | Strongly Disagree | 12 | 30.0 | 30.0 | 100.0 |
| | Total | 40 | 100.0 | 100.0 | |

**Information about the organization's performance is communicated to all employees.**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Agree | 12 | 30.0 | 30.0 | 30.0 |
| | Neither Agree Nor Disagree | 8 | 20.0 | 20.0 | 50.0 |
| | Disagree | 12 | 30.0 | 30.0 | 80.0 |
| | Strongly Disagree | 8 | 20.0 | 20.0 | 100.0 |
| | Total | 40 | 100.0 | 100.0 | |

**My colleagues are congenial people to work with.**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Agree | 3 | 7.5 | 7.5 | 7.5 |
| | Agree | 22 | 55.0 | 55.0 | 62.5 |
| | Neither Agree Nor Disagree | 14 | 35.0 | 35.0 | 97.5 |
| | Disagree | 1 | 2.5 | 2.5 | 100.0 |
| | Total | 40 | 100.0 | 100.0 | |

**When a problem is encountered the team focuses on fixing the problem rather than finding fault.**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Agree | 5 | 12.5 | 12.5 | 12.5 |
| | Agree | 15 | 37.5 | 37.5 | 50.0 |
| | Neither Agree Nor Disagree | 13 | 32.5 | 32.5 | 82.5 |
| | Disagree | 6 | 15.0 | 15.0 | 97.5 |
| | Strongly Disagree | 1 | 2.5 | 2.5 | 100.0 |
| | Total | 40 | 100.0 | 100.0 | |

**Within my division we trust each other.**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Agree | 1 | 2.5 | 2.5 | 2.5 |
| | Agree | 7 | 17.5 | 17.5 | 20.0 |
| | Neither Agree Nor Disagree | 10 | 25.0 | 25.0 | 45.0 |
| | Disagree | 15 | 37.5 | 37.5 | 82.5 |
| | Strongly Disagree | 7 | 17.5 | 17.5 | 100.0 |
| | Total | 40 | 100.0 | 100.0 | |

**The people I work with are committed to working together as a team.**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Agree | 6 | 15.0 | 15.0 | 15.0 |
| | Agree | 14 | 35.0 | 35.0 | 50.0 |
| | Neither Agree Nor Disagree | 10 | 25.0 | 25.0 | 75.0 |
| | Disagree | 5 | 12.5 | 12.5 | 87.5 |
| | Strongly Disagree | 5 | 12.5 | 12.5 | 100.0 |
| | Total | 40 | 100.0 | 100.0 | |

**Within my division we motivate and support each other.**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Agree | 7 | 17.5 | 17.5 | 17.5 |
| | Agree | 12 | 30.0 | 30.0 | 47.5 |
| | Neither Agree Nor Disagree | 9 | 22.5 | 22.5 | 70.0 |
| | Disagree | 10 | 25.0 | 25.0 | 95.0 |
| | Strongly Disagree | 2 | 5.0 | 5.0 | 100.0 |
| | Total | 40 | 100.0 | 100.0 | |

**I have friends amongst those people with whom I work.**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Agree | 12 | 30.0 | 30.0 | 30.0 |
| | Agree | 25 | 62.5 | 62.5 | 92.5 |
| | Neither Agree Nor Disagree | 3 | 7.5 | 7.5 | 100.0 |
| | Total | 40 | 100.0 | 100.0 | |

**I can get help with private problems In my work environment**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Agree | 13 | 32.5 | 32.5 | 32.5 |
| | Neither Agree Nor Disagree | 13 | 32.5 | 32.5 | 65.0 |
| | Disagree | 11 | 27.5 | 27.5 | 92.5 |
| | Strongly Disagree | 3 | 7.5 | 7.5 | 100.0 |
| | Total | 40 | 100.0 | 100.0 | |

**I have the flexibility to arrange work schedules to meet my family needs.**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Agree | 19 | 47.5 | 47.5 | 47.5 |
| | Neither Agree Nor Disagree | 14 | 35.0 | 35.0 | 82.5 |
| | Disagree | 5 | 12.5 | 12.5 | 95.0 |
| | Strongly Disagree | 2 | 5.0 | 5.0 | 100.0 |
| | Total | 40 | 100.0 | 100.0 | |

**My department encourages a healthy balance between work and life issues.**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Agree | 10 | 25.0 | 25.0 | 25.0 |
| | Neither Agree Nor Disagree | 14 | 35.0 | 35.0 | 60.0 |
| | Disagree | 10 | 25.0 | 25.0 | 85.0 |
| | Strongly Disagree | 6 | 15.0 | 15.0 | 100.0 |
| | Total | 40 | 100.0 | 100.0 | |

**I receive adequate support from my manager when I need it**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Agree | 3 | 7.5 | 7.5 | 7.5 |
| | Agree | 14 | 35.0 | 35.0 | 42.5 |
| | Neither Agree Nor Disagree | 12 | 30.0 | 30.0 | 72.5 |
| | Disagree | 9 | 22.5 | 22.5 | 95.0 |
| | Strongly Disagree | 2 | 5.0 | 5.0 | 100.0 |
| | Total | 40 | 100.0 | 100.0 | |

**My mistakes are respectfully addressed by my manager**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Agree | 3 | 7.5 | 7.5 | 7.5 |
| | Agree | 15 | 37.5 | 37.5 | 45.0 |
| | Neither Agree Nor Disagree | 10 | 25.0 | 25.0 | 70.0 |
| | Disagree | 10 | 25.0 | 25.0 | 95.0 |
| | Strongly Disagree | 2 | 5.0 | 5.0 | 100.0 |
| | Total | 40 | 100.0 | 100.0 | |

### I receive adequate feedback from my manager

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Agree | 2 | 5.0 | 5.0 | 5.0 |
| | Agree | 8 | 20.0 | 20.0 | 25.0 |
| | Neither Agree Nor Disagree | 15 | 37.5 | 37.5 | 62.5 |
| | Disagree | 11 | 27.5 | 27.5 | 90.0 |
| | Strongly Disagree | 4 | 10.0 | 10.0 | 100.0 |
| | Total | 40 | 100.0 | 100.0 | |

### My manager does not put me under pressure unnecessarily

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Agree | 2 | 5.0 | 5.0 | 5.0 |
| | Agree | 12 | 30.0 | 30.0 | 35.0 |
| | Neither Agree Nor Disagree | 9 | 22.5 | 22.5 | 57.5 |
| | Disagree | 12 | 30.0 | 30.0 | 87.5 |
| | Strongly Disagree | 5 | 12.5 | 12.5 | 100.0 |
| | Total | 40 | 100.0 | 100.0 | |

### I communicate well with my manager.

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Agree | 6 | 15.0 | 15.0 | 15.0 |
| | Agree | 22 | 55.0 | 55.0 | 70.0 |
| | Neither Agree Nor Disagree | 7 | 17.5 | 17.5 | 87.5 |
| | Disagree | 3 | 7.5 | 7.5 | 95.0 |
| | Strongly Disagree | 2 | 5.0 | 5.0 | 100.0 |
| | Total | 40 | 100.0 | 100.0 | |

### My immediate manager involves me in decisions that affect my job and work performance.

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Agree | 2 | 5.0 | 5.0 | 5.0 |
| | Agree | 13 | 32.5 | 32.5 | 37.5 |
| | Neither Agree Nor Disagree | 6 | 15.0 | 15.0 | 52.5 |
| | Disagree | 13 | 32.5 | 32.5 | 85.0 |
| | Strongly Disagree | 6 | 15.0 | 15.0 | 100.0 |
| | Total | 40 | 100.0 | 100.0 | |

**I am inspired and motivated my management in this department.**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Agree | 8 | 20.0 | 20.0 | 20.0 |
| | Neither Agree Nor Disagree | 5 | 12.5 | 12.5 | 32.5 |
| | Disagree | 13 | 32.5 | 32.5 | 65.0 |
| | Strongly Disagree | 14 | 35.0 | 35.0 | 100.0 |
| | Total | 40 | 100.0 | 100.0 | |

**I am satisfied with the salary I receive.**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Agree | 1 | 2.5 | 2.5 | 2.5 |
| | Agree | 2 | 5.0 | 5.0 | 7.5 |
| | Neither Agree Nor Disagree | 8 | 20.0 | 20.0 | 27.5 |
| | Disagree | 12 | 30.0 | 30.0 | 57.5 |
| | Strongly Disagree | 17 | 42.5 | 42.5 | 100.0 |
| | Total | 40 | 100.0 | 100.0 | |

**The benefits that are available are appropriate to my needs and those of my family.**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Agree | 14 | 35.0 | 35.0 | 35.0 |
| | Neither Agree Nor Disagree | 9 | 22.5 | 22.5 | 57.5 |
| | Disagree | 11 | 27.5 | 27.5 | 85.0 |
| | Strongly Disagree | 6 | 15.0 | 15.0 | 100.0 |
| | Total | 40 | 100.0 | 100.0 | |

**My total remuneration package is market related.**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Agree | 1 | 2.5 | 2.5 | 2.5 |
| | Neither Agree Nor Disagree | 14 | 35.0 | 35.0 | 37.5 |
| | Disagree | 13 | 32.5 | 32.5 | 70.0 |
| | Strongly Disagree | 12 | 30.0 | 30.0 | 100.0 |
| | Total | 40 | 100.0 | 100.0 | |

**I am satisfied with my current position.**

|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Agree | 7 | 17.5 | 17.5 | 17.5 |
|  | Neither Agree Nor Disagree | 5 | 12.5 | 12.5 | 30.0 |
|  | Disagree | 17 | 42.5 | 42.5 | 72.5 |
|  | Strongly Disagree | 11 | 27.5 | 27.5 | 100.0 |
|  | Total | 40 | 100.0 | 100.0 |  |

**I am proud to be a user consultant.**

|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Agree | 3 | 7.5 | 7.5 | 7.5 |
|  | Agree | 18 | 45.0 | 45.0 | 52.5 |
|  | Neither Agree Nor Disagree | 11 | 27.5 | 27.5 | 80.0 |
|  | Disagree | 5 | 12.5 | 12.5 | 92.5 |
|  | Strongly Disagree | 3 | 7.5 | 7.5 | 100.0 |
|  | Total | 40 | 100.0 | 100.0 |  |

**I am proud of the role I perform in my department.**

|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Agree | 9 | 22.5 | 22.5 | 22.5 |
|  | Agree | 18 | 45.0 | 45.0 | 67.5 |
|  | Neither Agree Nor Disagree | 6 | 15.0 | 15.0 | 82.5 |
|  | Disagree | 5 | 12.5 | 12.5 | 95.0 |
|  | Strongly Disagree | 2 | 5.0 | 5.0 | 100.0 |
|  | Total | 40 | 100.0 | 100.0 |  |

**I feel I am secure in my job.**

|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Agree | 14 | 35.0 | 35.0 | 35.0 |
|  | Neither Agree Nor Disagree | 12 | 30.0 | 30.0 | 65.0 |
|  | Disagree | 8 | 20.0 | 20.0 | 85.0 |
|  | Strongly Disagree | 6 | 15.0 | 15.0 | 100.0 |
|  | Total | 40 | 100.0 | 100.0 |  |

**foresee no Imminent threats that can negatively affect my position in the company.**

|       |                            | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------------------------|-----------|---------|---------------|--------------------|
| Valid | Agree                      | 11        | 27.5    | 27.5          | 27.5               |
|       | Neither Agree Nor Disagree | 14        | 35.0    | 35.0          | 62.5               |
|       | Disagree                   | 9         | 22.5    | 22.5          | 85.0               |
|       | Strongly Disagree          | 6         | 15.0    | 15.0          | 100.0              |
|       | Total                      | 40        | 100.0   | 100.0         |                    |

**I feel I occupy a stable position in my department.**

|       |                            | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------------------------|-----------|---------|---------------|--------------------|
| Valid | Strongly Agree             | 1         | 2.5     | 2.5           | 2.5                |
|       | Agree                      | 22        | 55.0    | 55.0          | 57.5               |
|       | Neither Agree Nor Disagree | 5         | 12.5    | 12.5          | 70.0               |
|       | Disagree                   | 7         | 17.5    | 17.5          | 87.5               |
|       | Strongly Disagree          | 5         | 12.5    | 12.5          | 100.0              |
|       | Total                      | 40        | 100.0   | 100.0         |                    |

**I feel favouritism is not a problem In my division**

|       |                            | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------------------------|-----------|---------|---------------|--------------------|
| Valid | Agree                      | 2         | 5.0     | 5.0           | 5.0                |
|       | Neither Agree Nor Disagree | 11        | 27.5    | 27.5          | 32.5               |
|       | Disagree                   | 10        | 25.0    | 25.0          | 57.5               |
|       | Strongly Disagree          | 17        | 42.5    | 42.5          | 100.0              |
|       | Total                      | 40        | 100.0   | 100.0         |                    |

**My manager Is consistent In all decisions made**

|       |                            | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------------------------|-----------|---------|---------------|--------------------|
| Valid | Strongly Agree             | 1         | 2.5     | 2.5           | 2.5                |
|       | Agree                      | 9         | 22.5    | 22.5          | 25.0               |
|       | Neither Agree Nor Disagree | 13        | 32.5    | 32.5          | 57.5               |
|       | Disagree                   | 10        | 25.0    | 25.0          | 82.5               |
|       | Strongly Disagree          | 7         | 17.5    | 17.5          | 100.0              |
|       | Total                      | 40        | 100.0   | 100.0         |                    |

**I feel race discrimination is not a problem in my division**

|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Agree | 2 | 5.0 | 5.0 | 5.0 |
|  | Agree | 9 | 22.5 | 22.5 | 27.5 |
|  | Neither Agree Nor Disagree | 14 | 35.0 | 35.0 | 62.5 |
|  | Disagree | 8 | 20.0 | 20.0 | 82.5 |
|  | Strongly Disagree | 7 | 17.5 | 17.5 | 100.0 |
|  | Total | 40 | 100.0 | 100.0 |  |

**In my organization, grievance procedures are fair to all in their application.**

|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Agree | 7 | 17.5 | 17.5 | 17.5 |
|  | Neither Agree Nor Disagree | 18 | 45.0 | 45.0 | 62.5 |
|  | Disagree | 10 | 25.0 | 25.0 | 87.5 |
|  | Strongly Disagree | 5 | 12.5 | 12.5 | 100.0 |
|  | Total | 40 | 100.0 | 100.0 |  |

**In my organization men and woman are treated equitably regardless of there gender.**

|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Strongly Agree | 2 | 5.0 | 5.0 | 5.0 |
|  | Agree | 11 | 27.5 | 27.5 | 32.5 |
|  | Neither Agree Nor Disagree | 13 | 32.5 | 32.5 | 65.0 |
|  | Disagree | 10 | 25.0 | 25.0 | 90.0 |
|  | Strongly Disagree | 4 | 10.0 | 10.0 | 100.0 |
|  | Total | 40 | 100.0 | 100.0 |  |

**My total remuneration package matches the responsibilities that I have.**

|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Agree | 1 | 2.5 | 2.5 | 2.5 |
|  | Neither Agree Nor Disagree | 8 | 20.0 | 20.0 | 22.5 |
|  | Disagree | 14 | 35.0 | 35.0 | 57.5 |
|  | Strongly Disagree | 17 | 42.5 | 42.5 | 100.0 |
|  | Total | 40 | 100.0 | 100.0 |  |

# Appendix 6: Ethical Clearance Letter

RESEARCH OFFICE (GOVAN MBEKI CENTRE)
WESTVILLE CAMPUS
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**UNIVERSITY OF KWAZULU-NATAL**

18 DECEMBER 2006

MR. G HEATH (203516982)
GRADUATE SCHOOL OF BUSINESS

Dear Mr. Heath

ETHICAL CLEARANCE APPROVAL NUMBER: HSS/06623A

I wish to confirm that ethical clearance has been granted for the following project:

"Staff motivation in the University of Kwazulu-Natal Information & Communication division's call centre"

Yours faithfully

MS. PHUMELELE XIMBA
RESEARCH OFFICE

cc. Faculty Office (Christel Haddon)
cc. Supervisor (Mr. T Vajeth)

Founding Campuses: ▬ Edgewood ▬ Howard College  Medical School ▬ Pietermaritzburg ▬ Westville