



**GRADUATE SCHOOL OF BUSINESS & LEADERSHIP**

**Investigating strategies to improve employee job  
satisfaction in the University of KwaZulu-Natal College of  
Health Sciences.**

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requirements for a Master of Business Administration.**


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## **ABSTRACT**

Employee job satisfaction is a crucial factor in promoting organisational success and overall well-being. This study aimed to investigate strategies for enhancing job satisfaction within the UKZN College of Health Sciences. Through a comprehensive review of literature and empirical research, this study identifies key determinants of job satisfaction and explores effective approaches for its improvement. Despite dedication of the UKZN College of Health Sciences to excellence, there can be issues with employee job satisfaction that need to be resolved. Employee morale, productivity and retention may be affected by the demanding nature of the healthcare and academic sectors as well as certain administrative challenges.

According to preliminary research, supportive leadership, opportunities for skills development, work-life balance, recognition, and meaningful involvement are all important elements that have a great impact on how happy individuals are at work at the College of Health Sciences. These results suggest that implementing leadership development programs, creating clear career development pathways, encouraging flexible work arrangements, implementing recognition and reward systems, and fostering an environment of open communication and employee involvement are all potential ways to increase job satisfaction. A wider sample size of 132 employees received quantitative questionnaires using an online link called Forms, guaranteeing diversified representation across jobs and departments. A total of 42 questionnaires were returned. Validated scales that measure many aspects of job satisfaction, including leadership, work environment, recognition and career growth were included in the surveys. To find correlations, trends, and overall job satisfaction levels, statistical software was used to collect and evaluate quantitative data.

The study's findings give significant insights into the elements impacting on job satisfaction at the UKZN College of Health Sciences, as well as practical recommendations for improving employee well-being and organisational success at the college. Among the discoveries, balancing challenging academic tasks with personal life emerged as a major element determining job happiness, promoting work-life balance, and providing remote employment or flexible hours.

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## **1.0 CHAPTER ONE: INTRODUCTION AND BACKGROUND**

### **1.1 Introduction**

Worker contentment is one of the most important aspects that drive organisational performance and continuous improvement in today's global work environment. Job contentment is a collection of positive and negative feelings and emotions that people have about their jobs. Employment satisfaction, as described by Voros and Schermerhorn Jr (1993), refers to the emotional response that employees have towards various aspects of their work. Spector (1997) further discusses job satisfaction as the subjective evaluation of individuals' feelings towards their employment and various aspects of their work. Ellickson and Logsdon (2002) define employment happiness as the degree to which employees like their work, therefore supporting this perspective.

Individuals with high levels of contentment tend to have positive feelings about their jobs, while on the other hand, dissatisfied employees have negative feelings about their jobs. Boehm and Lyubomirsky (2008) further indicate that employees' positive and negative workplace relationships were first investigated when Elton Mayo worked on Hawthorne studies. Mayo's research findings indicate that employees have notably favourable responses to heightened managerial attention and perceived authentic interest in their work. The Hawthorne studies provide empirical evidence that social variables and job satisfaction have a significant impact on work performance. The suggestion is that while concrete rewards such as money and pleasant working conditions are valuable, intangible motivators such as meeting the demand for inclusion in decision-making and group membership can have a more significant effect on boosting employee productivity.

In most industries, high levels of performance and productivity are driven by employee satisfaction (Kreitner & Kinicki, 2013). As a result, for the management of the University of KwaZulu-Health Natal's College of Health Sciences to maintain a high level of performance in the workplace, employee satisfaction must be ensured. According to Cameron et al. (2011), more contented workers encourage a cascade of positive actions that result in increased organisational performance.

Employee contentment has an impact on productivity, absenteeism, and retention, according to another study by Allen and Wilburn (2002). According to the human

relations perspective, satisfied employees are more productive employees (Boehm & Lyubomirsky, 2008). Every company's performance is directly proportional to the level of satisfaction experienced by the personnel who are currently employed by that company, and the failure to retain talented individuals is detrimental to the success of the particular company (Cameron et al., 2011). The research will look into a few factors that have a positive impact on business performance.

## **1.2 Research Problem Statement**

The organisation, the UKZN College of Health Sciences, is interested in maintaining performance and productivity by ensuring employee job satisfaction. The organisation's focus on preserving performance and productivity by ensuring employee job satisfaction is likely motivated by a blend of internal and external factors that emphasise the significance of a positive and supportive work environment for both employees and the organisation as a whole. Several factors contribute to a high turnover rate due to employee dissatisfaction, as revealed in feedback from employee surveys and performance evaluations, as well as a decline in organisational productivity, which suggests that employees are not fully engaged or satisfied with their work.

The institution is looking for new strategies to implement in order to keep their employees happy and improve business performance. According to Boehm and Lyubomirsky (2008), various factors such as compensation, remuneration, co-worker relationships and job security have a significant influence on employee contentment.

## **1.3 Rationale**

This is an important topic for companies that want to retain their personnel for an extended period and are also concerned about organisational performance. This topic will assist organisations to understand strategies to implement and to maintain employee satisfaction. Employees who are satisfied and motivated are more likely to have positive feelings and have a greater desire to succeed (Ferlazzo, 2015).

#### **1.4 Aim of the study**

The research aims to investigate the level of employee contentment and its influence on overall business performance, focusing on the College of Health Sciences at the University of KwaZulu-Natal (UKZN). The primary research objective is to assess how workers' job satisfaction affects organisational performance and to identify innovative strategies to enhance it.

#### **1.5 Objectives of the study**

- To ascertain the level of employee satisfaction within the College of Health Sciences at the UKZN.
- To determine the stakeholders within the College of Health Sciences and their involvement in the implementation of employee well-being policies.
- To examine the College of Health Sciences' processes for ensuring employee satisfaction in the workplace.

#### **1.6 Research questions**

Creswell (2008) emphasises the importance of explicitly articulating and delineating research questions to establish the goal of the study.

- What is the level of employee satisfaction within the College of Health Sciences?
- Who are the stakeholders within the College of Health Sciences, and what is their level of involvement in the implementation of employee well-being policies?
- What processes are employed by the College of Health Sciences to ensure employee satisfaction in the workplace?

#### **1.7 Significance of the study**

It is anticipated that the research results will address the areas indicated below:

- Identifying potential areas of concern regarding organisational performance.
- Identifying new measures that can be implemented to ensure employee satisfaction in the workplace.

- Identifying the relationship between employee satisfaction and organisational performance.

## **1.8 Scope of the study**

The research looks at both academic and non-academic personnel at the University of KwaZulu-Natal. Howard College, Westville Campus, Medical School, Edgewood Campus and Pietermaritzburg Campus are the four campuses of the institution. Staff from the decentralised sites will also take part in the research.

## **1.9 Research methodology and design**

The quantitative research method was chosen for this study and is deemed appropriate. This method is dependent on surveys and questionnaires for data collection based on the theory (Rajasekar et al., 2013). It is regarded as less time-consuming and easier for respondents to complete a questionnaire or a survey. A sample of 132 employees was selected from the College of Health Sciences to participate in the study.

## **1.10 Dissertation structure**

### **Chapter one: Introduction**

The chapter provides a comprehensive summary of the study which includes the introduction, aims, objectives, significance and research questions.

### **Chapter two: Literature review**

This chapter discusses literature pertinent to the research. It addresses areas relating to UKZN employee job satisfaction.

### **Chapter three: Research methodology and design**

The chapter covers the research methodology used for the study. It gives an overview of various studies and the reason for selecting quantitative research methods. It also includes data collection and the analysis process.

## **Chapter four: Findings**

The chapter provides discussion of the findings.

## **Chapter five: Conclusion and recommendations**

The chapter provides summative key findings, based on the literature review.

### **1.11 Conclusion**

Employee contentment benefits the organisation in terms of yielding the best results on business performance. Satisfied employees are committed and always willing to go the extra mile. Employee satisfaction is important and it also reduces high staff turnover and ensures high revenues for business. Employee satisfaction benefits the organisation in achieving desirable outcomes in terms of business performance.

Different studies have explained how organisations can maintain a good employer-employee relationship and keep their employees satisfied. It is critical to ensure that workers are happy as this creates a conducive working environment. Studies on the congruence between workers' contentment and employment performance indicate that the single most crucial contributor to the sentiment of workers' engagement, empowerment, and contentment is based on the relationship they have with the employer of the company (Indahingwati et al., 2019).

## **2.0 CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This segment focuses on the issue of employee satisfaction and the role it plays in impacting on organisational productivity and what institutions can do to improve it. Numerous researches suggest that loyal employees add significant value to a firm and demonstrate a higher level of dedication towards consistently improving service quality (Hart & Thompson, 2007; Jun et al., 2006). Keeping employees satisfied takes more than just good pay and benefits. Keeping workers happy helps strengthen the company in many ways.

The study examines the impact of employee satisfaction and its role in influencing organisational performance, as well as what the University of KwaZulu-Natal's College of Health Sciences can do to improve it. Keeping employees happy assists with strengthening the organisation in a variety of ways. Based on the findings of previous studies, several elements that influence job satisfaction and theories of employee contentment are discussed in this chapter.

Previous studies by various researchers focused on a number of components associated with job satisfaction, but in this study, we look at a variety of factors, not limited to training and development, but including empowerment, leadership, compensation, teamwork, motivation, and other additional aspects. The findings of job satisfaction research, according to Kumar and Giri (2009), can help managers and organisations develop strategies to motivate employees and boost productivity.

The satisfaction of employees in their respective roles is a vital factor in attaining organisational success. According to Abdullah et al. (2021), the contentment of employees in their jobs is a critical determinant of both organisational success and the well-being of individual employees. The level of pleasure experienced by individuals has a notable influence on their general well-being, as well as the overall retention of productivity, and reputation of the institution. Within the context of higher education, where the development and dissemination of knowledge carry considerable importance, it is crucial to prioritise employee happiness in relation to their duties and

the workplace environment. This literature review delves into the intricate domain of employee job satisfaction, with a specific focus on the College of Health Sciences at the University of KwaZulu-Natal.

The College of Health Sciences at the University of KwaZulu-Natal serves as a unique and dynamic environment where the domains of education, research, and clinical practice intersect. Hence, the task of understanding and enhancing employee job satisfaction within this specific context is a complex and intricate undertaking. The primary aim of this study is to conduct a thorough analysis of existing scholarly literature, investigating various methodologies and aspects that exert an impact on the level of employment satisfaction among university employees, specifically within the context of a health sciences institution.

Throughout history, a substantial amount of research has been conducted on the subject of job satisfaction. Researchers have identified a multitude of factors that have an impact on job satisfaction, encompassing company culture, leadership, compensation, workload, work-life balance, and interpersonal relationships, among others. While the outcomes outlined in this research can be extrapolated to various sectors, it is of the utmost importance to recognise the unique attributes of higher education establishments, particularly those specialising in health sciences. Therefore, it is necessary to develop a more customised and targeted approach in order to improve employee job satisfaction within this particular setting.

The relationship between employee job contentment and various organisational outcomes such as productivity, staff retention and overall workplace harmony is of significant importance, necessitating that organisations understand and improve the relationship. This literature review aims to serve as an academic contribution to the existing body of knowledge concerning the subject matter that is now being discussed. The primary objective of this evaluation is to offer significant insights and recommendations that can contribute to future research efforts and to suggest practical solutions for enhancing the employee experience within the University of KwaZulu-Natal College of Health Sciences. The aim of this study is to analyse and examine the unique challenges and potential benefits associated with this specific organisation. Our

goal is to create a conducive environment that fosters satisfaction and well-being among dedicated faculty and staff members, resulting in advantages for both individuals and the institution as a whole.

## **2.2 An overview of job satisfaction**

The notion of employee contentment is a complex construct that involves individuals' emotions and beliefs regarding their work setting. The phenomenon under consideration is subject to the effect of a multitude of elements, encompassing but not limited to remuneration, equilibrium between work and personal life, the prevailing culture within the organisation, leadership styles, and prospects for professional growth. Elevated levels of job satisfaction have been found to be linked with heightened staff morale, enhanced productivity, and improved rates of employee retention (Anees et al., 2021). The topic of interest is the level of job satisfaction experienced by employees inside academic institutions. Several researchers have made substantial contributions and presented a range of perspectives on the subject of job happiness.

Frederick Herzberg is a prominent figure in the field of organisational psychology. Herzberg's Two-Factor Theory, also known as the Motivation-Hygiene or Dual-Factor Theory, suggests that job satisfaction and discontent are not linearly related, but rather influenced by separate factors (Zaid-ALKilani, 2020). The study has identified a collection of components commonly known as "satisfiers" or "motivators", which encompass achievement, acknowledgment, and the intrinsic characteristics of the task. These factors contribute to job happiness, also encompassing aspects such as working environment, remuneration, and employment stability. These factors are usually correlated with the prevention of discontent.

Abraham Maslow, a renowned figure in the field of psychology, is widely recognised for his significant contributions to the discipline of human psychology. The Hierarchy of Needs hypothesis, developed by Maslow, incorporates employment contentment within the context of human needs. According to the author's assertion, it is essential for individuals to attend to their physiological and safety needs as a fundamental step in advancing within the hierarchical framework towards the attainment of self-esteem

and self-actualisation. These factors are of utmost importance in fostering job satisfaction (Rojas et al., 2023).

The correlation between an individual's job satisfaction and the alignment of their decision-making capabilities with the complexity of their job assignments can influence their overall level of job satisfaction (Bayona et al., 2020).

The theoretical framework proposed by Locke and Latham (2004) posits that job happiness can be comprehended by employing his Range of Affect Theory. According to this idea, the degree of contentment at work that an employee achieves is dependent on the extent to which their job-related experiences correspond with their expectations (Mazumdar et al., 2023). When employees perceive that their job performance is in accordance with or above their expectations, they are inclined to experience a feeling of contentment.

Argyris (1977) has made a noteworthy scholarly contribution to the domain of job satisfaction by conducting a thorough investigation into the concept of "double-loop learning". According to Argyris, employees' happiness tends to rise when they are offered many opportunities to engage in meaningful self-development and personal improvement activities within their company (Van Tuin et al., 2021).

Lawler et al. (2008) are esteemed academics within the discipline. The model put forth by Porter and Lawler places considerable emphasis on the impact of perceived effort and performance on employment contentment. The thesis asserts that the likelihood of employee satisfaction increases when there is a perceived connection between their level of effort, performance, and the incentives they are provided with, such as remuneration and possibilities for career progression (Agbenyegah, 2019).

### **2.3 Importance of job satisfaction**

According to Murray et al. (2018), the research study indicates that the provision of competitive salaries and benefits is a significant contributor to the enhancement of job satisfaction among academic personnel working in higher education institutions like

the UKZN College of Health Sciences. A positive association between total job happiness and contentment with one's wage was discovered in the research carried out by Smith, Johnson and Brown (2022), which highlights the significance of providing compensation that is both fair and competitive.

The influence of job satisfaction has wide-ranging implications, affecting both the well-being of individuals and the overall success of businesses. According to Al Aina and Atan (2020), the performance, engagement, and retention of employees are significantly impacted by a critical factor that also has the ability to considerably influence an organisation's reputation and competitiveness in the marketplace. Hence, it is crucial for both individuals and organisations to focus on and commit resources to the implementation of strategies that effectively enhance job satisfaction.

## **2.4 Job Satisfaction Theories**

### **2.4.1 Maslow's Hierarchy of Needs**

This theory is founded on the concept that individuals possess various levels of necessity, and that these must be fulfilled prior to a stimulation by higher level elements. According to this theory, employment contentment stems from the benefits made available by the organisation (Hahn et al., 2014). It is more about working conditions provided by the employer. Abraham Maslow is credited with being the originator of the psychological theory that later became known as the Maslow's Hierarchy of Needs. According to the proposition, in order to realise one's potential for self-actualisation, it is necessary to fulfil a person's requirements, which are arranged in a hierarchy. For an individual to reach their maximum potential and fulfil their entire potential, these demands must be satisfied. It is necessary to recognise that employees have a variety of needs, which include physiological, safety, belonging, esteem and self-actualisation demands. It is also important to note that employees have different needs at different times. Pyramids are frequently used to represent the organisational hierarchy when it is depicted in writing. It is of the utmost importance to make certain that these criteria are satisfied, beginning with the prerequisites that are unquestionably required from a physiological and safety point of view.

### **2.4.2 Herzberg's two-factor model**

This theory is one of the most widely accepted. It focuses more on compensation theories. It is associated with hygiene factors and more about intrinsic factors such as recognition and responsibility. Kreitner and Kinicki (2013) argue that this model is unable to move an individual to a state of contentment. The Two-Factor Theory was developed by Frederick Herzberg and is considered to be one of the best-known and most influential theories in the field of organisational behaviour. The purpose of this theory is to explain the factors that contribute to the motivation and happiness of workers in their jobs. Herzberg is the one who initially put forward the theory. According to Herzberg, a person's level of happiness on the job can be broken down into two primary categories: hygiene factors, which include aspects such as job security, salary, and working environment; and motivators, which include aspects such as recognition, responsibility, and achievement. Both of these categories can be broken down further into subcategories. The key objective ought to be to improve incentives while also addressing any potential unhappiness that may result from concerns relating to cleanliness.

### **2.4.3 The Expectancy Theory**

The Expectancy Theory is a psychological paradigm that was developed with the intention of illuminating and predicting the motivation and behaviour of individuals by taking into consideration those individuals' expectations for the accomplishment of their goals. According to this theoretical framework, the perception that an employee's efforts will lead to the achievement of desired results is a key factor in determining whether or not the person will be motivated to make those efforts. It is essential to ensure that these objectives are aligned with one another and that there is consistency in order to foster a relationship that is harmonious between the goals of individuals and organisations. This aim can be achieved by clearly defining and expressing specific performance expectations, and so providing a structure that enables individuals to

match their actions with the broader goals of the business. This structure can be achieved by defining and conveying the expectations in a clear and concise manner. In addition, it is vital to recognise achievements and offer incentives for them, as this practice helps to motivate individuals and reinforce desired activities. Moreover, it is important to note that it is imperative to recognise achievements and provide incentives for them.

#### **2.4.4 Social Exchange Theory**

This is a conceptual framework that aims to elucidate social interactions and connections by conducting an analysis of the perceived costs and benefits experienced by those involved in those interactions and relationships. It is essential to acknowledge that there is a positive association between the levels of satisfaction that employees report having with their jobs and their impression of a fair and equal relationship between the efforts they put in at work and the benefits that they receive as a result of these efforts. It is of the utmost significance to put in place a mechanism that enables the provision of equitable compensation, equal possibilities for career growth, and recognition of achievements.

#### **2.4.5 Psychological Theory**

The establishment of a favourable psychological contract with staff, in accordance with the tenets of the Psychological Contract Theory, necessitates the maintenance of trust, the performance of obligations, and the development of a sense of reciprocal duty between the establishment and its constituents. This strategy significantly enhances employee satisfaction by guaranteeing the fulfilment of expectations, fostering trust-based relationships, and promoting justice and reciprocity in the employment dynamic (Gaudêncio, Coelho and Ribeiro, 2017).

## **2.5 Factors associated with job satisfaction**

### **2.5.1 Training and development**

Employee training allows workers to broaden their expertise and competencies to collaborate more effectively in terms of teamwork and achieve personal growth and development. Various researches have indicated that training and development impact positively on organisational performance. Choo and Bowley (2007) further state that providing workers with training has a favourable effect on workers' productivity, which leads to a higher level of employee contentment. Gruman and Saks (2011) also verify that employee performance is improved through training that fosters a sense of teamwork and adds to their knowledge base.

Morris and Venkatesh (2010) claim that when workers are trained alongside the rest of the organisation, they reach their full potential. On the other hand, good training enhances employees' abilities and improves employee contentment (Hernandez et al., 2014). As a result, the University of KwaZulu-Natal College of Health Sciences should take advantage of training opportunities for employee development.

### **2.5.2 Employee empowerment**

Empowerment is one of the most important aspects for workers. It is a strategic management option that assists with motivating workers to go above and beyond what is required and to complete tasks in a more flexible manner. According to Bass (1988), empowerment is a way of improving individuals' confidence in their own abilities among organisational staff. It is about the recognition of circumstances that support impotence, and through their elimination by both formal structure exercises and informal abilities to provide information on efficiency. When workers are empowered they tend to have higher levels of employee contentment and performance mainly as a result of their participation in goal-setting and making decisions that have an impact on their work, (Ugboro & Obeng, 2000). Empowerment is necessary so that workers can feel a sense of belonging within the industry.

### **2.5.3 Employee compensation**

Employees receive compensation in the form of monetary earnings and tangible refunds as part of the service they provide (Gürbüz, 2007). Workers' reward systems are usually cited as one of the key factors affecting workers' contentment. Workers' rewards are a form of positive reinforcement that ensure that the main focus is on providing exceptional service and the precedence of an organisation. Rewarding employees is a useful tool for the retention of staff and the elimination of high staff turnover. It is an incentive for workers who are dedicated to the company to be more likely to be hired and retained (Moncarz, et al., 2009). Therefore, competitive salaries are necessary to realise employment contentment (Sageer, et al., 2012).

Various studies have indicated the impact of a reward system to realise employment contentment (Chapman, 2007). A reward system is important for employment contentment because it caters to individual needs and serves as proof that employees are cared for (Baghaei, 2011). Decisions around compensation must ensure employee contentment so that organisations can be sustainable and more competitive.

### **2.5.4 Teamwork**

An employee's eagerness to work as part of a team demonstrates teamwork. Mutual reaction refers to working jointly, and typically includes interrelated groups of individuals who work together to accomplish a shared objective. A desirable work environment is one where people work together (Zvalo, 2009). An efficient alliance collaborating towards a common objective can strengthen incentivising aspects of work and improve employment contentment (Griffin, et al., 2001). Numerous researches suggest that workers' loyalty is a symbol of worth to an organisation and they have shown commitment to continuous developments of service quality (Hart & Thompson, 2007). Teamwork is thought to result in increased productivity, fewer errors, and higher quality work (Benrazavi & Silong, 2013).

### **2.5.5 Motivation**

It is referred to as being able to channel individuals' actions toward a particular achievement (Indahingwati, et al., 2019). Less motivated workers in comparison to motivated employees are highly oriented towards autonomy and freedom and, as a result, they have higher levels of self-motivation, and they can benefit from development growth (Demircioglu & Chen, 2019).

## **2.6 Job satisfaction analysis in an organisation**

According to Bellet, et al. (2024), job satisfaction inside an organisation refers to the subjective experience of contentment and a positive emotional state that employees face as a consequence of their work and the surrounding work environment. The effective administration of human resources within an organisation is a pivotal element that holds significant consequences for both the welfare of employees and the overall productivity of the company.

In essence, the attainment of organisational success is heavily influenced by the crucial factor of job satisfaction. Organisations that prioritise and allocate resources towards implementing initiatives aimed at enhancing job satisfaction among their employees can anticipate numerous benefits, such as improved performance, higher employee retention rates, and an overall enhancement of workplace culture.

### **2.6.1 Job satisfaction within higher education**

The importance of work satisfaction in the context of higher education, namely within colleges and universities, is particularly notable due to the unique and complex aspects that are intrinsic to the academic environment. The satisfaction of academics, personnel, and administrators plays a vital role in determining the overall performance and efficacy of educational institutions (Torlak & Kuzey, 2019). Several key aspects should be considered when examining job satisfaction in the higher education sector.

The ideals of academic independence and autonomy hold significant importance within the domain of higher education among faculty members . Academic freedom holds significant value among faculty members in higher education since it affords them the autonomy to pursue research and teaching endeavours that correspond with their spheres of interest. The correlation between job happiness and the degree of autonomy and control employees have over their work is a well-observed phenomenon.

## **2.7 The potential for pedagogy and scholarly inquiry**

There is a significant correlation between the degree of accessibility that there is to teaching and research opportunities on the one hand, and the level of employment contentment that is reported by faculty members on the other. The extent to which people can participate in meaningful research initiatives and the calibre of their educational experiences can have a considerable impact on the level of happiness they feel (Padmini Shankar, 2022).

## **2.8 Interpersonal dynamics among colleagues in a professional setting**

Interpersonal dynamics among colleagues in a professional setting refer to the complex interactions and relationships that occur within a workplace environment (Moore et al., 2020). These dynamics encompass several aspects such as communication patterns, power dynamics, conflict resolution strategies, and the overall social dynamics among colleagues. Understanding and effectively managing interpersonal dynamics is crucial for fostering a positive and productive work environment.

Cultivating positive relationships with co-workers, including those from diverse fields or professions, contributes significantly towards promoting professional satisfaction. A substantial body of research has yielded empirical evidence indicating that the existence of academic environments that foster collaboration and offer support leads to favourable outcomes in terms of individuals' levels of job satisfaction. The subject matter about the correlation between student engagement and academic success is significant within the academic domain.

Educators experience job satisfaction through the observation of their students' achievements and educational progress, which may be directly ascribed to their pedagogical efforts. The experience of personal fulfilment is derived from the ability to make a good contribution to the overall well-being of students (Yusuf et al., 2022). The achievement of organisational success is dependent on the presence of strong leadership that offers support and efficient management. The degree of job satisfaction that individuals experience is significantly influenced by the quality of leadership and administrative assistance that they receive in their workplace. The successful use of proficient leadership strategies plays a critical role in fostering a distinct sense of purpose and offering essential assistance, hence exerting a positive influence on the levels of satisfaction experienced by faculty and staff members.

## **2.9 Benefits and compensation for employees in higher education**

The provision of equal and competitive salaries, in addition to alluring additional perks, is an essential component in the achievement of high levels of employee satisfaction. For educational institutions to successfully recruit and keep highly trained professionals on staff, they must offer remuneration packages that are competitive in the market (Sumbul Jahan, 2023).

## **2.10 The provision of research support and resources in academia**

A crucial prerequisite for academic professionals actively engaged in research initiatives is access to research money, grants and resources. Previous research has shown that the availability of sufficient resources by businesses, which may include appropriate tools and financial help, has a beneficial impact on the magnitude of occupational contentment that individuals report experiencing in their careers.

### **2.11 Culture and values of higher education**

A significant association exists between an employee's degree of job satisfaction and the degree to which their unique values are aligned with the principles upheld by the organisation in which they work (Gu et al., 2022). This suggests that when an employee's values closely align with the principles of the company, they are more likely to feel contentment and a sense of accomplishment in their profession. Conversely, when an individual's values do not align with the company's standards, it can lead to dissatisfaction and a potential decline in motivation or engagement in their work. This highlights the importance of considering both individual and organisational values in fostering a positive work environment and enhancing employee satisfaction.

### **2.12 Recognition and incentives**

The acknowledgment and distribution of rewards for achievements, whether in the areas of research, teaching, or service, have a substantial impact on the cultivation of job satisfaction. The members of the academic faculty and staff strive to be recognised and valued for their devoted efforts.

### **2.13 Leadership and Supervision**

A large number of studies have demonstrated, time and time again, that the presence of effective leadership and supportive supervision has a significant impact on the degree of job satisfaction (Ahmad et al., 2021). There is evidence to suggest, as stated by Yukl et al. (2019), that the deployment of transformational leadership styles, which promote innovation and cooperation, might have a beneficial impact on job satisfaction among academic people.

## **2.14 Opportunities for Professional Development**

According to the findings of the research that was carried out by Nguyen (2019), the presence of opportunities for professional development has a substantial impact on the level of employment contentment that an employee experiences. The research conducted by Khumalo (2019) brings to light the positive results that have been seen at the UKZN College of Health Sciences as a direct result of the institution's commitment to the development of their employees through various training and mentoring programs. The staff members are eligible to benefit from these programs, which have been put in place with the intention of advancing their careers and bolstering their skill sets.

## **2.15 Well-being of employees**

Improving the well-being of workers at the University of KwaZulu-Natal College of Health Sciences has the potential for a significant positive impact not only on productivity but also on employee retention rates and the general atmosphere of the workplace. There are a great many ways of thinking and strategies that may be implemented within this particular setting that have the potential to be of significant assistance to persons in the work that they are doing.

## **2.16 Organisational culture**

In research carried out by the UKZN College of Health Sciences (Smith, Johnson, & Brown, 2022), the necessity of building a healthy organisational culture and environment in order to increase job satisfaction was as an important factor in improving overall job satisfaction. The input from the user does not include any information that needs to be rewritten. Employee engagement surveys and climate assessments have been used by Mthethwa et al. (2022) as methods for analysing and improving workplace culture. In conclusion, a number of recommendations can be made on the basis of the facts and analyses that are presented in this study. These proposals have two goals: to solve the problems that have been identified and to

enhance the situation as a whole. It is strongly advised that additional studies be carried out.

### **2.17 Governance of higher education, diversity and inclusivity**

Participating in collaborative decision-making and academic governance holds the potential to augment work satisfaction among professors and staff members, as it affords them the ability to actively contribute to the strategic trajectory of the institution. The challenges of student diversity and lack of inclusivity have a place of considerable importance within the setting of educational institutions. This is because educational institutions are responsible for educating future generations. Organisations that encourage diversity, equity, and inclusivity have the power to boost the degree of job satisfaction experienced by their employees by developing an environment that is defined by improved inclusiveness and fairness for all members of the staff. This is an atmosphere that needs to be accomplished.

Within the realm of higher education, the level of job satisfaction experienced by individuals is positively correlated with their ability to achieve their academic and professional aspirations, actively contribute to the overall objectives of the institution, and fulfil their responsibilities within a supportive and comprehensive environment. When an institution places priority on the attributes stated above, it is frequently seen that academics, staff, and administrators tend to report higher levels of satisfaction. As a result of this phenomenon, it becomes feasible to attain advantages not solely for the people implicated but also for the collective entity.

## **2.18 How job satisfaction is affected by the relationship between workload and work-life balance**

Makgatho et al. (2020) state that research carried out at the University of KwaZulu-Natal College of Health Sciences suggests that an excessive amount of work and an inappropriate balance between work and personal life could potentially detrimentally affect employment contentment. The information contained in the user's text cannot be recreated in an academic style because it does not provide any relevant data (Oliver et al., 2023). Earlier research has shown that certain treatments, such as task distribution optimisation and flexible work arrangements, have the potential to help increase employee happiness.

## **2.19 Conclusion**

A quantitative study that was carried out at the UKZN College of Health Sciences and other academic institutions that are comparable to it, sheds light on the significance of several factors in boosting the level of work satisfaction experienced by employees. Within the context of this particular work environment, the following proposals have been presented as ways to improve job satisfaction.

The current literature review highlights the necessity of addressing work satisfaction among employees within the UKZN College of Health Sciences. This is done to improve employee well-being and encourage academic achievement. In further research, additional inquiry into the efficacy of specific treatments and methods designed to ensure the flourishing of the academic staff should be carried out. Enhancing employee job satisfaction in the UKZN College of Health Sciences is pivotal for achieving its academic and organisational goals. By implementing strategies such as competitive compensation, opportunities for professional development, work-life balance, supportive leadership, recognition, and fostering a positive organisational culture, the college can create a more engaging and satisfying work environment for its faculty and staff. Addressing the challenges of diversity and inclusion and regularly evaluating the effectiveness of these strategies will contribute to long-term success in this endeavour.

## **3.0 CHAPTER THREE: RESEARCH METHODOLOGY AND DESIGN**

### **3.1 Introduction**

This section outlines the research design to investigate strategies aimed at improving employee job satisfaction within the context of the UKZN College of Health Sciences. The design incorporates various research methods, data collection techniques, and procedures to ensure a comprehensive and rigorous study.

This study presents a comprehensive research design that seeks to investigate several strategies that have the potential to enhance employee work satisfaction within the UKZN College of Health Sciences. The proposed research design will predominantly utilise quantitative research methods for the purpose of data collection and analysis.

### **3.2 Overview of the organisation**

The College of Health Sciences at the University of KwaZulu-Natal is situated in Durban, South Africa. The College of Health Sciences encompasses a wide range of schools and disciplines that are relevant to the domain of health and medicine. The College comprises a diverse range of schools that focus on specialised fields including medicine, nursing and public health, laboratory medicine and medical sciences, health sciences education, and other associated professions.

The university is likely to provide a wide range of undergraduate and postgraduate programs that include many health-related subjects, including but not limited to medicine, nursing, pharmaceuticals, physiotherapy, dentistry, and allied disciplines. Research programs and postgraduate studies are essential elements of the academic curriculum as well. The College is likely to actively participate in research and innovation within health-related sectors. Both academic members and students have the capacity to make substantial contributions to the advancement of medical science, healthcare, and public health.

The establishment of collaboration between the College and hospitals and healthcare institutes can provide students with important opportunities for experiential learning through clinical training. The presence of state-of-the-art facilities, including laboratories, lecture halls, and libraries, is likely to be observed within the College premises, aiming to support academic and research pursuits. Health sciences colleges, such as the University of KwaZulu-Natal (UKZN), often engage in various community outreach initiatives, including outreach programs, health clinics, and community-based research projects.

The College is likely to have a diverse faculty and staff with vast expertise, comprising persons from various backgrounds such as academics, researchers, and healthcare professionals. It is quite likely that the programs offered by the College have received accreditation from relevant professional organisations and regulatory bodies. The College has the capacity to establish and sustain alliances and cooperative ventures with other academic institutions, research, and healthcare providers, both inside the country and internationally.

### **3.3 Research methodology**

This section focuses on the technique utilised to examine strategies aimed at improving employee job satisfaction at the UKZN College of Health Sciences. The concept of "research methodology" refers to the systematic framework and assortment of approaches or procedures utilised by researchers to plan, conduct, and analyse research inquiries. The development of a research technique holds significant significance in academic investigations as it provides a structured framework for addressing research questions, testing hypotheses, and investigating phenomena. Research methods are explicit systems for gathering and investigating data (Jubaer et al., 2021). Developing the research methodology is an essential component of a study design. When selecting research methodologies, there are two crucial decisions that one must make. A research configuration is a structured arrangement designed to address your research issue. A research method refers to a certain approach employed to execute a particular arrangement or plan.

### **3.4 Research design**

The proposed study was a descriptive and explorative in nature, and cross-sectional in terms of time needed to gather the information. The concept of "research design" refers to the structured arrangement, organisation, and methodology utilised by researchers to conduct a research study (Leavy, 2022). This document outlines the techniques and approaches that utilised to collect and analyze data for the goal of investigating and addressing certain research queries or objectives. The study design serves as a comprehensive framework that delineates the entirety of the research process, specifying the methodologies employed for the purpose of gathering, arranging, and examining data. The construction of a well-defined and meticulously crafted research design is crucial to ensure the integrity, reliability, and comprehensiveness of a research study. The research methodology serves as the foundational framework within which the entire research process is built, offering researchers direction in the methodical collection and examination of data with the aim of drawing meaningful and reliable conclusions.

Descriptive statistics encompass a range of statistical measurements and procedures that are utilised to concisely describe and portray the essential traits or characteristics of a certain dataset. Descriptive studies are generally conducted to describe the characteristics of a phenomenon (Nassaji, 2015). Explorative studies are carried out when the researcher investigates a phenomenon about which not much is scientifically known (Smith et al., 2006). Data summaries are of the utmost importance in aiding researchers and analysts in their understanding of the essential attributes, variability, and arrangement of data in a concise and meaningful fashion. Data analysis tools play a crucial role in the detection of trends, outliers, and potential areas of interest that need further investigation. Moreover, the application of descriptive statistics offers significant benefits in the dissemination and communication of research findings to a wider range of individuals. Descriptive statistics are of paramount importance in both quantitative and qualitative research approaches, as they make provision for a full comprehension and efficient presentation of data.

## **3.5 Research approach**

The domain of research methodology encompasses a variety of approaches utilised during the research process, each distinguished by its own set of guiding principles and techniques. Following this, a comprehensive analysis of the three discrete methodologies is provided.

### **3.5.1 Quantitative research**

Quantitative research utilises deductive approaches to examine study measures, aiming to validate, refute, or provide support for prior hypotheses (Jubaer et al., 2021). This particular research methodology involves the process of estimating variables and analysing the connections between these variables to uncover occurrences, correlations, or causal linkages. Researchers may utilise direct methods to acquire and analyse data, which can provide statistical information.

### **3.5.2 Qualitative research**

Qualitative research is distinguished by its predominant use of inductive approaches to data construction, which is done to derive meaning (Leavy, 2022). Professionals utilise this methodology to carry out investigations, during which they immerse themselves in comprehensive analysis and investigation of social phenomena. The objective is to reveal the interpretations that different individuals ascribe to a wide range of activities, situations, events, or artifacts. Moreover, this methodology enables the attainment of a holistic comprehension of a specific facet of human existence (Leavy, 2022).

### **3.5.3 Mixed methods**

Mixed methods research encompasses the comprehensive gathering, examination, and occasionally amalgamation of both quantitative and qualitative data within a single inquiry. The various stages of an investigative endeavour are interconnected or mutually reinforcing, in which the subjective phase is influenced by the quantitative phase, and vice versa (Hesse-Biber, 2010; Hesse-Biber & Leavy, 2011).

### **3.5.4 Research choice**

The research will employ a quantitative methodology to investigate potential approaches for enhancing employment satisfaction among employees of the UKZN College of Health Sciences. A quantitative approach is appropriate in studies intended to determine the relation between two or more variables (Apuke, 2017). The research process involved several key steps: formulating research inquiries, collecting data through the use of a questionnaire, and analysing the collected information using graphical and statistical methods.

## **3.6 Sampling and target population**

The research included 132 out of the 200 employees working at the University of KwaZulu Natal College of Health Sciences. When determining the sample size with a 95% confidence level, a 5% margin of error, and a total population of 200, it was found that the optimal sample size also amounted to 132.

Various stages of fieldwork are used to make decisions about theoretical or purposive sampling as indicated by Emmel (2013). Simple sampling strategy entails that respondents are given an equal chance of being selected (West & Bogers, 2017). For this study a convenience sample was selected and a sample size of 60.8% (132) was drawn from the population of 200 employees representing the entire college. Convenience sampling enables researchers to efficiently and effortlessly recruit

individuals who are readily accessible and willing to take part in the study. Due to the hectic schedules of personnel in the UKZN College of Health Sciences, convenience sampling was the most pragmatic method for recruiting participants. It is more economical and quicker than alternative sampling methods. Convenience sampling, as described by Dörnyei (2007), is a type of non-probability or non-random sampling method where individuals from the target population are chosen based on practical factors. The indicated criteria may include factors like closeness to the place, availability during certain hours, convenience of access, or voluntary willingness to participate.

The target population of the study was management and senior staff members of the College of Health Sciences. The leaders include deans, directors, senior lecturers, managers, accountants, and principal officers. The leaders chosen were the most important in the formulation of university policies, and they are accountable to their sections.

Using the sample calculator that was found on the internet, the following was calculated: At the Confidence Level: 95%, Margin of Error: 5, and Population Size: 200 Sample size: 132 (2023). This means 132 or more measurements/surveys are needed to have a confidence level of 95% so that the real value is within  $\pm 5\%$  of the measured/surveyed value. Sampling is a crucial aspect of the research technique as it allows researchers to gather data from a smaller group that is representative of the wider population. A simple sampling strategy entails that respondents are given an equal chance of being selected (West & Bogers, 2017). This subset, known as the sample, is chosen using certain criteria to ensure that it accurately reflects the characteristics and diversity of the population being studied. By selecting a sample, researchers can make inferences and conclude the entire population based on the data collected from the sample.

### **3.7 Data collection**

A questionnaire was used and circulated via the university notice system. The questionnaire consisted of both open-ended and closed-ended questions in the survey.

The questions were straightforward and easy to understand and confidentiality was maintained. With questionnaires, it is simple to compare similar studies. It is great for gathering simple, descriptive information (Sekaran & Bougie, 2016).

The data from respondents was collected by means of a standardised, self-administered survey. A self-administered questionnaire is a set of questions that is provided to respondents and necessitates their completion. To collect primary data for this research investigation, a self-administered questionnaire comprising four sections was employed. Section 1 of the questionnaire was designed to evaluate the diverse demographic features of the respondents. The criteria stated above included age, gender, ethnicity, level of education, and tenure in the current position. The questions in Section 2 of the survey sought to obtain responses regarding the participants' degree of employment contentment and the elements that contribute to job satisfaction. The third component of the questionnaire encompassed established rules concerning employee well-being, while the fourth section delineated processes designed to improve employee satisfaction. The submission of online questionnaires occurred through the completion of forms, which were made accessible through a hyperlink distributed via the university's notification system. Data was collected from all individuals who were registered at the College of Health Sciences.

### **3.8 The research instrument**

The survey employed in the current investigation consisted of four sections, specifically labelled as Sections 1, 2, 3, and 4. Section 1 focused on the socio-demographic characteristics, consisting of a comprehensive set of five components. The combined number of questions in sections 2–4 was 15. All inquiries were related to the levels of employment contentment or the elements that influenced job satisfaction levels. The inquiries were subsequently classified into the following categories:

- Questions 1 to 3: Demographics
- Questions 4 to 8: Employee satisfaction levels
- Questions 9 to 15: Existing policies

- Questions 16 to 18: Process for employee satisfaction

On a Likert scale of five points, respondents to the questions in Section 2 were asked to rate how satisfied or dissatisfied they were with each of the statements being asked of them. The five-point rating scale was numbered from 1 to 5 where:

“1” = “Very dissatisfied”

“2” = “Dissatisfied”

“3” = “Neutral”

“4” = “Satisfied”

“5” = “Very satisfied”

To facilitate the administration of the questionnaire, the researcher duly sought and acquired authorisation in the form of a gatekeeper's letter from the Registrar of UKZN Humanities (refer to Appendix 1) and an ethical clearance certificate from the Social Sciences Research Ethics Committee of UKZN (see to Appendix 5). After obtaining the necessary authorisation, the researcher proceeded to circulate a link for the self-administered questionnaire to the UKZN College of Health Sciences. To ensure clarity among respondents, the design of the questionnaire employed a strategy of excluding negative words.

The questionnaire was accompanied by a cover letter that outlined the expectations for participation. The accompanying letter explicitly stated that involvement in this research study is voluntary, and emphasised that the information gathered from this questionnaire will be utilised solely for research purposes. Furthermore, it was explicitly specified that all data acquired from respondents would be treated with the utmost confidentiality, and it was explicitly mentioned that no individual would be recognised or acknowledged. Additionally, it was stated that the research findings might be evaluated by the respondents upon the satisfactory conclusion of the research investigation. In the accompanying letter, the researcher expressed his appreciation and gratitude in advance for the support and contribution of the respondents. In advance, any potential inconvenience that may have been caused to the responders due to the research study was duly acknowledged and apologised for.

### **3.9 Pilot testing, reliability and validation**

In the context of the study entitled "Investigating approaches to improve employee job satisfaction in the UKZN College of Health Sciences", pretesting was conducted to assess reliability, and validate research instruments to ensure a rigorous design, consistent results, and accurate evaluation of job satisfaction and related factors among employees. These techniques helped augment the general quality and dependability of the study's findings. Certainly, there are explanations of pretesting, reliability, and validation within the context of the study, "Investigating strategies to improve employee job satisfaction in the UKZN College of Health Sciences".

#### **3.9.1 Pretesting**

A limited-scale trial or assessment of the research instruments, such as questionnaires, and research procedures is carried out during the pretesting phase, which comes before the primary data-gathering phase. Pretesting can also be referred to as pilot testing, which is another name for the pretesting phase. The primary goal of the pretesting phase is to identify and resolve any potential issues that may be associated with the research instruments and procedures. The clarity, comprehensibility, and efficacy of data collection procedures are improved, which ultimately makes it easier to elicit the necessary information from respondents. After selecting a group of individuals separate from those who took part in the primary study, the research instruments were sent to that subset of respondents to complete. To simplify the adoption of necessary modifications to the study instruments, it was decided to collect input from the respondents. This feedback collection was carried out. The majority of these changes entailed revising items that were ambiguous and improving the general framework of the survey.

pilot testing which was conducted on a 10% sample of the respondents, the results of the principal component, and The questionnaire was pre-tested on Lecturers working in office buildings near the UKZN Howard College Campus. Ten self-administered questionnaires were dispersed to participants to remark on the clearness of the questionnaire. analysis and the Cronbach alpha that was generated from Statistical Package for Social Sciences (SPSS).

### 3.9.2 Reliability

The significance of having accurate and trustworthy information aids the researchers to make knowledgeable choices regarding applications and essential approaches employed to reach solid results. According to Huck and Müller (2007), the uniformity among the components of a measuring instrument's components is known as reliability. The concept of "reliability" pertains to the degree of consistency and stability exhibited by research procedures and measurement systems. In surveys, alpha quantifies the degree of correlation between individual responses (item responses). Alternatively stated,  $\alpha$  estimates the percentage of variety in a set of survey responses that exhibits systematicity or consistency. The consistency is quantified by Cronbach's Alpha developed by Lee Cronbach. The degree to which item replies (that is, responses to survey questions) are correlated with one another is what will be measured by the alpha. Putting it another way, the coefficient  $\alpha$  is used to estimate the amount of the variation in a set of survey responses that is systematic or consistent (Cronbach & Shavelson, 2004). A result of 0.81 was obtained for the overall reliability of the questionnaire used in the research study, which was evaluated using Cronbach Alpha. According to the information presented in Chapter 4, the dependability of the study increased from 0.786 to 0.8333.

The repeatability of measurements is assessed by determining whether consistent results can be replicated by the repetition of measurements under settings that closely resemble the initial instance. Ensuring dependability is of utmost importance as it affords researchers the confidence that the acquired data can be trusted and is devoid of any measurement errors or discrepancies. The significance of assuring dependability cannot be overstated. Various methods can be employed to assess reliability, including test-retest reliability, inter-rater reliability, and internal consistency. Test-retest reliability entails measuring the same respondents at two distinct points in time. Inter-rater reliability involves establishing agreement among different raters or observers. Internal consistency involves evaluating the extent to which items in a scale or questionnaire correlate with one another, with Cronbach's alpha being the prevailing method of assessment.

**Table 3.10.2 Reliability scoring**

	No table of figures entries found. <b>Section</b>	<b>Number of Items</b>	<b>Cronbach's Alpha</b>
B5	Aspects of job satisfaction	5	0,786
C13	Involvement of stakeholders in the implementation of employee well- being policies	7	0,833
	<b>Overall</b>		<b>0,81</b>

### **3.9.3 Validation**

The evaluation process that determines the extent to which a research instrument, such as a survey or questionnaire, accurately and effectively measures the target construct is referred to as "instrument validation". Validity, according to Whiston (2009), is the process of gathering data that is suitable for the purpose for which the measuring devices were designed.

The words "instrument validation" refer to the evaluation process. Providing evidence to establish the instrument's validity within the particular study context and for the constructs being evaluated is an important step in the process. The process of validating research instruments is an important step that ensures they are able to capture precisely the concepts being sought for and produce results that can be trusted and relied upon. It is of the utmost significance to derive useful inferences from the data that was collected. Validation can be accomplished through a variety of approaches, including content validity, construct validity, and criteria validity, among others. The content of the instrument should be able to appropriately represent the construct of interest for it to be considered legitimate. The concept of construct validity refers to the evaluation of the degree to which the instrument accurately measures the fundamental theoretical construct. The degree to which the outcomes of the instrument correlate with a known criterion is what is meant by the term "criterion validity".

### **3.10 Data analysis**

Respondents were required to complete questionnaires. A qualified statistician was employed to assist with the accuracy and analysis of data. SPSS (Statistical Package for Social Science) computer software was used for data analysis. For reflection and analysis, descriptive statistics was used to calculate means, medians and standard deviation to summarise data. Quantitative research entails calculating or counting quantities (Bryman, 2007). Data analysis refers to the systematic examination, purification, manipulation, and interpretation of data with the objective of identifying significant insights, patterns, trends, and associations. Data analysis is of paramount importance in several domains such as research, decision-making, problem-solving, and enhancing comprehension of the information encapsulated within datasets. Data analysis employs statistical software such as SPSS or R for the purpose of conducting data analysis; performing a descriptive statistical analysis to generate a comprehensive overview of the demographic characteristics and general levels of job satisfaction. It conducts inferential statistical analyses, including regression analysis and analysis of variance (ANOVA), to evaluate the associations between independent factors and work satisfaction. It performs an analysis to assess the possible moderating or mediating influences.

In order to examine the results that were collected, we have used the data analysis features that are included in Microsoft Excel 2016. In this study, methods of statistical analysis are drawn from both the descriptive and inferential categories. The findings are clarified, and their comprehension is aided by using tables and graphs to depict the data. This enables the findings to be more easily understood. The majority of the time spent on the statistical analysis has been focused on calculating and interpreting percentages and frequency distributions. The use of multiple regression analyses allows for the identification of the factors that determine individuals' levels of happiness in their work environment. Using the research approaches that are detailed in the following paragraphs, this inquiry has looked into the research questions that were posed.

- What is the level of employee satisfaction within the College of Health Sciences?

**Descriptive statistics: Frequencies, percentages, employee satisfaction index**

- Who are the stakeholders within the College of Health Sciences, and what is their level of involvement in the implementation of employee well-being policies?

**Descriptive statistics.**

- What are the processes employed by the College of Health Sciences to ensure employee satisfaction in the workplace?

**Descriptive statistics.**

### **3.11 Ethical considerations**

The University of KwaZulu Natal was contacted in order to apply for authorisation to conduct research. The use of suitable citations for sources and the acknowledgment of study respondents have ensured the study's effectiveness. To examine the results that have been collected, we have used the data analysis features that are included in Microsoft Excel 2016. In this study, methods of statistical analysis are drawn from both the descriptive and inferential categories. The findings are clarified, and their comprehension is aided, by using tables and graphs to depict the data. This enables the findings to be more easily understood.

#### **3.11.1 Anonymity and confidentiality**

The unpredictable nature of using subjects (people) in research raises the risk factor. The researcher ensured the respondents that the data collected would be kept completely private and anonymous and ensured that respondents' comments cannot be directly associated with them. The survey questionnaire was written in such a manner that no respondents' work titles are disclosed.

### **3.12.2 Voluntary participation**

It was communicated clearly to respondents that taking part in the study is entirely optional. According to the researcher's understanding of the nature and parameters of the study, respondents were free to participate or not. The researcher explained the study's objectives and the value of respondents while assuring them that refusal to join would have no negative implications and that withdrawal from the study would be completely free of charge at any time. Additionally, the method of data collection was explained to them.

### **3.12 Conclusion**

The quantitative research methodology described above provides a systematic approach to investigating employee job satisfaction and the effectiveness of strategies within the UKZN College of Health Sciences. Through rigorous data collection and analysis, this approach aims to provide valuable insights into the current state of employment contentment, its influencing factors, and the impact of specific strategies, ultimately guiding evidence-based recommendations for improvement.

## **4.0 PRESENTATION AND DISCUSSION OF RESULTS**

### **4.1 Introduction**

The dataset included in this research was obtained from the College of Health Sciences at the University of KwaZulu-Natal (UKZN). It consists of responses to a meticulously developed questionnaire aimed at investigating diverse strategies for improving employee job satisfaction. A comprehensive analysis and interpretation of all gathered data, accompanied by a rigorous assessment of the findings, will be presented. The current study employs an empirical technique in its research design. Hence, the choice of data analysis methodology is dependent on this specific factor. The preliminary exposition of the outcomes encompasses an account of the comprehensive discoveries of the investigation via the use of descriptive statistics.

The main aim of this study is to assess the level of employee satisfaction within the UKZN College of Health Sciences. The purpose of this research is to ascertain the primary stakeholders within the College of Health Sciences and evaluate their respective functions in the execution of employee well-being policies. Furthermore, this study aims to assess the strategies implemented by the College of Health Sciences in order to promote employee satisfaction within the organisational setting.

In this chapter, the outcomes and interpretations derived from questionnaires used in the study are described. The questionnaire, serving as the primary data collection instrument, was circulated online among the staff at the UKZN College of Health Sciences (n = 42, 100.0%). The information gathered from the responses was analyzed, utilising version 29.0 of the SPSS software.

The presentation of results is structured around descriptive statistics, which include graphical representations, cross tabulations, and other figurative forms, all aimed at elucidating the quantitative data acquired. Additionally, the chapter employs statistical methods that include drawing conclusions or making inferences, particularly through the analysis of correlations and chi-square test findings. These are interpreted through p-values, which are pivotal in determining statistical significance. In line with traditional

statistical reporting, a result is considered statistically significant if the p- value is below 0.05, symbolised as "p < 0.05".

## **4.2 Descriptive statistics**

Within the larger discipline of statistics, one of the most important subfields of research is known as descriptive statistics. The aforementioned method displays the link between variables that are contained within a certain sample, and it is usually used to organise and compress dispersed data. This is an essential stage in the process of conducting inferential statistical comparisons and undertaking research (Dong, 2023). Statistics is a fundamental field of study that was developed as a tool to facilitate the organisation of, and the summary of, the inherent variability that is found in sets of empirical observations or scores.

The current research investigation intends to utilise descriptive statistics in order to highlight the essential aspects in respect of the data collected via the questionnaire, as well as to provide succinct overviews relevant to the sample and the measures. This will be accomplished by analysing the data obtained from the questionnaire. It is planned to carry out a descriptive statistical analysis to identify the mean value of every independent variable, which will serve as an indication of the level of satisfaction.

### **4.2.1 Demographics of respondents**

The respondents in this research project, which included a total sample size of 132, were all asked to participate. In total, 42 people responded in the affirmative. The data from Section 1 of the questionnaire are presented in Table 4.2.1. This section of the questionnaire focused on the demographic characteristics of each responder. According to the 42 responses, the majority of the persons who took part in this research were members of the support staff. There was just one respondent who was an academic professor. The tenure (the length of time spent working at the College) varied, as seen by the presence of 13 respondents in both the '10-15 years' and '1-5 years' categories, as well as 8 respondents in the '6-10 years' group.

The respondents for this study came from a variety of departments, with the

Department of Social and Public Health (SNPH) contributing the most, with a total of 17 respondents contributing to this study's findings. Next in line was the College Office, with 10 responses, followed by the School of Clinical Medicine (SCM), with 7 responses, the School of Laboratory Medicine and Medical Sciences (SLMMS), 6 responses, and lastly, the School of Health Sciences (SHS) with 2 responses.

#### 4.2.1 Job satisfaction levels

The results of the second section of the survey, which asked respondents about their overall level of satisfaction in their jobs, are presented in Table 4.2.2 below.

	<b>Frequency</b>	<b>Percent</b>
Dissatisfied	5	11,9
Neutral	15	35,7
Satisfied	16	38,1
Very Satisfied	6	14,3
Total	42	100,0

**Table 4.2.2 Overall level of satisfaction**

#### 4.2.4 Existing initiatives

The data about the existing initiatives of the respondents, as outlined in Section 3 of the questionnaire, is presented in Table 4.2.3. A significant majority of the respondents exhibit a lack of understanding or maintain the notion that there are currently no ongoing efforts focused on improving employee satisfaction and well-being. Several activities have been identified, which encompass the implementation of a wellness program in partnership with ICAS, the initiation of anti-bullying campaigns, and the coordination of team-building sessions.

	<b>Frequency</b>	<b>Percent</b>
No	21	50,0
Yes	21	50,0

Total	42	100,0
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**Table 4.2.3**

#### 4.2.5 Areas for improvement and suggestions

The data from Section 5 of the questionnaire, which pertain to the respondents' areas of improvement, are presented in Table 4.2.4. A significant number of respondents believe that there is room for improvement in terms of the level of satisfaction felt by employees and have formulated ideas along these lines, holding consultations to gain a deeper grasp of the perspectives of staff members. These ideas include additional external conferences, seminars, and workshops, the creation of programs to improve employees' health and well-being, and motivating staff through the organisation of events that develop teamwork.

	Frequency	Percent
No	9	21,4
Yes	33	78,6
Total	42	100,0

**Table 4.2.4 Areas for improvement**

#### 4.2.6 Keyobservations

A considerable percentage of respondents hold the perception that the potential for improvement concerning the level of employment contentment among employees exists. The data suggests that a considerable proportion of respondents lack awareness of current endeavours aimed at enhancing employee well-being. This observation perhaps signifies a breakdown in communication or inefficiencies in the execution of these initiatives. The recommendations put forth by the staff allude to a requirement for enhanced levels of involvement, increased remuneration and acknowledgment, as well as the implementation of wellness activities, in conjunction

with the aforementioned aspects.

### **4.3 The research instrument and response rate**

A total of 132 questionnaires was distributed as part of the survey campaign, and 42 of them were returned with completed responses. The observed result was a significant response rate of 32%, indicating a strong level of engagement from the intended recipients. The viewpoints and insights gleaned from the returned questionnaires greatly enhance our full comprehension of the issue being examined. The substantial response rate highlights both the effectiveness of the survey methodology and the respondents' enthusiasm to actively participate in the research endeavour. The gathered data is anticipated to have a pivotal impact on generating important discoveries and shaping informed decisions by considering the perspectives of the survey respondents.

The instrument for conducting research consisted of 37 items, each of which was assigned a nominal or ordinal degree of measurement. As is shown in the following paragraphs, the questionnaire for the survey was divided into four sections, each of which was devoted to evaluating a distinct topic.

- A Biographical data
- B Employee satisfaction
- C Stakeholders' and well-being policies
- D College processes for employee satisfaction

### **4.4 Reliability statistics**

Two essential components must be present to achieve precision: reliability and validity. It is possible to assess reliability by carrying out a large number of measurements on the same subjects. A reliability coefficient that is equal to or more than 0.60 is considered to be "acceptable" for a construct that has been very recently produced.

#### 4.4.1 Cronbach's Alpha

The table presents the Cronbach's alpha score for each item in the questionnaire

	Section	Number of Items	Cronbach's Alpha
B5	Aspects of job satisfaction	5	0.786
C13	Involvement of stakeholders in the implementation of employee well-being policies	7	0.833

**Table 4.4.1 Cronbach's alpha**

The table presents Cronbach's alpha values for different sections of a questionnaire, indicating the internal consistency of the items within each section. Two sections are highlighted:

Section B5 - Aspects of Job Satisfaction: This section contains 5 items and has a Cronbach's alpha value of 0.786. This value suggests a good level of internal consistency among the items in this section, indicating that they reliably measure various aspects of job satisfaction.

Section C13 - Involvement of Stakeholders in the Implementation of Employee Well-being Policies: Comprising 7 items, this section has a Cronbach's alpha of 0.833. This higher value implies a very good internal consistency, suggesting that the items in this section effectively capture the extent of stakeholder involvement in the implementation of employee well-being policies. The recommendations for the Cronbach's alpha criterion have been exceeded by the dependability ratings for every part. The findings of this research indicate that certain sections of the study have a level of scoring that is satisfactory and consistent.

#### 4.5 Factor analysis

According to Shrestha (2021), an approach to statistics called factor analysis is used for data reduction and simplification. The main objective of this strategy is to detect latent variables or factors that provide insight into the relationship patterns among a group of observed data. This technique is particularly useful in situations where there

are many variables, and it is suspected that they are related to a smaller number of unobserved factors. Overall, factor analysis facilitates the comprehension of the configuration of a collection of variables and the reduction of that set to a more feasible quantity set by grouping highly correlated variables. The process involves statistical calculations that deconstruct the variance of the observed variables into common and unique components. The common variance is attributed to the underlying factors, while the unique variance is specific to individual variables.

The outcome of factor analysis is typically a set of factors, each representing a group of variables with similar patterns of responses. These factors can then be used in further analysis or to simplify data interpretation. It is important to note that factor analysis is based on correlations; it does not imply causation but rather indicates how variables are related to each other. The matrix table or tables are presented through a succinct summary table that showcases the results of the KMO (Kaiser-Meyer-Olkin) and Bartlett's Test. The KMO and Bartlett's Test table consists of two evaluations that determine the suitability of the data for finding structure. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy is a statistical measure that quantifies the extent to which the variability in the variables may be explained by underlying factors. Values that are closer to 1.0 indicate that conducting factor analysis on the data could be highly beneficial. In contrast, scores below 0.50 indicate that the results of the factor analysis are expected to have lower levels of information.

**The Bartlett's test of sphericity** assesses whether the correlation matrix is an identity matrix, which suggests that the variables are independent and not suitable for discovering any underlying patterns. A significance level below 0.05 indicates that conducting a factor analysis with the data could be beneficial. Information on the KMO-Bartlett's test in SPSS Statistics version 24.0.0. is accessible on <https://www.ibm.com/docs/de/spss-statistics/24.0.0?topic=detection-kmo-bartletts-test>.

In particular, factor analysis is conducted on items comprising Likert scales. The process of further subdividing the individual elements into more specific components is illustrated in the rotational element matrix that follows.

#### 4.5.1 KMO and Bartlett's Test

	Section	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	Bartlett's Test of Sphericity		
			Approx. Chi-Square	df	Sig.
B5	Aspects of job satisfaction	0.709	51.345	10	< 0.001
C13	Involvement of stakeholders in the implementation of employee well-being policies	0.745	92.567	21	< 0.001

**Table 4.5.1 KMO & Bartlett's test**

All requirements for factor analysis have been fulfilled. To meet the required criteria, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy value should be greater than 0.500, while the Bartlett's Test of Sphericity significance value should be less than 0.05.

#### 4.5.2 Rotated component matrix

B5	Component
	1
Workload and job responsibilities	0.630
Opportunities for professional growth and development	0.858
Communication with supervisors and colleagues	0.702
Work-life balance	0.757
Compensation and benefits	0.729

**Table 4.5.2 Rotated component matrix**

Extraction method: Principal component analysis.

a. 1 components extracted.

Each of these items has a loading above 0.6, indicating a significant correlation with the principal component extracted. Notably, 'Opportunities for Professional Growth and Development' has the highest loading (0.858), suggesting it has the strongest correlation with the underlying factor being measured, which in this case is likely an

overall sense of job satisfaction.

The use of PCA here simplifies the understanding of job satisfaction by revealing that these varied aspects are, to a substantial extent, expressions of a single underlying dimension. This dimension could be interpreted as an overarching measure of job satisfaction, influenced concurrently by factors like workload, growth opportunities, communication, work-life balance, and compensation.

#### 4.5.3 Component analysis

C13	Component	
	1	2
College administrators and management	0.167	0.820
Human Resources department	0.779	0.076
Faculty members and lecturers	0.566	0.496
Non-teaching staff (e.g., administrative staff, technicians)	0.048	0.895
Employee representatives or union representatives	0.339	0.705
Health and safety officers	0.731	0.375
Wellness or well-being committee members	0.912	0.106

**Table 4.5.3 Component analysis**

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.<sup>a</sup>

a. Rotation converged in 3 iterations.

There are two components (Component 1 and Component 2) and a set of items (various roles or groups within a university setting). The numbers represent loadings, which are a key part of factor analysis or principal component analysis (PCA). These loadings indicate how strongly each item is associated with each component. Higher absolute values indicate a stronger relationship.

#### 4.5.3.1 Component 1

Human Resources department: 0.779, Faculty members and lecturers: 0.566, Health and safety officers: 0.731, Wellness or well-being committee members: 0.912. This component is strongly associated with roles that directly influence or are responsible for the welfare, well-being, and overall working conditions of the college staff and faculty. The high loadings for Human Resources, Health and Safety officers, and Wellness committee members suggest a focus on employee welfare and the workplace environment. Suggested Subtheme Name for Component 1: "**Employee welfare and workplace environment**".

#### 4.5.3.2 Component 2

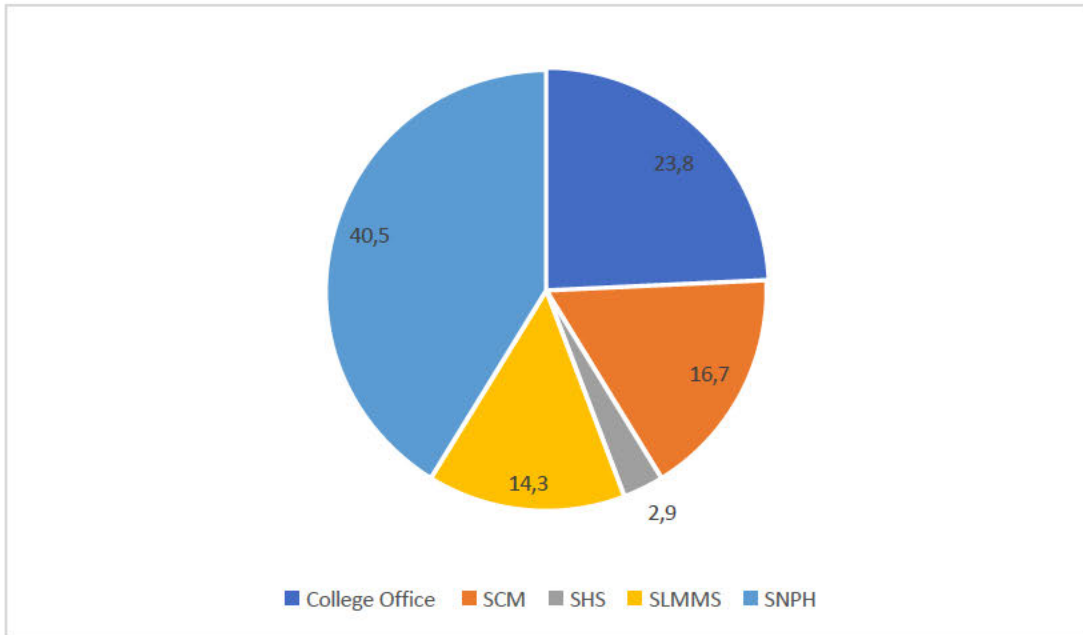
College administrators and management: 0.820, Non-teaching staff (e.g., administrative staff, technicians): 0.895, Employee representative or union representatives: 0.705. This component is strongly associated with roles that are more involved in the administrative and operational aspects of the college. The high loadings for college administrators, non-teaching staff, and union representatives suggest a focus on the management, administration, and representation of employees in organisational matters. Suggested subtheme name for Component 2: "**Administrative operations and employee representation**".

### 4.6 Observations

Some roles, such as faculty members and lecturers, have moderate loadings on both components, indicating their involvement in both welfare and administrative aspects. Other roles, like the human resources department and non-teaching staff, have a more defined association with one component over another. This analysis provides a thematic understanding of how different roles within a college environment can be grouped based on their primary focus or function.

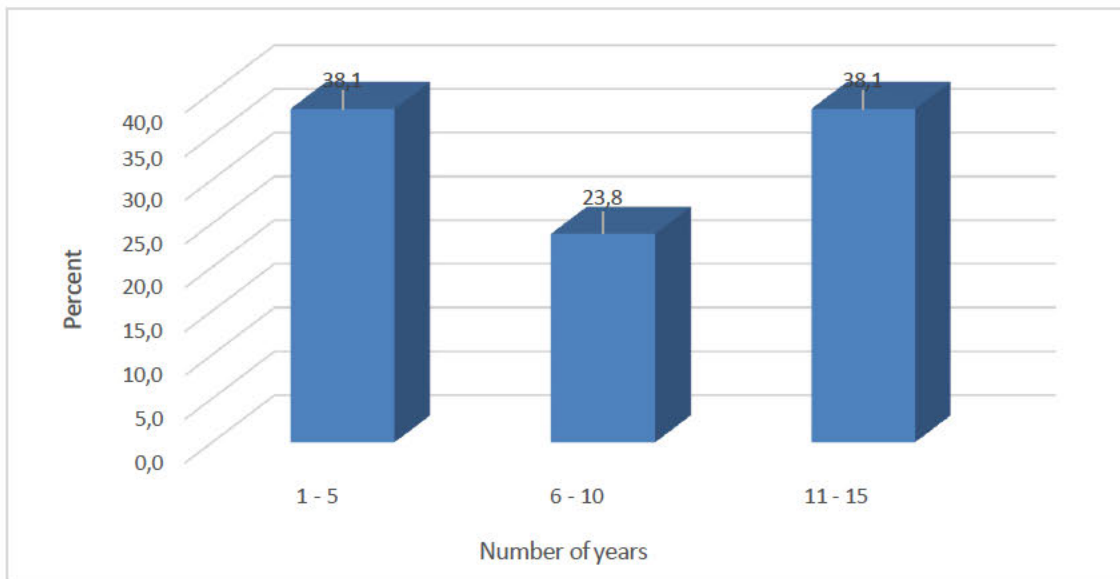
#### 4.6.1 Section A: Biographical data

The subsequent section presents a concise overview of the respondent's biographical information. The figure below describes the department or school that respondents work in.



The largest numbers of respondents are from SNPH (40.5%) and College Office (23.8%) ( $p = 0.021$ ). SCM (16.7%), SLMMS (14.3%), and SHS (2.9%) have fewer respondents, with SHS having the smallest representation in the dataset.

The diagram below illustrates the duration of employment of the respondents.



The frequency distribution across the given year ranges shows that the periods 1-5 years and 11-15 years have the highest number of respondents, each with 13 individuals making up 38.1% of the total responses. In contrast, the 6-10-year range has a notably smaller representation, with only 8 respondents, or 23.8% of the total. Despite this apparent disparity, the p-value of 0.479 indicates no statistically significant difference in the number of respondents across these year ranges. This p-value suggests that the observed distribution of responses could be reasonably expected by chance and does not necessarily indicate any underlying trends or preferences related to the number of years represented. The data does not provide sufficient evidence to assert that certain year ranges are more or less represented than any others beyond what might occur naturally in a random distribution. Approximately 60% of the respondents had been employed for nearly five years. This implies that the respondents had been employed for a considerable time, which is advantageous since it indicates the contribution of seasoned experts.

#### **4.6.2 Analysis of variables**

**Year ranges:** This variable represents the specific periods or ranges during which respondents specified the length of their employment in years. The specific year intervals in this case are 1-5 years, 6-10 years, and 11-15 years. The frequency distribution of responses across these ranges demonstrates the distribution of employment duration within the study sample.

**Respondent count:** This variable indicates the total number of individuals within each selected year range. In this context, it reveals the count of individuals who reported being employed for periods of 1-5 years, 6-10 years, and 11-15 years, respectively. Comprehending the composition of the sample is greatly dependent on the distribution of responses among different categories.

The variable "Percentage of Total Responses" quantifies the proportion of respondents in each year group relative to the total number of responses. Based on this scenario, the overall period of 1-5 years and 11-15 years combined accounts for 38.2% of all the responses. This data provides useful insights into the relative frequency of the different duration of employment among the surveyed respondents.

Statistical significance, as determined by the p-value, pertains to the statistical analysis

employed to evaluate whether the observed distribution of answers across various year ranges is likely attributable to random chance. The p-value of 0.479 indicates the probability of obtaining the observed results if there is no real difference or effect. In this instance, a higher p-value suggests that the differences in the number of respondents between different periods do not have statistical significance.

The distribution's significance lies in its ability to analyse the potential outcomes resulting from the observed data distribution. While there may be fluctuations in the number of respondents throughout different periods, the available data does not provide sufficient evidence to establish that these variations are not due to random occurrences. Around 60% of the respondents had a work experience of nearly 5 years, suggesting a considerable proportion of individuals with a substantial duration of employment. This is advantageous since it implies the involvement of seasoned experts among the respondents.

**Underlying trends or preferences:** This attribute refers to the absence of any substantial evidence suggesting consistent patterns or preferences related to the duration of the data. The lack of statistical significance suggests that the observed distribution is likely due to random fluctuations rather than indicating any persistent trends or preferences among the respondents about the length of their employment.

In summary, the criteria that were examined included the specific time intervals, the number of respondents in each interval, the proportional allocation, the statistical significance of the identified differences, and the implications and potential patterns within the dataset.

#### **4.7 Section B Employee satisfaction**

This section is dedicated to understanding the multifaceted aspects of employee satisfaction within the College of Health Sciences. Here, various dimensions of job fulfilment are explored, from workload to compensation, and the impact of specific factors on the work-life quality of our staff. The table below indicates the responses to the overall level of satisfaction with the respondents' jobs at the College of Health Sciences.

	Frequency	Percent
Dissatisfied	5	11.9
Neutral	15	35.7
Satisfied	16	38.1
Very Satisfied	6	14.3
Total	42	100.0

**Table 4.7 Employee satisfaction**

In the assessment of employee satisfaction within the College of Health Sciences, the data defines a bifurcated sentiment among the workforce. Precisely, 35.7% of respondents report a neutral stance towards job satisfaction, concomitant with an equal proportion expressing satisfaction. This parity may denote a threshold at which employee perceptions of job fulfilment diverge, underscoring latent opportunities for organisational enhancement. Conversely, a symmetrical minority of respondents—each constituting 11.9%—occupy the polar extremes of 'Dissatisfied' and 14.3% 'Very Satisfied', indicative of a dichotomous experience within the workforce.

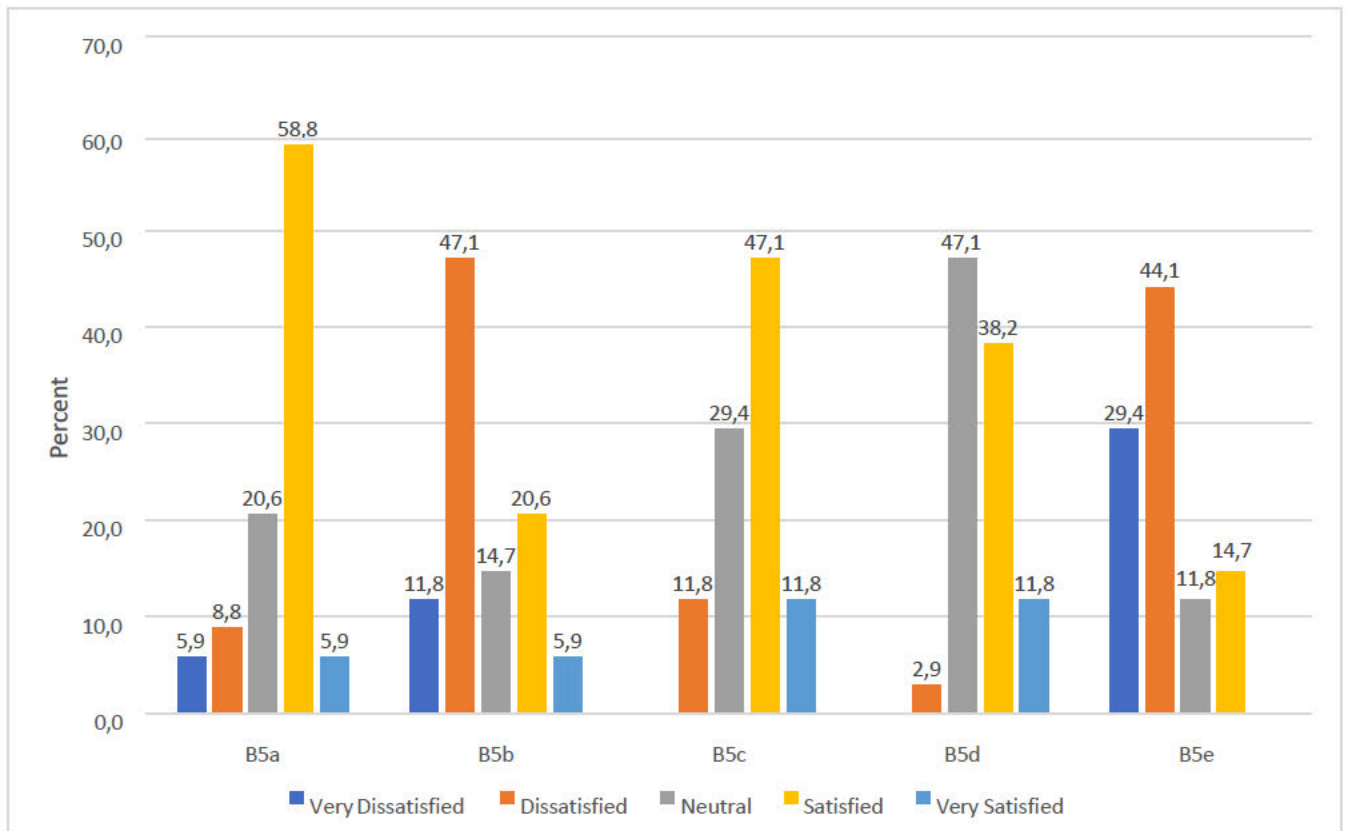
The statistical analysis yields a p-value of 0.023 which suggests that the distribution of satisfaction levels is not attributable to chance. Such a statistically significant deviation from what would be anticipated under a hypothesis of random distribution necessitates a thorough examination of the factors contributing to employee contentment and disaffection. This empirical evidence mandates an introspective organisational review to pinpoint and address the determinants of employee morale, with the objective of fostering an environment conducive to both personal and professional prosperity.

The analysis below summarises the levels of satisfaction relating to different aspects of the job. The subsequent segment examines the scoring patterns exhibited by the participants for every variable in a given segment. Firstly, the outcomes are displayed as condensed percentages related to the factors included in each part. Next, the study further examines the importance of the assertions.

#### 4.7.1 Scoring patterns.

		Very Dissatisfied		Dissatisfied		Neutral		Satisfied		Very Satisfied		Chi Square p-value
		Count	RowN%	Count	RowN %	Count	RowN%	Count	RowN%	Count	RowN%	
Workload and job responsibilities	B5a	2	5.9%	3	8.8%	7	20.6%	20	58.8%	2	5.9%	< 0.001
Opportunities for professional growth and Development	B5b	4	11.8%	16	47.1%	5	14.7%	7	20.6%	2	5.9%	0.002
Communication with supervisors and colleagues	B5c	0	0.0%	4	11.8%	10	29.4%	16	47.1%	4	11.8%	0.009
Work-life balance	B5d	0	0.0%	1	2.9%	16	47.1%	13	38.2%	4	11.8%	< 0.001
Compensation and benefits	B5e	10	29.4%	15	44.1%	4	11.8%	5	14.7%	0	0.0%	0.029

**Table 4.7.1 Scoring Patterns Summary**



The subsequent patterns are identified:

- 3 Statements exhibit considerably elevated levels of satisfaction while other levels of agreement are lower (but still greater than levels of disagreement).
- 2 statements indicate higher levels of dissatisfaction.
- There are high levels of neutral scores in 3 statements.
- The statistical significance of the discrepancies is assessed and presented in the table.

A chi-square goodness-of-fit test was conducted to assess whether there were significant differences in the score patterns per statement for each choice. The null hypothesis posits that an equal number of respondents scored on each alternative for each statement, one statement at a time. The alternative hypothesis posits a substantial disparity in the levels of satisfaction. The outcomes are displayed in the table. The significant values (p-values) that are underlined are below 0.05, which indicates that the distributions were not similar. The discrepancies in the scoring of respondents (satisfied, neutral, unhappy) were statistically significant. For workload and job responsibilities, the majority of respondents feel satisfied (58.8%), with very few expressing extreme dissatisfaction (5.9%).

The statistical significance is strong ( $p < 0.001$ ), indicating that these feelings are not by chance and that workload is a significant factor in job satisfaction.

Professional growth opportunities display a different trend, with the largest group feeling dissatisfied (47.1%). However, satisfaction scores are notably lower (20.6%), and again, the significance is high ( $p = 0.002$ ), suggesting real concern among employees about their development prospects.

Communication with supervisors and colleagues has the highest satisfaction (47.1%) with no respondents reporting being very dissatisfied, and a statistically significant outcome ( $p = 0.009$ ).

Work-life balance shows that the majority of respondents are neutral to satisfied (47.1% and 38.2%, respectively), with very few dissatisfactions and a very significant p-value ( $p < 0.001$ ).

Compensation and benefits have the most skewed distribution, with a substantial number feeling dissatisfied (44.1%) or very dissatisfied (29.4%), and none feeling very satisfied. The p-value of 0.029 indicates that compensation is a statistically significant factor in employee dissatisfaction.

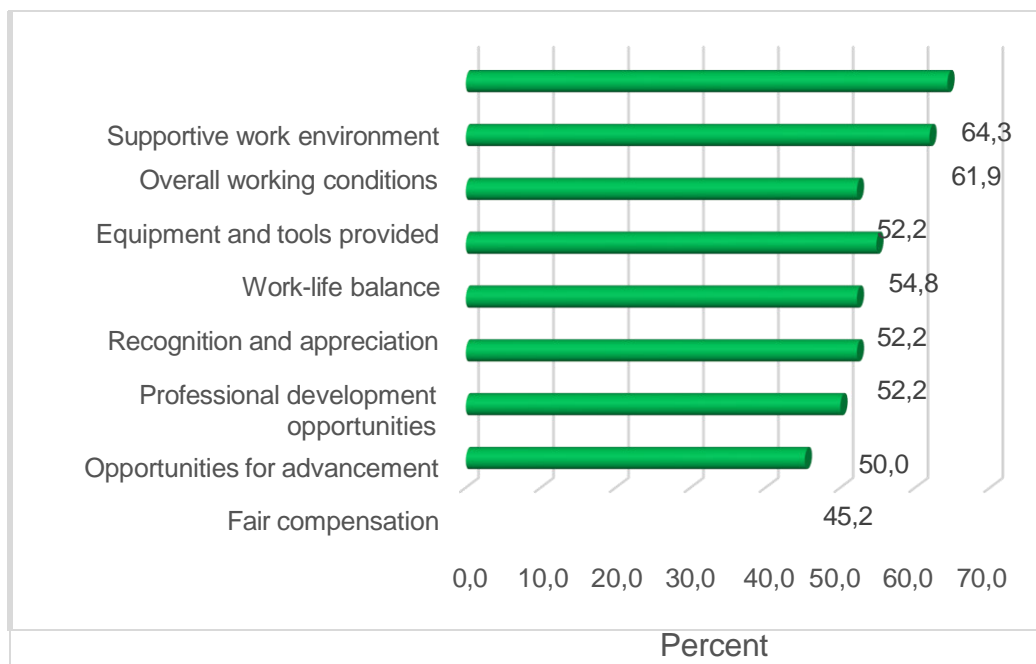
In summary, while employees seem generally satisfied with workload, communication, and work-life balance, there are significant concerns about professional growth opportunities and compensation, with dissatisfaction being a statistically significant trend in these areas. There is a prevailing satisfaction trend in workload, communication, and work-life balance. However, there are notable worries regarding professional advancement possibilities and compensation. The statistical significance of dissatisfaction in professional progress and compensation suggests that these areas need focus and change to promote overall employee satisfaction. The analysis presents a nuanced perspective on job satisfaction, indicating both favourable attitudes in certain aspects and notable difficulties in others. This underscores the necessity for focused measures to tackle specific issues and enhance the overall work atmosphere.

#### 4.7.2 Factors influencing job satisfaction

The table below represents the factors that respondents identified as contributing most to job satisfaction.

	Frequency	Percent
Fair compensation	19	45.2
Opportunities for advancement	21	50.0
Professional development opportunities	22	52.2
Recognition and appreciation	22	52.2
Work-life balance	23	54.8
Equipment and tools provided	22	52.2
Overall working conditions	26	61.9
Supportive work environment	27	64.3

**Table 4.7.2 Contributing factors to job satisfaction**



There is a clear upward trend in the level of satisfaction as we move from compensation-related factors to environmental and support factors.

Fair Compensation: This appears to be the least influential factor in job satisfaction with 45.2% of respondents considering it a contributor, suggesting that compensation might not be the primary driver of satisfaction among employees.

Opportunities for Advancement and Professional Development Opportunities: These factors are seen as slightly more influential, with 50.0% and 52.2% of respondents respectively, indicating that nearly half of the workforce values growth and learning opportunities.

Recognition and Appreciation: Similarly, 52.2% of respondents find that recognition and appreciation contribute significantly to their job satisfaction, highlighting the importance of employees feeling valued for their contributions.

Work-Life Balance: Surpassing other factors, work-life balance is crucial for 54.8% of the respondents, indicating that employees place a high value on having a manageable workload and the ability to maintain a healthy balance between their professional and personal lives.

Equipment and Tools Provided: A majority of 52.2% of employees feel that having the right tools and equipment is essential for job satisfaction, implying that the practical aspects of performing their job roles are key to their contentment.

Overall Working Conditions: With 61.9% of respondents indicating this as a factor, it suggests that the general environment and conditions of the workplace are significant to employee satisfaction.

Supportive Work Environment: This is ranked as the most influential factor with 64.3% of respondents agreeing, which underscores the importance of a collegial and supportive atmosphere in the workplace.

In essence, the trends indicate that while financial compensation is important, it is the qualitative factors such as a supportive work environment, good working conditions, and having the necessary tools and equipment that are most strongly associated with employee satisfaction. These trends reflect an employee base that places a high value on the overall quality and culture of their work environment.

### 4.7.3 Challenges experienced by respondents

The table below reflects whether respondents have experienced any challenges or concerns in their role at the College of Health Sciences.

	Frequency	Percent
No	20	47.6
Yes	22	52.4
Total	42	100.0

**Table 4.7.3 Challenges experienced by respondents**

The proportion of respondents who encountered difficulties was the same as the proportion of individuals who did not experience difficulties ( $p = 1.00$ ).

## 4.8 Section C – Stakeholders and well-being policies

Section C of the survey seeks to engage with the College of Health Sciences community to assess awareness, familiarity, and involvement with employee well-being policies. This section will provide insights into how these policies are communicated and perceived by the staff, and the extent to which various stakeholders contribute to their development and implementation. Through this inquiry, the effectiveness of stakeholder engagement in promoting a supportive and healthy workplace can be evaluated.

### 4.8.1 Respondents' awareness

The table below describes whether respondents were aware of the existence of employee well-being policies within the College of Health Sciences.

	Frequency	Percent
No	21	50.0
Yes	21	50.0
Total	42	100.0

**Table 4.8.1 Respondents awareness**

The table indicates that 50.0% of the respondents, are aware of the existence of employee well-being policies at the College of Health Sciences. However, an equal number of respondents, 50.0%, report not being aware of such policies ( $p = 0.303$ ).

The p-value suggests that the difference in awareness among the respondents is not statistically significant. This means that any observed difference in awareness levels is likely due to random chance and there isn't a strong evidence of a systematic issue with policy awareness across the population surveyed. This could imply that the college's efforts to disseminate information about well-being policies may be reaching employees to some extent, but there is room for improvement in ensuring that all employees are equally informed.

#### **4.8.2 Respondents' level of familiarity**

The table below indicates the level of familiarity of the respondents with the content of these policies.

	Frequency	Percent
Not familiar	23	54.8
Somewhat familiar	15	35.7
Very familiar	4	9.5
Total	42	100.0

***Table 4.8.2 Level of familiarity***

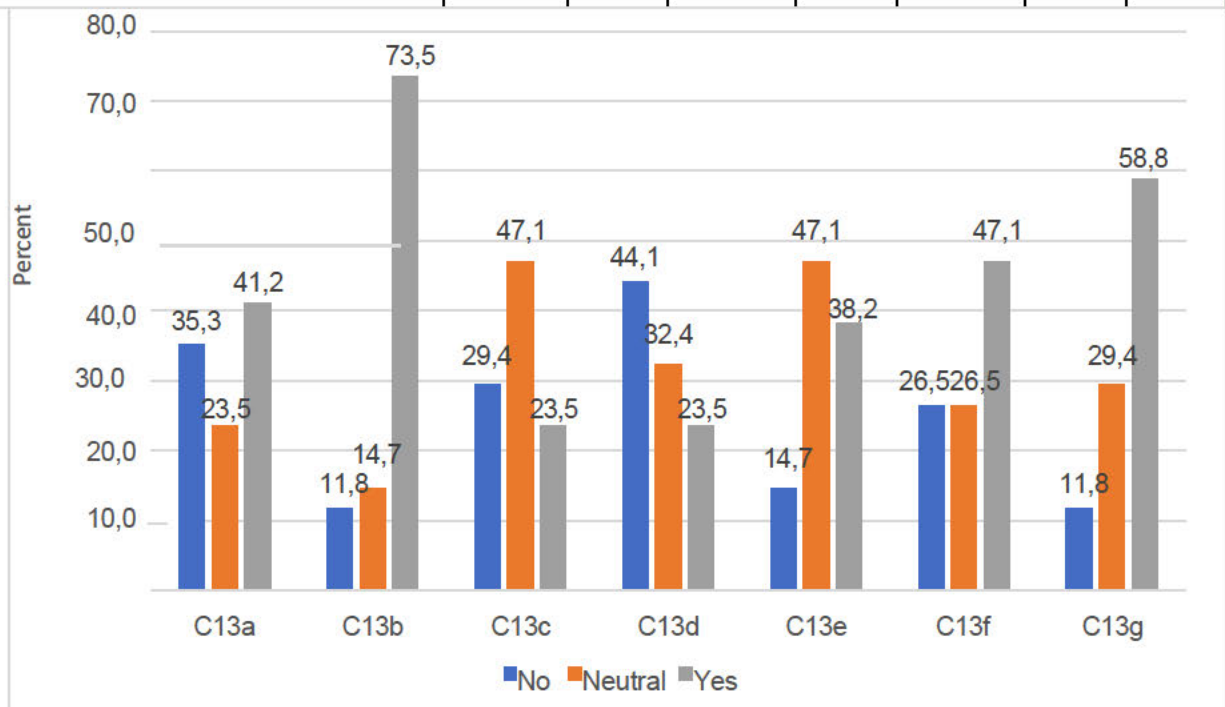
A very small portion of the sample (9.5%) indicated that they were very familiar with the policies ( $p = 0.026$ ). It is logical to deduce that the levels of familiarity would be low as a large proportion of respondents were not aware of the policies as indicated previously. None of the respondents indicated that they had actively participated in the development or review of employee well-being policies.

### 4.8.3 Respondents' level of involvement

The table below indicates the responses to the level of involvement of stakeholders in the implementation of employee well-being policies

**Table 4.8.3 Level of involvement**

		No		Neutral		Yes		Chi Square p-value
		Count	Row N %	Count	Row N %	Count	Row N %	
College administrators and management	C13a	12	35.3%	8	23.5%	14	41.2%	0.439
Human Resources department	C13b	4	11.8%	5	14.7%	25	73.5%	< 0.001
Faculty members and lecturers	C13c	10	29.4%	16	47.1%	8	23.5%	0.217
Non-teaching staff (e.g., administrative staff, technicians)	C13d	15	44.1%	11	32.4%	8	23.5%	0.337
Employee representative or union representatives	C13e	5	14.7%	16	47.1%	13	38.2%	0.058
Health and safety officers	C13f	9	26.5%	9	26.5%	16	47.1%	0.237
Wellness or well-being committee members	C13g	4	11.8%	10	29.4%	20	58.8%	0.003



The table shows the perceived involvement of various stakeholders in the implementation of employee well-being policies at the College of Health Sciences, along with the Chi-Square p-values to test the significance of the observed distributions.

College administrators and management: The responses are fairly evenly distributed, with a slight plurality (41.2%) indicating involvement, while 35.3% do not perceive their involvement, and 23.5% are neutral. The high p-value (0.439) suggests that there is no statistically significant difference in the perceptions of the administrators and management's involvement.

Human Resources department: There is a clear consensus that the Human Resources department is involved, with 73.5% of respondents saying 'Yes'. The very low p-value ( $< 0.001$ ) indicates a statistically significant perception of their involvement.

Faculty members and lecturers: The majority of respondents are neutral (47.1%) regarding the involvement of faculty members and lecturers, with 29.4% saying 'No' and 23.5% saying 'Yes'. The p-value (0.217) suggests that any perceived involvement is not statistically significant.

Non-teaching staff (e.g., administrative staff, technicians): A plurality see non-teaching staff as not involved (44.1%), with a significant portion being neutral (32.4%). Only 23.5% perceive their involvement, and the p-value (0.337) suggests this perception is not statistically significant.

Employee representative or union representatives: While 38.2% believe these representatives are involved, a significant proportion (47.1%) remain neutral, and 14.7% do not perceive their involvement. The p-value (0.058) is close to the threshold of significance, suggesting a trend towards perceived involvement that could be significant with a larger sample size.

Health and safety officers: Almost half of the respondents (47.1%) perceive health and safety officers as involved, with equal proportions (26.5%) saying 'No' or being neutral. The p-value (0.237) indicates no significant difference in perceptions.

Wellness or well-being committee members: A majority (58.8%) see wellness committee members as involved, and the very low p-value (0.003) indicates a statistically significant perception of their involvement.

In summary, respondents perceive the Human Resources department and wellness or well-being committee members as the most involved in the implementation of well-being policies, with statistically significant affirmation. Perceptions of involvement among other stakeholders such as college administrators, faculty, non-teaching staff, and health and safety officers do not show statistical significance, reflecting a less clear consensus among the respondents.

#### 4.8.4 Engagement of stakeholders and well-being policies

The table below rates the effectiveness of the College in involving various stakeholders in the implementation of well-being policies.

	Frequency	Percent
Not effective	14	33.3
Neutral	15	35.7
Effective	12	28.6
Very effective	1	2.4
Total	42	100.0

**Table 4.8.4 Engagement of stakeholders and well-being policies**

The majority of the responses cluster around the middle categories:

Not effective: A significant proportion, 33.3%, view the College's efforts to involve stakeholders in well-being policies as not effective.

Neutral: The largest group, at 35.7%, holds a neutral position on the effectiveness of stakeholder involvement.

Effective: A slightly smaller group, 28.6%, feels that the College is effective in this engagement.

Very effective: Only a small fraction, 2.4%, rates the College as very effective in involving stakeholders.

The p-value of 0.029 suggests that there is a statistically significant disagreement among the respondents about the effectiveness of stakeholder involvement in well-

being policies.

This indicates that the variation in the perceived effectiveness is unlikely to be due to chance alone and warrants attention from the College to address and potentially improve the processes for engaging stakeholders in policy implementation.

#### **4.8.5 Employee well-being programs**

The table below describes whether respondents believe that there is adequate support for employee well-being initiatives from higher management.

	Frequency	Percent
No	26	61.9
Yes	16	38.1
Total	42	100.0

***Table 4.8.5 Employee well-being programs***

No: The majority of the respondents, 61.9%, do not believe there is adequate support for well-being initiatives from higher management.

Yes: A significant minority, 38.1%, believe there is adequate support.

The p-value of 0.303 suggests that the observed distribution in beliefs about management support is not statistically significant. This means that while there is a notable division in opinion, the difference in perceptions of support could be due to random chance rather than a definite trend. However, with more than half of the respondents indicating a lack of adequate support, it may be beneficial for the college to examine how management's backing for well-being initiatives is perceived and identify areas for improvement.

#### **4.9 Section D: College processes for employee satisfaction**

This part of the survey is focused on evaluating the College's processes and initiatives aimed at fostering employee satisfaction and well-being. Through this section, the ratings of the College's current efforts and respondent's awareness levels of the specific programs in place are rated.

#### 4.9.1 Employee satisfaction and well-being

The table below provides a rating of how respondents viewed the College's efforts in ensuring employee satisfaction and well-being.

	Frequency	Percent
None	4	9.5
Poor	13	31.0
Neutral	15	35.7
Good	7	16.7
Excellent	3	7.1
Total	42	100.0

**Table 4.9.1 Employee satisfaction and well-being**

None: A small number, 9.5%, of the respondents felt that the College's efforts were non-existent.

Poor: A notable portion, 31.0%, rated the College's efforts as poor.

Neutral: The majority, 35.7%, held a neutral view of the College's performance in this area.

Good: 16.7% of respondents believed the College's efforts to be good.

Excellent: An equal minority as 'None,' 7.1%, rated the College's efforts as excellent.

The p-value of 0.004 is highly significant, indicating that the variations in perceptions of the College's efforts are not due to random chance. This suggests a definitive attitude among respondents, with a critical view towards the College's current efforts to ensure employee satisfaction and well-being. The College may need to address these concerns, as a significant number of respondents rate the efforts as less than satisfactory.

What initiatives or programs does the College currently have in place to support employee satisfaction and well-being?

The table displays the feedback concerning the College's efforts and programs aimed at promoting employee satisfaction and well-being. Below is a comprehensive examination of the data.

What initiatives or programs does the College currently have in place to support employee satisfaction	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	7	17,6	17,6	17,6
Anti-Bullying Campaign	1	2,9	2,9	20,6
Counselling	1	2,9	2,9	23,5
HR	1	2,9	2,9	26,5
I am unaware of any	1	2,9	2,9	29,4
I am unaware of any initiatives or programs	1	2,9	2,9	32,4
N/A	3	8,8	8,8	41,2
None	9	26,5	26,5	67,6
None that I know about as they only care about academic staff	1	2,9	2,9	70,6
Not sure	1	2,9	2,9	73,5
Providing a good healthy and safe working environment	1	2,9	2,9	76,5
Support services, safety and health services. Team-building sessions	1	2,9	2,9	79,4
Team-building and other	1	2,9	2,9	82,4
Team-building for employees to interact and build good relationships.	1	2,9	2,9	85,3
Team-building to increase better work relationships among employees, but there is no other	1	2,9	2,9	88,2
	1	2,9	2,9	91,2
The programs normally apply to academic staff members. Support staff has always been overlooked. We just did Employee Engagement survey.	1	2,9	2,9	97,1
Wellness Program with ICAS	1	2,9	2,9	100,0
Total	42	100,0	100,0	

**Table 4.9.1 (A) Feedback on Colleges efforts & programs**

### Frequency distribution:

The response "None" is the most prevalent, with 26.5% of respondents stating that there are no specific initiatives or programs implemented. The user did not provide any text. Additional prevalent answers include "Anti-Bullying Campaign" (2.9%), "Counselling" (2.9%), and "N/A" (8.8%).

### Cognizance and ignorance

A notable proportion (29.4%) of respondents expressed their lack of knowledge on any initiatives or programs. The user did not provide any text. An additional 2.9% indicated that they do not know of any initiatives or programs, although they did not explicitly state a lack of awareness in general.

## **Diverse range of programs**

The document mentions several different programs and activities, including the "Anti-Bullying Campaign," "Counselling," and "HR". The user did not provide any text. Several comments place an emphasis on safety and health, team-building sessions, and employee connection.

## **Differences in how academic staff and support staff are perceived**

A small number of replies (2.9%) indicate a belief that programs primarily cater to academic personnel, neglecting support staff. The user did not provide any text. One participant noted that the sole recognised program is exclusively for academic personnel, while another participant highlighted that programs typically target academic staff members.

## **Explicitly named programs**

Notable programs explicitly specified include "Discovery Health, once a year," "Employee Engagement survey," and "Wellness Program with ICAS."

## **Employee engagement survey**

A responder noted the implementation of an Employee Engagement survey, demonstrating a continuous endeavour to assess employee contentment.

## **Recommendations for enhancement**

Several respondents have voiced a need for further initiatives, particularly for the assistance personnel. The user did not provide any text. Several individuals highlight the necessity for programs that go beyond team development, with one participant specifically pointing out the lack of initiatives other than an annual health program.

## Overall impression

The data indicates a combination of reactions, with certain employees recognising the presence of current programs, while others sense a deficiency in efforts, specifically for support staff. The user did not provide any text. The remarks demonstrate different degrees of consciousness and contentment regarding the existing well-being programs. Ultimately, the examination of feedback offers a valuable understanding of the perceived state of employee well-being initiatives at the College. This sheds light on specific areas where enhancement might be contemplated to more effectively cater for the wants and desires of the staff.

### 4.9.2 Aspects for improvement

The table below indicates responses to whether there are any areas in which the College could improve to enhance employee satisfaction.

	Frequency	Percent
No	9	21.4
Yes	33	78.6
Total	42	100.0

**Table 4.9.2 Aspects for improvement**

"No" was chosen by 9 respondents, constituting 21.4% of the total respondents, whilst "Yes" was selected by 33 respondents, making up 78.6% of the total respondents ( $p = 0.002$ ). The significant  $p$ -value indicates that there may indeed be areas where the College can improve to enhance employee satisfaction, and this result is unlikely to have occurred by chance.

### 4.10 Recommendations for areas of improvement

According to the overall feedback from respondents, here are some basic recommendations for areas that could improve employee satisfaction:

- Consider investigating adaptable working arrangements or the possibility of remote work, if applicable.

- Consider acknowledgment and incentives: Establish a system for employee appreciation to formally acknowledge and express gratitude for their contributions.
- Guarantee equitable and competitive remuneration and perks.
- Promote employee well-being: Advocate for initiatives that enhance mental health and promote overall well-being.
- Provide wellness programs and resources to promote a balanced and healthy way of living. Encourage collaboration among team members: Promote synergy and cooperation among different departments.
- Cultivate a constructive and all-encompassing work environment.
- Provide feedback mechanisms: Implement consistent channels for employees to provide feedback regarding their issues and suggestions.
- Create opportunities for enhancing professional skills and knowledge: Facilitate access to professional development events like workshops, conferences, or seminars for employees.
- Promote ongoing education and the development of new abilities.
- Improve working conditions: Establish an optimal and supportive work atmosphere.
- Resolve any concerns about the office's infrastructure or facilities.
- Continuously evaluate the work environment and make policy adjustments in response to employee feedback. This will lead to a sustained enhancement in employee satisfaction.

#### **4.11 Crosstabulations**

A test of independence using the Chi-square statistic was executed to ascertain if a statistically significant relationship exists between the variables (rows vs columns) as outlined by Moore et al. (2013). The null hypothesis posits that no association exists between the two variables, while the alternative hypothesis suggests the presence of an association. The table presents a concise overview of the results obtained from the chi-square testing.

Consider, for example, the p-value that is concerned with “Health and safety officers’ role in the implementation of employee well-being policies” and “Have you experienced any challenges or concerns in your role at the College of Health Sciences?” is 0.032.

This indicates that there is a substantial association between the variables that are highlighted in the previous sentence. That is to say, the involvement of health and safety officers play a substantial role in terms of how respondents regarded the experience of overcoming obstacles.

			Have you experienced any challenges or concerns in your role at the College of Health Sciences?		Total
			No	Yes	
Health and safety officers	No	Count	2a	7a	9
		% within Have you experienced any challenges or concerns in your role at the College of Health Sciences?	11.8%	41.2%	26.5%
	Neutral	Count	3a	6a	9
		% within Have you experienced any challenges or concerns in your role at the College of Health Sciences?	17.6%	35.3%	26.5%
	Yes	Count	12a	4b	16
		% within Have you experienced any challenges or concerns in your role at the College of Health Sciences?	70.6%	23.5%	47.1%
Total	Count	17	17	34	
	% within Have you experienced any challenges or concerns in your role at the College of Health Sciences?	100.0%	100.0%	100.0%	

**Table 4.11 Crosstabulations summary**

The p-value of 0.032 suggests that there is a statistically significant difference in the responses between these groups. Significantly more respondents (70.6%) indicated that Health and Safety Officers would experience fewer problems.

These findings could be valuable for the College in understanding which roles are more prone to challenges or concerns and may require targeted support or improvement efforts to enhance employee satisfaction and well-being. Further analysis may be needed to delve into the specific nature of these challenges and explore potential solutions. P-values more than 0.05 do not have a significant relationship.

Inferential statistics: According to Amin (2021), inferential statistics entails making predictions or estimations about the attributes of a population by utilising the known attributes of a sample taken from that population. The ordinal data obtained for the research study were subjected to a bivariate correlation analysis utilising Spearman's correlation coefficient. The statistical technique was employed to assess and quantify the correlation between two variables, both in terms of magnitude and direction. Spearman's correlation provides a non-parametric measure that effectively evaluates the monotonic association between variables, irrespective of the exact linearity of the relationship, which makes it particularly suitable for ordinal data.

Through the application of this statistical methodology, scholars gain a deeper understanding of the interrelationship between the variables by determining whether they demonstrate coordinated or divergent behaviour. A variable from -1 to 1, Spearman's correlation coefficient is a statistical metric. A value of zero signifies the absence of any discernible link, while positive values indicate a positive correlation and negative values imply a negative correlation. The research benefits from the insights provided by the bivariate correlation analysis results, which aid in the identification of likely patterns, correlations, or dependencies among the investigated variables (Correlations analysis in the appendix).

### **4.11.1 Correlation**

Correlation is a number-based measure of how strongly two variables are linked along a straight line. It shows how the variables are related (Kumar & Gautam, 2020). The importance of these relationships is determined by the presence of asterisks (\*). Typically, a solitary asterisk (\*) is employed to indicate a statistically significant connection at the 0.05 level. However, multiple asterisks (\*\*) signify a greater level of significance at the 0.01 level. Significance levels aid researchers in assessing the probability that the discovered link is not a result of random chance.

Table 4.11.1(A) Spearmans Correlation

		Please rate your overall level of satisfaction with your job at the College of Health Sciences	Workload and job responsibilities	Opportunities for professional growth and development	Communication with supervisors and colleagues	Work-life balance	Compensation and benefits	How familiar are you with the content of these policies?
Please rate your overall level of satisfaction with your job at the College of Health Sciences	Correlation Coefficient	-						
	Sig. (2-tailed)							
	N	42						
Workload and job responsibilities	Correlation Coefficient	0,565**	-					
	Sig. (2-tailed)	0,000						
	N	42	42					
Opportunities for professional growth and development	Correlation Coefficient	0,459**	0,372*	-				
	Sig. (2-tailed)	0,006	0,030					
	N	42	42	42				
Communication with supervisors and colleagues	Correlation Coefficient	0,402*	0,463**	0,333	-			
	Sig. (2-tailed)	0,018	0,006	0,055				
	N	42	42	42	42			
Work-life balance	Correlation Coefficient	0,300	0,373*	0,561**	0,587**	-		
	Sig. (2-tailed)	0,085	0,030	0,001	0,000			
	N	42	42	42	42	42		
Compensation and	Correlation Coefficient	0,582**	0,408*	0,636**	0,305	0,297	-	
	Sig. (2-tailed)	0,000	0,016	0,000	0,079	0,088		

benefits	N							
How familiar are you with the content of these policies?	Correlation	42	42	42	42	42	42	
	Coefficient Sig. (2-tailed)	-0,048	0,204	0,116	0,039	-0,071	0,184	-
	N	0,789	0,247	0,514	0,827	0,692	0,297	
		42	42	42	42	42	42	42

#### 4.11.2 Summary overview

To provide a concise overview, correlations were done between the "Please rate your overall level of satisfaction with your job at the College of Health Sciences" variable and other variables:

Between "**Compensation and benefits**" and "**In your opinion, how effective is the College in involving various stakeholders in the implementation of well-being policies?**" the correlation is 0.690. This is a directly related proportionality. Respondents indicate that the greater the benefits, the more effective the College would be in involving various stakeholders in the implementation of well-being policies, and vice versa.

a. Workload and job responsibilities: Correlation Coefficient = 0.565\*\* (Significant at the 0.01 level)

b. Opportunities for professional growth and development: Correlation Coefficient = 0.459\*\* (Significant at the 0.01 level)

c. Communication with supervisors and colleagues: Correlation Coefficient = 0.402\* (Significant at the 0.05 level)

d. Work-life balance: Correlation Coefficient = 0.300

e. Compensation and benefits: Correlation Coefficient = 0.582\*\* (Significant at the 0.01 level)

f. How familiar are you with the content of these policies? Correlation Coefficient = -0.048

g. College administrators and management: Correlation Coefficient = 0.223

h. Human Resources department: Correlation Coefficient = 0.176

i. Faculty members and lecturers: Correlation Coefficient = -0.067

j. Non-teaching staff (e.g., administrative staff, technicians): Correlation Coefficient = 0.139

k. Employee representative or union representatives: Correlation Coefficient = -0.161

l. Health and safety officers: Correlation Coefficient = 0.179

m. Wellness or well-being committee members: Correlation Coefficient = -0.009

n. In your opinion, how effective is the College in involving various stakeholders in the implementation of well-being policies?

Correlation Coefficient = 0.424\* (Significant at the 0.05 level). How would you rate the College's efforts in ensuring employee satisfaction and well-being? Correlation Coefficient = 0.471\*\* (Significant at the 0.01 level)

Overall, there are several significant positive correlations between overall job satisfaction and various factors, including workload and job responsibilities, opportunities for professional growth, compensation and benefits, and perceptions of the College's efforts to ensure employee satisfaction and well-being. These correlations suggest that employees who are more satisfied with their job tend to have more positive views of these factors. However, it is important to note that not all variables show significant correlation with overall job satisfaction, indicating that some factors may have a stronger impact on satisfaction than others.

#### **4.12 Binary Logistic Regression**

Binary Logistic Regression (BLR) is a statistical analysis that is used to predict the outcome of a binary dependent variable based on one or more independent variables. It is an appropriate statistical technique for assessing survey data, particularly in regularly used cross-sectional and case-control research designs, (Harris, 2021).

This method is particularly useful when the dependent variable is dichotomous, meaning it can take on only two possible states. The main objective of Binary Logistic Regression (BLR) is to identify the most effective model that accurately represents the connection between the binary outcome variable and a group of independent variables. This is achieved by generating odds ratios, which describe the likelihood of an event occurring. The Binary Logistic Regression (BLR) model summary provides several key pieces of information.

#### 4.12.1 -2 Log likelihood

This is a measure of model fit. The value of -2 Log-likelihood is 31.332. In general, a smaller log-likelihood indicates a better-fitting model. However, this statistic is more useful in comparing nested models, where one model is a subset of another.

#### 4.12.2 Cox & Snell R Square and Nagelkerke R Square

The metrics provided are pseudo-R-squared, representing the fraction of variance in the dependent variable that is accounted for by the independent variables. In this case, the Cox & Snell R Square is 0.352 and the Nagelkerke R Square is 0.474. These values suggest that between 35.2% and 47.4% of the variance in the dependent variable can be explained by the independent variables in the model.

#### 4.12.3 Hosmer and Lemeshow Test

This is a test used to assess the degree to which observed data fits a certain statistical model or distribution. The null hypothesis posits that the model exhibits a strong match to the data. In this case, the Chi-square value is 2.024 with 8 degrees of freedom, and the p-value (Sig.) is 0.980. Since the p-value is greater than 0.05, we would not reject the null hypothesis, suggesting that the model fits the data well.

The table below indicates the variables in the equation.

	B	S.E.	Wald	df	Sig.	Exp(B)	95% C.I. for EXP(B)	
							Lower	Upper
Which department or school do you work in?			6.003	4	0.199			
Reference = College Office								
SCM	-4.095	1.776	5.314	1	0.021	0.017	0.001	0.542
SHS	-24.103	40192.97	0.000	1	1.000	0.000	0.000	
SLMMS	-0.473	1.572	0.090	1	0.764	0.623	0.029	13.565

SNPH	-2.765	1.346	4.21 7	1	0.040	0.063	0.00 5	0.882
How long (in years) have you been in this role?			4.89 1	2	0.087			
Reference = 1 – 5								

6 – 10	-2.256	1.422	2.51 8	1	0.113	0.105	0.00 6	1.700
11 – 15	1.603	1.278	1.57 3	1	0.210	4.968	0.40 6	60.852
Constant	1.297	0.861	2.26 9	1	0.132	3.660		

**Table 4.12.3 Related variables**

Variable(s) entered on step 1: Which department or school do you work in? How long (in years) have you been in this role?

Dependent Variable: Do you believe there is adequate support for employee well-being initiatives from higher management?

The odds ratio is a statistical metric that precisely measures the extent of the association or absence of independence between two binary data values. The statistic is employed for descriptive reasons and carries substantial significance in logistic regression. In the table, for example, the odds ratio for “SCM” is 0.017. This implies that, while keeping all other factors unchanged, the odds of the outcome occurring (which in this case is believing there is adequate support for employee well-being initiatives from higher management) are 0.017 times less for individuals who work in SCM compared to those in the College Office (the reference group).

However, the confidence interval for this odds ratio ranges from 0.001 to 0.542. Since this interval includes 1, it suggests that this result may not be statistically significant at the 0.05 level.

Similarly, for “SNPH”, the odds ratio is 0.063, indicating that the odds of the outcome are 0.063 times less for individuals in SNPH compared to the College Office. The confidence interval for this odds ratio is 0.005 to 0.882, which also includes 1, suggesting that this result may not be statistically significant. The odds ratio for “11 – 15” years in role is 4.968, which is the highest in the table.

This suggests that individuals who have been in their role for 11 – 15 years are about 5 times more likely to believe there is adequate support for employee well-being initiatives from higher management compared to those who have been in their role for 1 – 5 years. However, the confidence interval for this odds ratio is quite wide (0.406 to 60.852), which suggests a high degree of uncertainty about this estimate.

The odds ratios provide insights into the association between several parameters and the chance of perceived endorsement for actions that are targeted at increasing the well-being of employees. Although the odds ratios for "SCM" and "SNPH" indicate a lower probability, the confidence intervals, which include the value 1, indicate that there may be a lack of statistical significance. The odds ratio is largest for persons who have been in the role for "11 – 15" years, indicating that there is a greater connection between the two. The broad confidence interval, on the other hand, suggests that there is a great amount of uncertainty, which highlights the significance of interpreting the data with caution.

#### 4.13 Conclusion

With a particular emphasis on the College of Health Sciences at the University of KwaZulu-Natal (UKZN), this research was conducted with the intention of determining the level of contentment experienced by workers, as well as the influence that satisfaction has on the overall performance of the organisation. The individuals made up a sample that may be considered statistically reliable. The electronic questionnaire that was distributed using Microsoft Forms received responses from a total of 42 out of 132 employees. The Cronbach's Alpha for Section B5 of the questionnaire was 0.786, while Section C of the questionnaire had a high reliability of 0.833. By employing both descriptive and inferential statistical analyses, this study was able to respond to the questions that were posed. There is a restricted number of conclusions that can be drawn from the findings of the investigation.

A substantial proportion of respondents believe that there are aspects of an organisation in which the pleasure of its employees can be improved. A sizeable fraction of the respondents exhibits a lack of awareness regarding ongoing endeavours aimed at improving employee happiness.

This points to the possibility of a communication gap or the ineffectiveness of the initiatives being attempted to improve employee happiness.

The proposals made by the staff indicate that there is a need for expanded engagement, improved compensation and recognition, as well as the execution of projects about well-being. Potential strategies for raising employee job satisfaction may include the implementation of regular well-being programs, the improvement of communication of existing initiatives, and the resolution of compensation concerns.

## **5. CHAPTER FIVE: RECOMMENDATION AND CONCLUSION**

### **5.0 Introduction**

The examination of approaches aimed at enhancing employee work satisfaction within the University of KwaZulu-Natal College of Health Sciences has resulted in valuable and enlightening discoveries. The aforementioned observations provide an accurate representation of the present condition of employee contentment inside the College, while also emphasising crucial domains that require enhancement. The recommendations generated by this study are intended to address the identified gaps and capitalise on opportunities to cultivate a work environment that is more satisfying and conducive to productivity. The provided data not only gives an accurate representation of the present level of employee satisfaction within the College, but it also identifies specific areas that have the potential for improvement. Given the aforementioned discoveries, it is crucial to propose specific recommendations that effectively tackle the highlighted concerns and capitalise on potential avenues for cultivating a work atmosphere that is both fulfilling and conducive to productivity.

#### **5.1 Has the research question been answered?**

It is required to revisit each inquiry within the context of the findings gained from the study that was carried out at the University of KwaZulu-Natal College of Health Sciences to evaluate the extent to which the research inquiries have been effectively answered. The evaluation will take place at the University of KwaZulu-Natal.

#### **5.2 What is the level of employee satisfaction within the College of Health Sciences?**

The data collected, particularly through the administration of surveys, provides useful insights into various aspects of employee job satisfaction and dissatisfaction. However, a clear and precise measurement of the overall degree of satisfaction has not been given. The responses gathered reveal both areas of concern and satisfaction, although they have not effectively integrated these aspects into a comprehensive measure of overall satisfaction. To effectively gauge the total level of employee happiness, it would be necessary to conduct a more comprehensive inquiry, which may involve the integration of a scoring framework to analyse the several factors that contribute to satisfaction.

##### **5.2.1 Who are the stakeholders within the College of Health Sciences, and what**

### **is their level of involvement in the implementation of employee well-being policies?**

The inquiry has revealed a diverse group of individuals with vested interests, including employees, academic personnel, and administrative personnel. However, the extent of their involvement in the execution of well-being programs was not delineated in the provided data. While some respondents briefly mentioned the existence or lack of specific policies, a more complete evaluation or targeted questioning would be required to fully analyse the level of stakeholder involvement.

#### **5.2.2 What are the processes employed by the College of Health Sciences to ensure employee satisfaction in the workplace?**

The feedback has provided a wealth of useful information regarding the perceived efficacy and understanding of the processes currently in place as well as the efforts being made to ensure the happiness of the workforce. Nevertheless, the investigation has revealed a significant gap in the level of understanding or visibility of those operations across the workforce. Because of this fact, there is a pressing need for improved clarity and efficiency in the dissemination of information regarding these methods.

### **5.3 Benefits of the research**

The study not only has the potential to be useful within the local context of the College of Health Sciences, but it also provides valuable insights for other departments within the University as well as other institutions that are analogous. Numerous benefits can be derived from the research that was carried out at the University of KwaZulu-Natal College of Health Sciences. The primary objective of the research was to investigate different ways in which workers' job satisfaction could be increased.

### **5.3.1 Enhanced employee well-being**

Improving employees' comprehension regarding the various aspects of employee health and well-being that contribute to job satisfaction can facilitate the formulation of initiatives aimed at enhancing the overall well-being of employees. There is a positive correlation between employees' self-reported levels of happiness and their self-reported levels of mental and physical health.

### **5.3.2 Improved productivity and performance**

There is a significant link between individuals' level of contentment with their task and their level of output. It has been discovered that employee satisfaction has a beneficial influence on their level of engagement, motivation, and commitment towards their work, which ultimately results in higher output quality and overall performance.

### **5.3.3 Reduced turnover and absenteeism**

The presence of high levels of job contentment has been determined to have a noteworthy impact on reducing turnover rates and absenteeism within organisations. This practice not only results in cost savings associated with the recruitment and training of new employees, but also contributes to the establishment of a workforce that is more stable and possesses a greater level of expertise.

### **5.3.4 Positive organisational culture**

The results of this research generate the capacity to provide a positive contribution to the development of a positive organisational culture, which is defined by a sense of appreciation and support of employees. This can improve teamwork within the academic institution, enhance collaboration, and build a sense of community among its students and faculty.

### **5.3.5 Strategic decision-making**

The findings of this research have the potential to offer useful insights that may be utilised when making strategic decisions about the management of human resources, the formulation of policies, and the expansion of organisations. Organisations can improve both their effectiveness and their efficiency by ensuring that these decisions are in line with the needs and preferences of the workers.

### **5.3.6 Competitive advantage**

To distinguish itself as an employer of choice in an intensely competitive academic environment, the College must place a significant amount of importance on the happiness of its staff members. This is necessary for the recruitment and maintenance of exceptional individuals in the academic community.

## **5.4 Business solutions**

The objective of the present investigation was to investigate the questionnaire responses obtained from the University of KwaZulu-Natal College of Health Sciences to make suggestions for improving the level of contentment felt by workers in their places of employment.

## **5.5 Limitations of the study**

The study undertaken on employee work satisfaction at the University of KwaZulu-Natal College of Health Sciences provides valuable insights. However, it is crucial to realize that, like any scientific inquiry, it is not exempt from constraints. An additional constraint of the study pertained to its exclusive implementation inside the confines of the College of Health Sciences. Nevertheless, the findings of the study can serve as a valuable gauge for the entire institution. It is imperative to acknowledge these limitations to fully grasp the context and scope of the findings.

### **5.5.1 Sample size and representation**

The potential limitation of the study lies in the possibility that the sample size might not have been sufficiently extensive to provide a full representation of all personnel categories within the College. A greater sample size would yield a more comprehensive and reliable understanding of the overall level of job satisfaction.

### **5.5.2 Response bias**

As a consequence of the data collection process being conducted via self-reported surveys, a potential source of bias in the responses exists. Employees may have harboured apprehensions regarding their ability to preserve their anonymity and the possible consequences of expressing disapproval regarding the operations of their employer's company.

### **5.5.3 Scope of the study**

It is probable that due to the limited scope of the study, not all of the factors that exert an impact on employment contentment will be covered. The external economic conditions, the personal life circumstances of the personnel, and the cultural characteristics that are present within the College are all examples of these influences.

## **5.6 Recommendations to overcome the limitations**

### **5.6.1 Enhanced visibility of existing initiatives**

It is vital to improve the visibility and accessibility of existing programs in the light of the significant number of respondents who are unaware of the present initiatives. This is because the proportion of respondents who are unaware of these initiatives is high. Employees can be properly informed about the existence of various initiatives and projects through the utilisation of a variety of communication channels, including electronic mail, face-to-face meetings, and physical notice boards, among others.

### **5.6.2 Financial compensation and benefits**

The respondents placed great emphasis on the relevance of getting appropriate salaries that enable them to maintain a good quality of living for themselves. The possibility of a significant increase in job satisfaction lies in the investigation and, maybe, the modification of the framework of remuneration to guarantee that compensation is both equitable and competitive.

### **5.6.3 Employee involvement in decision-making**

It is important to advocate for the adoption of participatory decision-making procedures that effectively include employees in offering their perspectives and suggestions, specifically about policies that directly influence their overall welfare and job contentment.

### **5.6.4 Professional development opportunities**

The potential for enhancing professional growth and development, and thus encouraging higher levels of job satisfaction, lies in the increased availability of workshops, seminars, and training programs.

### **5.6.5 Team-building and wellness programs**

Activities for creating teams and wellness programs should be implemented that focus on the total well-being of individuals, including both their physical and mental health in their assessment of overall health. Workshops on health and fitness, as well as other social activities, might fall under this category.

### **5.6.6 Regular feedback and consultation sessions**

Establishing effective feedback mechanisms is crucial to facilitate open communication between employees and management, enabling the sharing of concerns and suggestions. This research methodology encompasses several techniques, such as the administration of surveys, conducting discussions in focus groups, or engaging in individual conferences with respondents.

## **5.7 Conclusion**

The findings from the UKZN College of Health Sciences point to a lack of employee awareness of job happiness initiatives and emphasise areas for improvement in terms of financial remuneration, employee involvement, and professional development. In addition, the findings reveal a gap in employee awareness of job satisfaction initiatives. If the College acts in these areas, it will be able to boost overall job satisfaction, which will result in a staff that is more motivated, engaged and productive.

The implementation of these guidelines will be successful if there is clear and effective communication, if there is a commitment to the health and happiness of workers, and if there is ongoing evaluation and adjustment of methods based on the input of workers. To successfully execute these principles, it is necessary to have transparent and efficient communication, a strong dedication to employee well-being and satisfaction, and an ongoing process of review and adaptation based on employee feedback. The UKZN College of Health Sciences can enhance the work environment and foster a motivated, engaged, and productive workforce by focusing on the five specific areas identified.

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Ms Suke Phe,va (SN 213570959),  
Graduate School of Business & Leadership  
College of Law and Management Studies  
Westville Campus UKZ  
Email: [pbewaS2@ukzn.ac.za](mailto:pbewaS2@ukzn.ac.za) [peisier@ukzn.ac.za](mailto:peisier@ukzn.ac.za)

Dear Ms Phe,va

**RE: PERMISSION TO CONDUCT RESEARCH**

Gatekeeper's permission is hereby granted for you to conduct research at the University of KwaZulu-Natal (UKZN), towards your postgraduate degree, provided Ethical clearance has been obtained. We note the title of your research project is:

*Investigating Strategies to Improve Employee Job Satisfaction in the UKZN College of Health Sciences.*

It is noted that you will be constituting your sample as follows:

With a request for responses on the website. The questionnaire must be placed on the notice system <http://notice.ukzn.ac.za>. A copy of the Letter (Gatekeeper's approval) must be simultaneously sent to [govenderlog@ukzn.ac.za](mailto:govenderlog@ukzn.ac.za) or [ramkisoob@ukzn.ac.za](mailto:ramkisoob@ukzn.ac.za).

Please ensure that the following appears on your notice/questionnaire:

- Ethical clearance number;
- Research title and details of the researcher and supervisor;
- Consent form is attached to the questionnaire and to be signed by user before she/he fills in questionnaire;
- gatekeeper's approval by the Registrar.

You are not authorized to contact staff and students using the 'Microsoft Outlook' address book. Identity numbers and email addresses of individuals are not a matter of public record and are protected according to Section 14 of the South African Constitution, as well as the Protection of Personal Information Act. For the release of such information over to yourself for personal purposes, the University of KwaZulu-Natal will need express consent from the relevant data subjects. Data collected must be treated with due confidentiality and anonymized.

Yours sincerely



**Dr KE CUIAND: REGISTRAR**

**Office of the Registrar**

Postal Address: Private Bag X54001, Durban, 4000, South Africa,  
Telephone: +27 (0)312611 971 Small: [reg15.trar@ukzn.ac.za](mailto:reg15.trar@ukzn.ac.za) Website: [www.ukzn.ac.za](http://www.ukzn.ac.za)

Founding Campuses:  Edgewood  Howard College  Medical School  Westville  Durbanville  Pietermaritzburg  W@tville

**INSPIRING GREATNESS**

04 October 2023

**Suk Phewa (213570859)**  
Grad School of Arts & Leadership  
Westville Campus

Dear S Phewa,

Protocol reference number: HSSREC/00006133/2023

Project title: Investigation strategies to improve employee Job satisfaction in the University of KwaZulu-Natal  
College of Arts & Leadership

Degree: Masters

### Approver Notification - Expedited Application

This letter is to notify you that your application received on 05 September 2023 in conjunction with the above, was reviewed by the Humanities and Social Sciences Research Ethics Committee (HSSREC) and the protocol has been granted FULL APPROVAL.

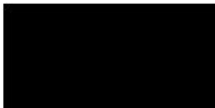
Any alterations to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title, of the Project, Location of the Study, Research Approach and Method must be reviewed and approved through the amendment/ modification prior to its implementation. In case you have further queries, please quote the above reference number. PLEASE NOTE: RHU1reih *d.a.t.* should be maintained in the department for a period of 5 years.

This approval is valid until 04 October 2024.

To ensure uninterrupted approval of this study beyond the application expiry date, a progress report must be submitted to the Research Office on the appropriate form 2 - 3 months before the expiry date. A close-out report to be submitted when study is finalized.

HSSREC is registered with the South African National Health Research Ethics Council (REC-0404:1k040).

Yours sincerely,



Professor Olpa Hlathe (Chair)

/dd

**Humanities and Social Sciences Research Ethics Committee**

P.O. Box 11, Pietermaritzburg 6001, South Africa

Tel: +27 (0)31 160 83 50/4 73. Fax: +27 (0)31 160 83 50/4 73. Email: [ethics@ukzn.ac.za](mailto:ethics@ukzn.ac.za) / <http://www.ukzn.ac.za/ethics>

**INSPIRING GREATNESS**



**UKZN HUMANITIES AND SOCIAL SCIENCES RESEARCH ETHICS COMMITTEE  
(HSSREC)**

**APPLICATION FOR ETHICS APPROVAL  
For research with human participants**

**Information Sheet and Consent to Participate in Research**

Date: 14 August 2023

Dear Respondents

My name is Suke Phewa, I am a student at the University of Kwa-Zulu Natal from the Graduate School of Business. Currently enrolled for Masters in Business Administration degree. I am required to completed a mini dissertation as part of the requirement to complete my degree.

You are being invited to consider participating in a study that involves researching the Strategies to improve employee satisfaction in the UKZN College of Health Sciences. The research aims to investigate the level of employee contentment and its influence on the overall business performance, focusing on the College of Health Sciences at the University of KwaZulu-Natal (UKZN). The study is expected to enroll 200 staff members both professional service and academic in the Colleges of Health Sciences across all four Campuses. It will involve responding to a questionnaire that has 18 questions. The duration of your participation if you choose to enroll and remain in the study is expected to be one month.

We hope that the study will create the following benefits:

- Identifying aspects of concern regarding employee satisfaction in the institution.
- Informing the institution of remedial actions to improve the employee satisfaction in the institution.
- Sharing strategies to improve employee satisfaction within the institution.

This study has been ethically reviewed and approved by the UKZN Humanities and Social Sciences Research Ethics Committee (**HSSREC/00006133/2023**).

In the event of any problems or concerns/questions you may contact the researcher at ([213570959@stu.ukzn.ac.za](mailto:213570959@stu.ukzn.ac.za) [REDACTED] [REDACTED]) or the UKZN Humanities & Social Sciences Research Ethics Committee, contact details as follows:

**HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION**

Research Office,  
Westville Campus  
Govan Mbeki Building

Private Bag X  
54001  
Durba

n

4000

KwaZulu-Natal, SOUTH AFRICA

Tel: 27 31 2604557- Fax: 27 31 2604609

Email: [HSSREC@ukzn.ac.za](mailto:HSSREC@ukzn.ac.za)

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this survey/focus group. Confidentiality and anonymity of records identifying you as a participant will be maintained by the Graduate School of Business.

All collected data will be securely stored at the Graduate School of Business for a period of 5 years, it will then be disposed of in accordance to instructions from the Ethical Clearance Committee. After the period of 5 year the data will be deleted on [REDACTED] devices such as desktop and USB.

**CONSENT**

I .....have been informed about the study entitled The Effectiveness of Strategic Management at the University of KwaZulu-Natal by Suke Phewa.

I understand the purpose and procedures of the study.

I have been given an opportunity to answer questions about the study and have had answers to my satisfaction.

I declare that my participation in this study is entirely voluntary and that I may withdraw at any time without affecting any of the benefits that I usually am entitled to.

If I have any further questions/concerns or queries related to the study I understand that I may contact the researcher at [213570959@stu.ukzn.ac](mailto:213570959@stu.ukzn.ac) [REDACTED]

If I have any questions or concerns about my rights as a study participant, or if I am concerned about an aspect of the study or the researchers then I may contact:

**HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION**

Research Office,  
Westville Campus  
Govan Mbeki Building

Private Bag X  
54001  
Durba

n

4000

KwaZulu-Natal, SOUTH AFRICA

Tel: 27 31 2604557 - Fax: 27 31 2604609

Email: [HSSREC@ukzn.ac.za](mailto:HSSREC@ukzn.ac.za)

Dear Colleagues,

My name is Suke Phewa, a Master of Business Administration student at the University of KwaZulu-Natal Graduate School of Business and Leadership (GSB&L). My contact details are [phewas2@ukzn.ac.za](mailto:phewas2@ukzn.ac.za); [213570959@stu.ukzn.ac.za](mailto:213570959@stu.ukzn.ac.za); [REDACTED]; ext. 3986; or [REDACTED].

You are invited to consider participating in a research study titled “**Investigating strategies to improve employee job satisfaction in the UKZN College of Health Sciences .**” The research aims to investigate the level of employee contentment and its influence on the overall business performance, focusing on the College of Health Sciences at the University of KwaZulu- Natal (UKZN). The targeted population in this study is both Academics and professional services staff members.

### Section A: Demographics

1. What is your role within the College of Health Sciences?

\_\_\_\_\_.

2. How long have you been in this role?

\_\_\_\_\_.

3. Which department or school do you work in?

\_\_\_\_\_.

### Section B: Employee Satisfaction

4. Please rate your overall level of satisfaction with your job at the College of Health Sciences.

Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
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5. How satisfied are you with the following aspects of your job? (Please rate each on a scale of 1 to 5, where 1 is "Very Dissatisfied" and 5 is "Very Satisfied.")

Scale	1	2	3	4	5
a. Workload and job responsibilities:					
b. Opportunities for professional growth and development:					
c. Communication with supervisors and colleagues:					
d. Work-life balance:					
e. Compensation and benefits:					

6. What factors contribute the most to your job satisfaction? (Select all that apply.)

Supportive work environment	
Opportunities for advancement	
Fair compensation	
Work life balance	
Recognition and appreciation	
Professional development opportunities	
Equipment and tools provided	
Overall working conditions	

8. Have you experienced any challenges or concerns in your role at the College of Health Sciences? If yes, please describe:

Yes	No
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**Section C: Stakeholders and Well-being Policies**

9. Are you aware of the existence of employee well-being policies within the College of Health Sciences?

Yes	No

10. How familiar are you with the content of these policies?

Very familiar	
Somewhat familiar	
Not familiar	

11. Have you actively participated in the development or review of employee well-being policies?

Yes	No
-----	----

12. If yes, please describe your involvement in the process:

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13. Do you believe that the following stakeholders are involved in the implementation of employee well-being policies? (Select all that apply.)

Yes    Neutral    No

a. College administrators and management			
b. Human Resources department			
c. Faculty members and lecturers			
d. Non-teaching staff (e.g., administrative staff, technicians)			
e. Employee representative or union representatives			
f. Health and safety officers			
g. Wellness or well-being committee members			

14. In your opinion, how effective is the College in involving various stakeholders in the implementation of well-being policies? (Please rate on a scale of 1 to 5, where 1 is "Not effective" and 5 is "Very effective.")

Not effective	neutral	effective	very effective
---------------	---------	-----------	----------------

15. Do you believe there is adequate support for employee well-being initiatives from higher management?

Yes	No
-----	----

**Section D: College Processes for Employee Satisfaction**

16. How would you rate the College's efforts in ensuring employee satisfaction and well-being? (Please rate on a scale of 1 to 5, where 1 is "Poor" and 5 is "Excellent.")

Poor	Good	Neutral	None	Excellent
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17. What initiatives or programs does the College currently have in place to support employee satisfaction and well-being?

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18. In your experience, are there any areas in which the College could improve to enhance employee satisfaction? If yes, please provide suggestions:

Yes	No
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**Thank you for participating in this survey! Your feedback is valuable in helping us understand and improve employee satisfaction within the College of Health Sciences.**

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23 January 2023

Ms Suke Phewa (SN 213570959)  
Graduate School of Business & Leadership  
College of Law and Management Studies  
Westville Campus UKZN  
Email: [PhewaS2@ukzn.ac.za](mailto:PhewaS2@ukzn.ac.za) [pelsel@ukzn.ac.za](mailto:pelser@ukzn.ac.za)

Dear Ms Phewa

**RE: PERMISSION TO CONDUCT RESEARCH**

Gatekeeper's permission is hereby granted for you to conduct research at the University of KwaZulu-Natal (UKZN), towards your postgraduate degree, provided Ethical clearance has been obtained. We note the title of your research project is:

*"Investigating Strategies to Improve Employee Job Satisfaction in the UKZN College of Health Sciences."*

It is noted that you will be constituting your sample as follows:


- With a request for responses on the website. The questionnaire must be placed on the notice system <http://notices.ukzn.ac.za>. A copy of this letter (Gatekeeper's approval) must be simultaneously sent to ([govenderlog@ukzn.ac.za](mailto:govenderlog@ukzn.ac.za)) or ([ramkissoonb@ukzn.ac.za](mailto:ramkissoonb@ukzn.ac.za)).

Please ensure that the following appears on your notice/questionnaire:

- Ethical clearance number;
- Research title and details of the research, the researcher and the supervisor;
- Consent form is attached to the notice/questionnaire and to be signed by user before he/she fills in questionnaire;
- gatekeepers approval by the Registrar.

You are not authorized to contact staff and students using the 'Microsoft Outlook' address book. Identity numbers and email addresses of individuals are not a matter of public record and are protected according to Section 14 of the South African Constitution, as well as the Protection of Public Information Act. For the release of such information over to yourself for research purposes, the University of KwaZulu-Natal will need express consent from the relevant data subjects. Data collected must be treated with due confidentiality and anonymity.

Yours sincerely



Dr KE CLELAND: REGISTRAR

**Office of the Registrar**

Postal Address: Private Bag X54001, Durban, 4000, South Africa  
Telephone: +27 (0)31 260 7971 Email: [registrar@ukzn.ac.za](mailto:registrar@ukzn.ac.za) Website: [www.ukzn.ac.za](http://www.ukzn.ac.za)

Founding Campuses:  Edgewood  Howard College  Medical School  Pietermaritzburg  Westville



04 October 2023

Suke Phewa (213570959)  
Grad School of Bus & Leadership  
Westville Campus

Dear S Phewa,

**Protocol reference number:** HSSREC/00006133/2023

**Project title:** Investigation strategies to improve employee job satisfaction in the University of KwaZulu-Natal College of Health Sciences.

**Degree:** Masters

### Approval Notification – Expedited Application

This letter serves to notify you that your application received on 05 September 2023 in connection with the above, was reviewed by the Humanities and Social Sciences Research Ethics Committee (HSSREC) and the protocol has been granted **FULL APPROVAL**.

**Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number. PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.**

This approval is valid until 04 October 2024.

To ensure uninterrupted approval of this study beyond the approval expiry date, a progress report must be submitted to the Research Office on the appropriate form 2 - 3 months before the expiry date. A close-out report to be submitted when study is finished.

HSSREC is registered with the South African National Health Research Ethics Council (REC-040414-040).

Yours sincerely,






Professor Dipane Hlalele (Chair)

/dd

### Humanities and Social Sciences Research Ethics Committee

Postal Address: Private Bag X54001, Durban, 4000, South Africa

Telephone: +27 (0)31 260 8350/4557/3587 Email: [hssrec@ukzn.ac.za](mailto:hssrec@ukzn.ac.za) Website: <http://research.ukzn.ac.za/Research-Ethics>

Founding Campuses:  Edgewood  Howard College  Medical School  Pietermaritzburg  Westville

INSPIRING GREATNESS



**UKZN HUMANITIES AND SOCIAL SCIENCES RESEARCH ETHICS COMMITTEE  
(HSSREC)**

**APPLICATION FOR ETHICS APPROVAL  
For research with human participants**

**Information Sheet and Consent to Participate in Research**

Date: 14 August 2023

Dear Respondents


My name is Suke Phewa, I am a student at the University of Kwa-Zulu Natal from the Graduate School of Business. Currently enrolled for Masters in Business Administration degree. I am required to completed a mini dissertation as part of the requirement to complete my degree.

You are being invited to consider participating in a study that involves researching the Strategies to improve employee satisfaction in the UKZN College of Health Sciences. The research aims to investigate the level of employee contentment and its influence on the overall business performance, focusing on the College of Health Sciences at the University of KwaZulu-Natal (UKZN). The study is expected to enroll 200 staff members both professional service and academic in the Colleges of Health Sciences across all four Campuses. It will involve responding to a questionnaire that has 18 questions. The duration of your participation if you choose to enroll and remain in the study is expected to be one month.

We hope that the study will create the following benefits:

- Identifying aspects of concern regarding employee satisfaction in the institution.
- Informing the institution of remedial actions to improve the employee satisfaction in the institution.
- Sharing strategies to improve employee satisfaction within the institution.

This study has been ethically reviewed and approved by the UKZN Humanities and Social Sciences Research Ethics Committee (**HSSREC/00006133/2023**).

In the event of any problems or concerns/questions you may contact the researcher at ([213570959@stu.ukzn.ac.za](mailto:213570959@stu.ukzn.ac.za)/) or the UKZN Humanities & Social Sciences Research Ethics Committee, contact details as follows:

**HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION**

Research Office,  
Westville Campus  
Govan Mbeki Building

Private Bag X  
54001  
Durba

n

4000

KwaZulu-Natal, SOUTH AFRICA

Tel: 27 31 2604557- Fax: 27 31 2604609

Email: [HSSREC@ukzn.ac.za](mailto:HSSREC@ukzn.ac.za)

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this survey/focus group. Confidentiality and anonymity of records identifying you as a participant will be maintained by the Graduate School of Business.

All collected data will be securely stored at the Graduate School of Business for a period of 5 years, it will then be disposed of in accordance to instructions from the Ethical Clearance Committee. After the period of 5 year the data will be deleted on all devices such as desktop and USB.



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**CONSENT**

I .....have been informed about the study entitled The Effectiveness of Strategic Management at the University of KwaZulu-Natal by Suke Phewa.

I understand the purpose and procedures of the study.

I have been given an opportunity to answer questions about the study and have had answers to my satisfaction.

I declare that my participation in this study is entirely voluntary and that I may withdraw at any time without affecting any of the benefits that I usually am entitled to.

If I have any further questions/concerns or queries related to the study I understand that I may contact the researcher at [213570959@stu.ukzn.ac](mailto:213570959@stu.ukzn.ac) [REDACTED].

If I have any questions or concerns about my rights as a study participant, or if I am concerned about an aspect of the study or the researchers then I may contact:

**HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION**

Research Office,  
Westville Campus  
Govan Mbeki Building

Private Bag X  
54001  
Durba

n

4000

KwaZulu-Natal, SOUTH AFRICA

Tel: 27 31 2604557 - Fax: 27 31 2604609

Email: [HSSREC@ukzn.ac.za](mailto:HSSREC@ukzn.ac.za)

Dear Colleagues,

My name is Suke Phewa, a Master of Business Administration student at the University of KwaZulu-Natal Graduate School of Business and Leadership (GSB&L). My contact details are [phewas2@ukzn.ac.za](mailto:phewas2@ukzn.ac.za); [213570959@stu.ukzn.ac.za](mailto:213570959@stu.ukzn.ac.za); [REDACTED]. 3986; or [REDACTED].

You are invited to consider participating in a research study titled “**Investigating strategies to improve employee job satisfaction in the UKZN College of Health Sciences .**” The research aims to investigate the level of employee contentment and its influence on the overall business performance, focusing on the College of Health Sciences at the University of KwaZulu- Natal (UKZN). The targeted population in this study is both Academics and professional services staff members.

### Section A: Demographics

1. What is your role within the College of Health Sciences?

\_\_\_\_\_.

2. How long have you been in this role?

\_\_\_\_\_.

3. Which department or school do you work in?

\_\_\_\_\_.

### Section B: Employee Satisfaction

4. Please rate your overall level of satisfaction with your job at the College of Health Sciences.

Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
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5. How satisfied are you with the following aspects of your job? (Please rate each on a scale of 1 to 5, where 1 is "Very Dissatisfied" and 5 is "Very Satisfied.")

Scale	1	2	3	4	5
a. Workload and job responsibilities:					
b. Opportunities for professional growth and development:					
c. Communication with supervisors and colleagues:					
d. Work-life balance:					
e. Compensation and benefits:					

6. What factors contribute the most to your job satisfaction? (Select all that apply.)

Supportive work environment	
Opportunities for advancement	
Fair compensation	
Work life balance	
Recognition and appreciation	
Professional development opportunities	
Equipment and tools provided	
Overall working conditions	

8. Have you experienced any challenges or concerns in your role at the College of Health Sciences? If yes, please describe:

Yes	No
-----	----

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**Section C: Stakeholders and Well-being Policies**

9. Are you aware of the existence of employee well-being policies within the College of Health Sciences?

Yes	No

10. How familiar are you with the content of these policies?

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Somewhat familiar	
Not familiar	

11. Have you actively participated in the development or review of employee well-being policies?

Yes	No
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---

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Yes    Neutral    No

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c. Faculty members and lecturers			
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e. Employee representative or union representatives			
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g. Wellness or well-being committee members			

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Not effective	neutral	effective	very effective
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Yes	No
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**Section D: College Processes for Employee Satisfaction**

16. How would you rate the College's efforts in ensuring employee satisfaction and well-being? (Please rate on a scale of 1 to 5, where 1 is "Poor" and 5 is "Excellent.")

Poor	Good	Neutral	None	Excellent
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---

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Yes	No
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**Thank you for participating in this survey! Your feedback is valuable in helping us understand and improve employee satisfaction within the College of Health Sciences.**

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