UNIVERSITY OF KWAZULU-NATAL
Graduate School of Business

EMPLOYEE ATTRIBUTES TOWARDS MEETING AND MISSING BUSINESS DEADLINES

By

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A dissertation submitted in partial fulfilment of the requirements for the degree of

Master of Business Administration

Graduate School of Business and Leadership

College of Law and Management Studies

Supervisor: Dr M. Challenor

2011

University of KwaZulu-Natal
Faculty of Management Studies
Graduate School of Business

<u>Supervisor's permission to submit for examination</u>

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Dissertation Title:	Employee Attributes towards Missing and Meeting Business Deadlines.

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Acknowledgements

I wish to express my sincere appreciation and gratitude to the following individuals,

- The Lord Almighty our Saviour for being with me throughout this course.

- My late parents, Mr and Mrs Mhlongo, late sister, Mamane for showing me the direction and encouraging me throughout my educational journey.

- My husband, Siphiwe for being an understanding partner and for always encouraging me to achieve my goals.

- My Supervisor, Dr Martin Challenor for his guidance and for being a dedicated mentor.

- Mr Steven Msomi who assisted me in putting up the final documentation.

ABSTRACT

Meeting deadlines is an important aspect of every employee's role within an organization because the ability to meet deadlines is one of the key performance areas that employees are measured against during their performance reviews.

This study will focus on those factors that contribute to employees meeting or missing their business deadlines. The factors discussed in this study are employee loyalty, job satisfaction, employee satisfaction and confidence. South Africa is a controlled-time culture, and adherence to schedules is important and expected. In South Africa, missing a deadline is a sign of inefficiency and poor management and can have an impact on people's confidence. Successful management will depend on the ability of individuals in the team, being able to meet deadlines.

In this study, the target population consisted of fifty employees, in various positions, based in the city of Durban. The questionnaires were distributed via email and some were self-administered. The quantitative method was used to gather and analyse the data.

The findings of this study reveal that employee satisfaction, job satisfaction, employee loyalty and confidence all contribute towards employees meeting business deadlines. Robbins (2009) states that numerous studies have shown that satisfied employees are highly motivated, have high morale at work and work more effectively and efficiently. These employees are also more committed to continuous improvement and to quality. The recommendation will be that managers or employers must schedule dates by which specific tasks or projects must be completed and they should keep to the schedule to avoid procrastination.

Key concepts: Employee satisfaction, job satisfaction, employee loyalty, procrastination, confidence and Time scheduling

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CHAPTER ONE

Introduction

1.1 Background

Deadlines exist for a reason. Without a deadline to meet, employees could take as long as they like to complete tasks, which is not a productive way of working. It is therefore important to meet any deadlines that have been set, because there is an expectation on the part of the employer that employees will produce results within a set time-frame. The ability to meet deadlines is something that all employers expect from their employees. Failing to meet deadlines is frowned upon (Wilkinson, 2011).

The study focuses on the certain of the many factors that contribute to employees meeting or missing their business deadlines such as employee loyalty, job satisfaction, employee satisfaction and confidence. In a study by Yee, Yeung and Cheng (2008: 651–668) they found that satisfied employees are more likely to work harder and provide better services via organizational citizenship behaviours. Furthermore, employees that are satisfied with their jobs tend to be more involved in their employing organizations, and more dedicated to delivering services of a high standard.

In the workplace there are employees who do not perform well or who do not meet their targets because of their attitudes towards their work or because of their personal issues. Job satisfaction in the workplace has been seen as one of the factors that contribute to employees not meeting their targets. Employees want to be happy in their working environment and if they reach a point when they are no longer satisfied with their work or company, they often look for work opportunities elsewhere. Loyal employees need to be compensated because they contribute tremendously to the success of the company. Employers should ensure that wages are distributed fairly or that there are incentives to reward these employees for their loyalty.

1.2 Motivation of the Study

Happy employees are far more productive than those that are dissatisfied or disillusioned in their jobs. Although this may be an obvious statement, managers often let the pressures of meeting deadlines and increasing the company's bottom line get in the way of facilitating their employees' job satisfaction. Introducing new ways to increase employee job satisfaction is a great way to strengthen the levels of loyalty and effort in the workforce. When employees feel that their contributions are appreciated, they are more willing and able to focus on the company's success.

The value of this study will benefit both employers or managers and employees. Employers/managers will be shown how to treat their employees. The study will show that employees need to be treated with respect and need to feel that they are making a difference in the workplace. This study will help the human resource department during their talent retention process as they will have an understanding of what makes employees unhappy. It will also show how to retain those employees who contribute positively to the company's growth.

1.3 Focus of the Study

The main aim of the study is to evaluate how employee loyalty, employee satisfaction, job satisfaction and confidence affect meeting and missing business deadlines. This study will help in providing recommendations on how employees can meet deadlines.

1.4 Problem Statement of the Study

All businesses need to adhere to deadlines of one sort or another. If deadlines are missed, the business runs the risk of suffering losses. In today's competitive market, time is the most important factor in the operation of any business. Meeting deadlines at every level of the operation can be of immense value to all the players in the field. It is the key to completing a job or task within a specific time frame for the benefit of the organization as a whole.

A range of factors within a business could impact on the extent to which staff meet or miss deadlines. This study seeks to establish the underlying factors which lead to

employees not meeting set deadlines.

1.5 Objectives

The objectives of this study are:

1.5.1 To evaluate the responses of employees towards meeting and missing business deadlines.

1.5.2 To evaluate the effect of employee loyalty on meeting and missing business deadlines.

1.5.3 To evaluate the effect of employee satisfaction on meeting and missing business deadlines

1.6 Research Questions

The research questions for this study are as follows:

1.6.1 How does employee satisfaction impact on meeting and missing business deadlines?

1.6.2 To what extent does employee loyalty impact on meeting and missing business deadlines?

1.6.3 To what extent does employee confidence impact on meeting and missing business deadlines?

1.6.4 What are the challenges of failing to meet business deadlines?

1.7 Brief Synopsis of Theories

The focus of Vroom's Expectancy Theory (1964) of motivation is that an employee's motivation to complete a task is influenced by their personal views concerning the probability of completing the task and the possible outcome or consequence of completing the task. Vroom's theory states that individuals make decisions that they believe will lead to rewards.

Herzberg's (1954) theory revealed that intrinsic factors are related to job satisfaction, whilst extrinsic factors created job dissatisfaction.

1.8   Research Methodology

This study has used quantitative methods to analyze the data. The details relevant to the study are highlighted in Chapter Three. A questionnaire in a form of the 5-point Likert scale was used as a method of collecting data. Simple random sampling was employed in this study to collect data.

The questionnaire which asked for personal details in Question 1 to 4 was distributed to e mployees b ased in   Durban reg ardless o f th eir a ge, gender o r p ositions. Respondents were required to cir cle the a ppropriate a nswers to q uestions concerning ag e, gender, years of se rvice and w ork department. Questions 5-25 related to job satisfaction, employee satisfaction, employee loyalty and confidence.

1.9   Ethical Issues

Employees w ere assured t hat their res ponses would be k ept c onfidential by t he interviewer and th at ind ividual responses would not be di vulged t o any one. Respondents who participated in the study did so voluntarily.

1.10 Piloting

The questionnaire was pilot tested to ensure that it collected relevant data. Strydom (2002) mentions th at the m ain value o f p ilot te sting a re that modifications ca n b e made to the questionnaire before the main investigation.

1.11 Limitations of the Study

The data was obtained through a questionnaire and was analyzed using SPSS 15.0. The questionnaire was distributed to some of the respondents via email and some were se lf-administered. A n umber of sta tistical te chniques w ere used for the interpretation of the data which include amongst others, content analysis, reliability, correlation and reg ression a nalysis.This st udy m ay enc ounter the fo llowing limitations:

- Respondents may discard or f orget about the q uestionnaire handed t o them, which could lead to a low resp onse rate . Attempts were made to overcome th is shortcoming b y te lephonically reminding resp ondents to complete the questionnaire.

- There are no existing studies on employees missing or meeting business deadlines. This made it difficult to get relevant information for this study.

1.12 Format of the Study

The dissertation comprises six chapters.

Chapter 1:   Introduction – This chapter p resents the co ntext, o bjectives a nd the overview of the study.

Chapter 2:   Literature Review – This is the theoretical part of the dissertation where there is a review of what has been written and said in the areas of job satisfaction, employee loyalty, employee satisfaction and confidence.

Chapter 3:   Research M ethodology – This chapter concentrates o n th e rese arch framework, detailing the type of data collection tools used in the study.

Chapter 4:   Presentation of Results – The data that was gathered from participants through a questionnaire is presented in this chapter. The primary data obtained from t he q uestionnaire i s discussed i n de pth an d further analyzed in this chapter.

Chapter 5:   Research Findings – This ch apter presents th e m ain findings o f th is study.

Chapter 6:   Conclusion and Recommendations.

Conclusion

This chapter explains the purpose of the study in detail and outlines the limitations. It also inclu des the res earch questions that should b e a nswered at the end o f this study. In the next Chapter a review of the available literature on the concepts of job satisfaction, employee sa tisfaction, loyalty a nd co nfidence is presented to p rovide some understanding on h ow t hese attributes can c ontribute towards employee's behavior in meeting or missing business deadlines.

CHAPTER TWO

Literature Review

2.1   Introduction

In terms of time management and the ability to meet deadlines, it is important to know the final deliverables required by the client so that it is easier to define the deadline Magliolo (2008:31). If no deadlines have been set, it means that there cannot be any expectations of when the final deliverable will be completed. Magliolo (2008) further states that deadlines are easy to comply with if there is an explanation of why each deadline has been set. It is very important to set goals if deadlines are to be met. When deadlines are unrealistic, employees become frustrated, start apportioning blame for the failure to meet them, give up or resort to cheating. Overly stringent deadlines also cause people to rush to complete the work and unfortunately this method does not allow time to think, explore or experiment (Ramsey, 2008).

Deadlines represent milestones that have the potential to affect profitability in a way that impacts significantly the business outcomes. Meeting deadlines saves money, cuts costs, and saves time. The importance of meeting deadlines has far-reaching consequences in organizations. The amount of money a company has at its disposal for investment and operations increases when projects are completed on time. When a business fails to meet deadlines, the amount of money available for operations is reduced (Claiborne, 2011).

2.2   Employee Satisfaction

To achieve deadlines, goals need to be broken into manageable sets of tasks and those tasks need to be reviewed on a regular basis. Magliolo (2008:139) states that time estimates are important inputs to organize and structure medium-sized and large-sized projects. The ability to estimate time accurately is an essential element of successful project management. Time estimates drive the setting of deadlines for delivery projects. If time is underestimated, deadlines are missed and this has a knock on effect on other people involved in the process. The end result is unnecessary stress.

Many situations are characterized by deadlines. Deadlines are usually associated with tasks that take time to complete. Failing to meet the deadline implies that all or a substantial fraction of the effort exerted up to that point is wasted (Dignum, Broersen, Dignum and Meyer, 2005: 153). Deadlines state that an agent should perform an action before a certain point in time is reached. The obligation to perform an action starts the moment the deadline becomes active (Dignum et al., 2005).

According to Janssen and Van Yperen (2004:368) important and recurring questions in organizational science are why employees perform well in their jobs and why they are satisfied with their jobs. They further state that achievement goal theory and research suggest that both employee job performance and job satisfaction depend on their goal orientations. Goal orientations are viewed as stable personality characteristics fostered by "self-theories" about the nature and development of attributes such as intelligence, personality, abilities, and skills people have.

Christen, Iyer and Soberman (2006:139) found that effort is costly for an employee, and it may have a negative and a direct effect on job satisfaction. This implies that there is a conflict of interest between the employer, who wants the employee to work hard, and the employee, who wants the salary with the minimum possible effort. If the employee puts in more effort this increases his performance and he meets deadlines. As a result of this, the employee is then recognized for his good work and this result in him being satisfied with his work. They emphasize that effort is an input to work, and job performance is an output from this effort.

From a firm's perspective, effort and job performance may be difficult to distinguish between, and effort is often measured by the output produced. Incentive pay, which rewards greater effort, whilst costly, may result in stronger job performance and, from there, higher compensation. This would increase job satisfaction and largely mitigate the negative effect of costly effort on job satisfaction.

Yee, Yeung and Cheng (2008:651–668) reveal that satisfied employees are more likely to work harder and provide better services via organizational citizenship behaviours. Employees who are satisfied with their jobs tend to be more involved in their employing organizations, and more dedicated to delivering services with a high

level of quality.

A study conducted by Chi and Gursoy (2009:245-253) suggest that employee satisfaction plays a primary role in helping companies achieve their financial goals. The logic for this argument is that if a company takes care of its employees, the employees will take care of the customers. Taking care of employees can be defined as providing better pay, ongoing training, and making employees feel secure. Satisfied employees are more likely than dissatisfied ones to be motivated and hardworking, and to reach their targets on time. In a South African study conducted by Govender and Parumasur (2010), they found that an employee has a set of needs and a set of expectations of the organization. These may change and evolve over time. They also found that the extent to which these needs and expectations are satisfied, determines the employee's level of motivation to work.

Rozycki (2008:12) talks about most companies using an incentive programme to motivate people to achieve predetermined organizational objectives and by this the employee becomes satisfied in his or her workplace. In other words, it is a planned activity that encourages people to do what it is you want them to do. She lists the following important criteria that the company should take into consideration if initiating an incentive programme:

2.2.1 Understand the lifestyles and demographic make-up of your staff

Before developing an incentive programme, it is important to understand the company's culture so that the programme and the rewards can be structured accordingly. It is necessary to conduct a survey to poll employees for their preferences and to find out what the employees value and what motivates them. Understanding the lifestyles and demographic makeup of the firm's professionals is the key to the success of any incentive programme. Each generation perceives the value of a gift or reward differently.

2.2.2 Cash is not always the best incentive—Recognition is

It may seem surprising to learn that cash is not always the best incentive. When employees realize that their contributions are a valuable part of a firm's

success, they are more likely to embrace the goals and objectives of the firm and its incentive programme. The value of recognition cannot be overstated. It can take many forms, from announcing achievements at firm-wide meetings to handing out plaques or certificates for reaching certain milestones.

Cash awards are, of course, an option. However, people sometimes feel less comfortable talking about a cash award than a nonmonetary award. In addition, many times, cash awards are spent on incidental items or to pay off household bills. Over time, employees tend to view monetary rewards as compensation and feel that they are entitled to them, regardless of the effort put in. Noncash awards are more memorable Rozycki (2008).

In Lin's 2007 study in South Africa it was found that when rewards are given to those who achieve high performance, they can become an important instrument to encourage the continuance of the desired behaviour. In the workplace, external rewards such as incentives, benefits and other monetary forms of rewards, these external rewards are often used as motivators by managers.

2.2.3 Form a taskforce to plan the programme

When planning a programme, it is recommended that the organization forms a taskforce of representatives from all levels of staff. Because they are members of the rank and file, the staff usually respects their decisions, even when they set tough standards. As the programme progresses, the taskforce will become the internal sales team when pitching the programme to staff. The taskforce needs to be guided in the following areas:

(1) Develop a clear set of goals and objectives,

(2) Determine the budget,

(3) Have written guidelines, and lastly

(4) Have a theme.

According to Visser, Breed and van Breda (2006:22) people expect a reward

system to be equitable. The worker compares his input or outcome ratio with other employees in similar positions and if these ratios are perceived to be inequitable, the underpaid individual will seek to rectify the situation. Visser et al., (2006) elaborate by saying that the unsatisfied employee often react to the situation by being less productive, not meeting their targets, missing the deadlines or producing items of lower quality.

Deloitte's Best Company to Work For survey (2010) acted as a litmus test for employee satisfaction in South African companies from a wide range of industries. The survey results showed that job level has the most influence on employment satisfaction, far greater than gender, ethnicity and tenure.

2.3   Job Satisfaction

Job satisfaction is regarded as one of the most studied employee attitudes in organizational research, primarily due to the intuitive nature of the construct's importance i.e. many managers simply believe that the more satisfied employees are, the better their performance will be and consequently, the more satisfied they are.

Noe, Hollenbeck, Gerhart and Wright (2006:437) define job satisfaction as a pleasurable feeling that results from the perception that one's job fulfils or allows for the fulfillment of one's important job values. Carrim, Basson and Coetzee (2006:66) define job satisfaction as an effective or emotional response to work that is produced by an employee's comparison of the real results that are achieved to the results they expect from the working environment. Job satisfaction is related to a behaviour that indicated a positive organizational orientation. According to Mncwango and Winnaar (2009), job security is the most important aspect of a job for most South Africans.

Noe et al. (2006:440) list three aspects of organizational roles that stand out as significant negative influences on job satisfaction i.e. role ambiguity, role conflict and role overload. Role ambiguity refers to the level of uncertainty about what the organization expects from the employee in terms of what to do and how to do it. It is very important for employees to know how they are going to be evaluated on the job

and when this is unclear, job satisfaction suffers.

Role conflict is another source of dissatisfaction and it occurs when the employee occupies more than one role at a time and the roles have incompatible expectations. Role overload is a state in which too many expectations or demands are placed on the person. These three aspects all impact on employees not doing their work effectively and not meeting their deadlines. Theodossiou and Zangelidis (2009: 650) argue that high ability individuals are more likely to have career advancements in their job and may also be more satisfied with their jobs.

Furthermore, workers with higher perceived job satisfaction may be more likely to be offered career development opportunities by their employers, since high job satisfaction leads to higher productivity. When determining job satisfaction, an important factor for most employees is how management treats employees (Hodge, 2010). Zeffane, Ibrahim and Mahairi (2008: 238) found that employee attendance and conduct are important aspects of individual performance and are often considered to be the products of job context, including job satisfaction. Chen, Shiau, Yang and Wang (2006:485) state that job satisfaction has been found to significantly influence job performance, absenteeism, turnover, and psychological distress.

Job satisfaction involves an individual's perception and evaluation of their job but this perception is also influenced by the person's unique circumstances such as values, needs and expectations (Martin, 2007:17). Martin (2007) further makes the distinction between intrinsic and extrinsic factors as a potential source of satisfaction and dissatisfaction. Intrinsic satisfaction is derived from performing the work and consistently experiencing feelings of accomplishment, self-actualization and identification with the task. Extrinsic satisfaction is derived from the rewards bestowed upon an individual by their peers, supervisors or the organization and can take the form of reward or compensation and advancement.

In her South African study, Moodley (2007) states that when employees are not motivated to do their jobs and are not satisfied with their work environment in

general, there is the tendency to fall short of deadlines, repeat work done due to errors and consequently fail to deliver the promised product or service at the highest standards of quality. Kerin, Hartley, Berkwitz and Rudelius (2006:126) explain that an individual's needs are boundless. People possess physiological needs for basics such as water, food, water and sleep and they also have emotional needs including self-esteem, achievement and affection.

Maslow's Hierarchy of Needs outlines the most influential of content theories. He suggested a *hierarchy of needs* up which and individual progresses. Once individuals have satisfied one need in the hierarchy, it ceases to motivate their behaviour and they are motivated by the need at the next level up the hierarchy.

1. Physiological needs such as hunger and thirst are the first level on the hierarchy.

2. Security needs such as shelter and protection are the next level.

3. Social needs such as need for satisfactory and supportive relationships are the next level.

4. From this point, the individual can move up the hierarchy to higher order needs such as self – esteem and the need for recognition and a belief in oneself.

5. Finally, the progression leads to the need to realize one's full potential, which is termed self – actualization (Chapter 5: Motivation and Job Satisfaction, 2009). This level is explained in the diagram below:

Figure 2.2 Maslow's Hierarchy of needs
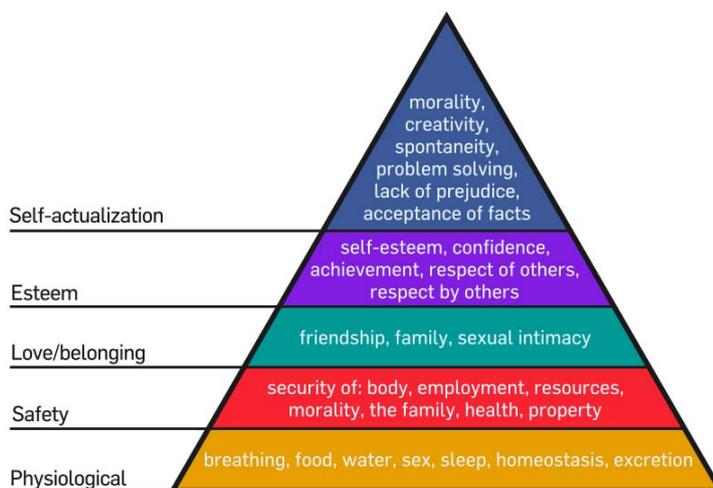
Source: Kerin, Hartley, Berowitz, Rudelius, Marketing, 8th Edition, 2006, p127.

The theory suggests that employees will always want more from their employers than they currently receive. When they have satisfied their subsistence needs, they strive to fulfill their security needs. When their jobs are secure employees will look for ways of satisfying their social needs and if this is successful, they will then seek the means to the ultimate end of self – actualization.

According to Chen (2008:106) job satisfaction describes the feelings, attitudes or preferences of individuals in relation to their work. Numerous factors affect employee feelings regarding job satisfaction. Because of individual differences, the factors affecting job satisfaction vary among different employees. The influences of job satisfaction are divided into internal satisfactory factors related to the work itself such as feelings of achievement and independence, self-esteem, the feeling of victory, feeling of feedback, feeling of control and other similar feelings obtained from work. On the other hand, there are external satisfactory factors which are not directly related to work it such as receiving praise from the boss, having a good relationship with colleagues and a good working environment, high salary, good welfare and utilities.

Rao and Pradhan (2007:183) state that employees who are able to meet deadlines, maintain their performance by maintaining productivity, completing according to deadlines, being accurate and completing the tasks or a combination of all these. Members working under pressure to meet deadlines have their own perceptions and attitudes, which often affect the overall performance, both negatively and positively. They state that earlier studies have revealed that personality influences work performance, job satisfaction, motivation and other factors.

In his South African study, Milanzi (2006) states that employees who are satisfied with their jobs tend to be more productive and committed.

2.4   Employee Loyalty

According to Sujansky (2007:77) organizations think that loyalty is a one-way street. They believed that the only reason employees remain loyal is for the love of money and benefits. He states that leaders should create employee loyalty by

communicating in a forthright manner, by making sure that employees are well trained and by listening attentively to employee input. According to Hajdin (2005: 259) loyalty is something that involves emotions: conduct that results from purely rational deliberations and is uncolored by emotions, does not count as a manifestation of loyalty in the sense that is relevant here.

Hajdin (2005) further explains that the general remarks about loyalty that have been made so far should put any discussion that people may have about loyalty to businesses into perspective. In particular, they show that the burden of proof in such discussions is on the defenders of loyalty. The defenders of loyalty to businesses thus have to prove that this particular kind of loyalty enables us to achieve something valuable that cannot be achieved without loyalty.

Sussman (2006:64) mentions that loyalty in the workplace defines loyal workers as those who are both committed to the organization and plan to stay with their companies for at least two years. Loyal employees are said to have positive attitudes about their companies by wanting to be part of the enterprise and exhibit behaviors that indicate that they plan to stay with the company. Satisfied employees may be happy with their positions for the most part but they do not behave with the same depth of commitment as loyal employees and as a result they are less likely to see the job as having long term prospects.

Drizin and Schneider (2004:43) state that employees, who stay in their jobs because they feel trapped, present employers with a difficult situation. They elaborate that trapped employees who would rather be working somewhere else, are often poisonous to their overall working environment, inefficient and also miss deadlines.

Gibson (2008:81) explains that loyalty is no longer just a desired state for organizations, but it makes financial sense as well. When loyalty goes unacknowledged and an individual's above-and-beyond contributions are not valued by the intermediate manager, the spark and motivation to produce great work begins to die. Employee loyalty diminishes the potential for internal organizational conflict by encouraging loyal employees to voice their opinions concerning issues that create problems.

In her study of employee loyalty, Sujansky (2007) mentions that many organizations used to think that the only reason employees remained loyal were for the money and benefits. She stresses that financial incentives alone are not enough to ensure employee loyalty, leaders must also create employee loyalty by communicating in a forthright manner, by making sure that employees are well trained and by listening attentively to employee input. Morgenstern (2004:96) explains that the most valued employees at any company manage to complete their tasks, despite distractions. These employees make sure that they accomplish something before end of each day. They turn work around quickly and they also meet their set deadlines.

According to Hajdin (2005) wages are generally not the only thing that motivates people to take up jobs. Sussman (2006) mentions that one of the biggest factors in employee loyalty levels is the amount of training and development companies provide. According to Drizin and Schneider (2004) employees want opportunities to grow, and they want the opportunity to advance their careers. Employees are looking for positive, mutually beneficial relationships with their employers that offer stability and room for growth both personally and professionally. Although perks have proven to buy tenure and job satisfaction, they have consistently failed to buy employee loyalty.

As cited by Douglas (2008:4), Coughlan (2005) suggests that employee loyalty has a direct influence on an employee's moral judgment. The notion that loyal individuals select values highlights the fact that loyalty involves a voluntary decision about what standard to use in evaluating potential courses of action in the workplace. an organization. Feldheim (2004) implies that loyalty represents an individual's willingness to belong to a subpart of a bigger society effort for growth and mutual benefit. He argues that loyalty is not for personal gain, but more for the desire to be loyal to a bigger social order endeavor (cited by Douglas, 2008:10).

Drizin and Schneider (2004: 44) explain that satisfied employees only pay lip service to their company commitment. They continue to state that those employees usually do not leave the company but they may, at a later stage, resign and take up a job offer with a slightly better compensation of benefits even though the difference between their current job and the new job is very small. Truly, loyal employees are

committed an d t hey st ay beca use they w ant to a nd t hey t end to g o bey ond a nd above the call of duty to extend the company's interests.

In the an alysis done by the Loyalty Rese arch Center (2010), employee l oyalty is defined as when a p erson is committed to th e su ccess o f the organization and believes that working f or the organization is their best o ption. Not only do t hese employees pl an to r emain with the organization, b ut th ey do not actively search for alternative employment and are not responsive to offers. High level executives within organizations a re beginning to rea lize th at unless they f ind a w ay to co nnect with those in their employ, the consequences could be dire. Large pay checks and perks are no lon ger enough to se cure the loyalty o f skil led e mployees. There is an emotional void that must be filled if employees are to "trust" that their company is looking out for their best interests (Kayne, 2007).

Milanzi (2006) mentions th at loyal employees sh ould be rew arded b y means of a variety of incentives su ch as financial support so as to further their education. The employer should also ensure that employees are fairly compensated. If an employee feels that they do not earn a fair wage, they will be unhappy. The employer's salaries and bonus policies should be written clearly and be understood by the employees.

Kaufman (2010) states that most employees have a n eed to be respected and they need to feel that they make a difference. The important thing is for m anagers to let the employees know that they matter to the company and he suggests the following:

- Share the company vision- Inform your employees what the company stands for and where it's heading.

- Walk your talk – The manager should speak plainly to the employees. If sales are not good, talk honestly to employees but also do not be miserly with praise for a job well done or when targets are exceeded. Employees a ppreciate reco gnition and respect and they will reciprocate with their loyalty.

- Give regular f eedback – Employees need feedback to kn ow if th ey a re meeting their t argets. The m anager should cr eate r easonable and m eaningful performance milestones in consultation with employees.

Lin (2007) emphasizes that companies can no longer see their employees as either their loyal family members or as easily replaceable company resources. In the new era, employees need to be respected and like to be treated as valuable human capital, even more important than the company's financial capital. He further states that employees are rapidly becoming the main source of a company's competitive advantage. How a company treats its employees increasingly determines whether a company is going to thrive or even to survive.

2.5 Confidence

Confidence comes with developing a talent and it is the clear, consistent, daily discipline of working towards goals or completion of projects. Most people set limits on how much they can achieve simply because they lack the resources needed for successful out comes (The Five C's of creativity, 2009). Khoo and Tan (2004) mention that confidence in one's abilities, generally enhances motivation.

Meeting a deadline play a pivotal role in advancing a person's career objectives. It could also improve their performance level and win them accolades from their superiors. Repeated successes in the workplace could also boost their ego, increase self-confidence and elicit feelings of self-worth. As a respected team player, the chances of meeting their career objectives can be substantially increased through the process of meeting deadlines (Bugwadia, 2011).

Lionnet (2010) emphasizes that managers need to equip their staff with the skills, knowledge and confidence they need to meet personal and business performance goals. Managers need the skills and confidence to deliver recognition effectively. He further defines recognition as a management owned- programme in which defined behaviours are recognized and rewarded with the intention of driving specific organizational values and objectives. The key elements of an effective recognition programme are as follows:

- Management Commitment: Visible senior management support helps generate enthusiastic participation.

- Multi-dimensional Strategy: Promote formal and informal recognition opportunities.

- ➢ Informal recognition: Immediate, everyday acknowledgement of actions that support organizational values.

- ➢ Formal Recognition: Structured around clearly defined criteria with nominations formally reviewed and approved.

Meeting deadlines wins the respect of your clients, colleagues and superiors. When an employee delivers quality results in record time, the people they work with will have greater respect for them. They will have the confidence in the person's ability to carry out their task as expected, and even when they ask for an extension of time, they will gladly oblige (Oluwasegun, 2011).

According to Rao and Pradhan (2007:184) there are certain factors which, individually or in combination, determine how well individuals perceive work deadlines. Included in these factors are heavy work pressure, self-confidence, fear of losing a job and planning.

According to Bugwadia (2011) meeting deadlines is a direct reflection of an employee's professionalism so it throws a favourable light on his/her capabilities. Since organizational and time management skills are highly respected and sought after by the management, it is individuals with these strengths who tend to catch the attention of the management and are held in high esteem. They understand the importance of meeting deadlines and put this trait into practice in their jobs thereby infusing confidence and credibility in their company's products and services.

2.6   Procrastination

Choi and Moran (2009:195) have defined procrastination along pessimistic behavioural lines with relatively negative consequences.

According to Choi and Moran (2009), the main reason why procrastination has been regarded as a self-handicapping behaviour is that procrastinators often fail to complete tasks on time, thus producing disappointing results for themselves and potentially harming the rest of the team's efforts. Active procrastinators are able to properly estimate the minimum amount of time required to finish a task and push them to proceed efficiently toward the goal, even if this means that they work under

last minute pressure.

Procrastination is like a disease. It develops slowly, often over a long period of time and it is the breeding ground for incompetence (Johnson, 2009). Effective leadership deals with procrastination by employing the following tactics:

- Create self-imposed deadlines to keep you focused. Don't create undue pressure, but do make timeline commitments.
- Create milestone markers to judge your progress. Johnson (2009) lists what can be termed as mini-goals leading to your ultimate goal.
- Don't be a perfectionist. Perfection or analysis can paralyze you into inaction. Sometimes good is good enough. The slogan, "Good is the enemy of great" does not apply when dealing with procrastination. Remember, once you decide on your initial actions you can always go back and adjust or react to circumstances.
- Remain flexible.
- Don't prioritize based on how difficult a problem is and leave the least pleasant or most difficult aspects of the task for last. Prioritize based on impact on your goals and importance. It is better to get the tough tasks out of the way first. If you are in a leadership position, learn the art of empowerment and delegation.

Bender, Clifford and Tsichlas (2008:95) define procrastination as a scheduling problem. The advantages of procrastination are that the closer to a deadline a task is executed, the less processing time the task requires. It is therefore really common for individuals to delay executing some onerous jobs in order to spend as little time as possible working on them. Procrastination is the voluntary, irrational postponement of an intended course of action, despite the knowledge that this delay will come at a cost to or may have certain negative effects on the individual.

O'Reilly (2007:26) defines four tactics which we can use to beat procrastination:
- Do the worst task first because ignoring essential tasks until you are in the mood is a definite way of increasing your stress levels;

- Break down tasks because most of the time the reason we procrastinate is that there is a huge task ahead. The task can actually be broken down into smaller, more manageable parts;

- Track your progress: the simple act of tracking a goal is to often enough to keep it moving;

- Reward yourself: if we can make the completion of a task more rewarding or the consequences of not completing it more significant, then it is easier to move forward.

- Tackle the unpleasant task for 10 minutes: you may find that you will continue with it until it is done.

Lowes (2007:84) suggests that to avoid procrastination we need to conquer a big job by setting a deadline and then by working backwards, list all the bite size and intermediate steps you will need to take. Schedule the most challenging and important task for the time of the day when you are most energetic. Procrastination is the habit of delaying or putting off doing something that should be done now, this result in high-priority tasks being postponed and not reaching set deadlines or worse still, never completing the task (Harvard Business Essentials, 2005:40).

Procrastination is the enemy of preparedness. Procrastination results in being hurried, being consistently unprepared, and eventually being late for every deadline, even those that had been set way ahead of time. By missing a deadline you are disrespecting the time that was given to you (Magas, 2010).

2.7 Planning and Prioritizing

According to Lewis (2005:413) the Ishikawa diagram is used to collect the ideas of a group in a systematic way which facilitates the understanding and ultimate diagnosis of the problem. In this case, the problem is missed deadlines. Babauta (2009) explains that it is very important to communicate a clear deadline and agree with the client on a specific deadline. If the deadline is fuzzy, problems may arise in meeting it. If the client does not give deadlines, then the manager in charge of the project needs to clarify it with the client.

Lewis (2005) elaborates by saying that each cause or reason for imperfection is a source of variation. Causes are usually grouped into categories to further identify these sources of variation. The categories typically include:

- Manpower: anyone involved in the process.

- Methods: how the process is performed and the specific requirements for doing it, such as policies, procedures, rules regulations and laws.

- Machines: any equipment e.g. computers, tools required to complete the job.

- Materials: raw materials used to produce the final product

The Ishikawa Diagram below illustrates how all the above factors combine and contribute to the existence of the problem.

Figure2. ISHIKAWA DIAGRAM
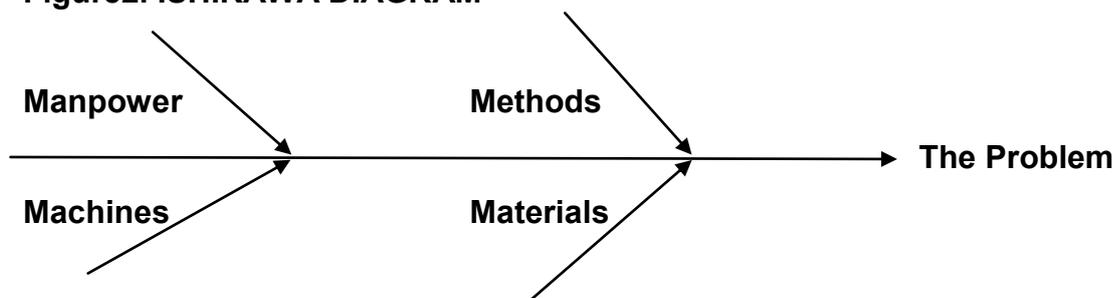
Source: James P. Lewis, Project Planning, Scheduling & Control, 4th Edition, 2005, p410.

The Ishikawa Diagram is employed by a problem-solving team as a tool for identifying all the possible causes of the problem being addressed, either systematically or graphically. This enables the team to focus on why the problem has occurred or why the targets have not been met, not on the history or symptoms of the problem. Only if a problem is identified and all root causes are fixed, will that problem stop recurring.

Meeting deadlines will help ensure that a person does not have too many tasks to attend to at the same time. When a person does not accomplish a task by its due date, there is the likelihood that there will be some other ones that they will take up. Having unnecessary multiple deadlines will definitely put the employee under pressure, and will cause more disorganization for them (Oluwasegun, 2011).

Lewis (2005:257) states that task durations cannot be estimated unless one begins with the assumption of a resource, either by name or at least by skill level. Once resources have been assigned to all activities, then a responsibility chart needs be filled in so that everyone can tell at a glance that is responsible for each task.

It is important to develop a project strategy in order to plan, prioritize and schedule properly. Lewis (2005:183) defines strategy, sometimes called a game plan, as an overall approach to a project. If a strategy is to be invented then a creative, problem-solving methods should be used. The most common one is brainstorming, in which members of a group generate as many ideas as they can, without evaluation, and then they select the one they all feel would work the best.

The most efficient way to formulate a project strategy is to do a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis and a risk analysis. Mangliolo (2008:102) talks about setting objectives for each and every project and then giving each objective a priority. It should be obvious which of the objectives are significant and which are not, but the priorities of those falling between the two extremes will be less clear and this enables proper scheduling.

There are plenty of scheduling tools one can use in the office environment in order to make deadlines. These scheduling tools include to-do lists, appointment calendars, daily and weekly planners and scheduling software and hardware e.g. PC based calendars (Harvard Business Essentials, 2005). When scheduling, it is important to schedule only part of one's day, leaving some time free to deal with potential crises, opportunities and the unexpected. Scheduling the highest-priority work first is the best way to ensure that important tasks will not be crowded out by urgent but unimportant work.

2.8 Time Management and Pressure

As stated in the Harvard Business Essential (2005:8), one of the things that have a negative impact on people's time allocations is a dilemma that people face in assessing the level of urgency of the task. Many individuals, who have poor time

management skills, spend too much time on tasks that are urgent rather than important, thereby missing the set deadlines. By definition, something that is urgent calls for immediate attention or action, but not every critical goal is urgent, and not every matter is critical.

Time management is the simplest way to increase efficiency and productivity at work. Time cannot be managed; it will continue to tick by despite all efforts to control it. Employees must take control of their work habits if they hope to achieve increased efficiency and productivity (Allen, 2010).

To complete projects, one may need to depend on someone else to provide some of the information needed. This can affect one's ability to complete the project on time because these employees may not be as time-motivated as the requester. Also, the completion of the project is not ultimately their responsibility, so it is not so important to them. (Meeting deadlines- One step ahead- Avoid missed deadlines, 2010). Time management and competence are vital factors in the completion of time-critical projects and functions. Developing good time management skills will certainly improve one's ability to meet deadlines (Meet Deadlines and stop having to make excuses, 2010).

Kocher and Sutter (2004) state that deadlines that do not involve time pressure in limits the decision-making time to a very short period. According to Khodarahmi (2008) it is important for everyone to know when things are due, but even with the best of intentions, deadlines maybe missed.

According to Karrass (2010), deadlines force action. People respond to many deadlines almost without awareness. Deadlines pressure people into making either-or choices. They can choose to accept the deadline, or ignore it and live with the consequences. Time is power. People are always aware of the time pressure on themselves. That knowledge makes them less effective than they could be. What they should concentrate on are the deadlines that constrain the other party (Karrass, 2010).

In time management, the word overload describes the condition of having too much

work, more work than can be completed within realistic time limits. Overload can be the result of external circumstances such as an important deadline, but it is often self-inflicted. One of the causes of overload is when an individual attempts to do too much on their own (Time Management Worst Practice: Attempting Too Much, 2010). Seasholtz (2010) suggests that deadlines must be included in the schedule for items that the client should provide. If the client forces the schedule to shift because of their inability to provide what they were contracted to, the penalties or to her course of action would be made clear from the beginning.

In certain cases two departments are involved in one project, each being responsible for different aspects of the project. This has the potential to cause project bottlenecks which is why communication channels should be open all the time. If one department or employee is overworked, stressed out or getting behind, work should be delegated to other employees to ensure that the deadline is met. If the manager falls behind schedule, employees may also fall behind because they may depend on the manager to complete certain tasks. Feeling burned out or working excessively long hours may be a signal that the manager has more responsibilities or tasks than he can reasonably cope with (Learning to delegate, 2006).

2.8   Conclusion

From this literature review it is clear that meeting deadlines ensures integrity for any organization. But this is also achieved if employees are satisfied with their jobs. It is of utmost importance for the management to respect their employees and also recognize them accordingly if they had done well. Most people prefer to do business with companies that are highly reputed and whose employees are known for their integrity and loyalty. If employees meet deadlines, productivity and sales increases in any business.

If an employee misses his work deadlines that does not reflect his professionalism very well and the performance of that person is probably poor. If employees have no self-confidence the level of commitment at work diminishes. The next chapter, Chapter 3 presents the methodology used in this study.

CHAPTER THREE

Research Methodology

3.1   Introduction

This chapter explains the procedure to be followed in the collection of data. This will be a chieved b y co nstructing a q uestionnaire using close e nded q uestions. The population of the study was fifty and all of them completed the questionnaire. The questionnaires w ere distributed via email Quantitative methods w ere used w hen conducting research for the purpose of this study.

3.2   Aim and Objective of the Study

The a im o f th is study is to f ocus o n th e a ttributes th at contribute to e mployees meeting and missing business deadlines. Data will be collected to verify the aim and the objective of the study which were:

- To ev aluate t he attitudes of e mployees towards meeting a nd m issing business deadlines.
- To evaluate the effect of employee loyalty on meeting and missing business deadlines.
- To evaluate th e e ffect of e mployee sa tisfaction on meeting a nd m issing business deadlines.
- To provide recommendations on how employees can better meet deadlines

3.3   Research Design

3.3.1 Quantitative Research

Cooper and S chindler (2006:198) define q uantitative r esearch a s th e p recise measurement of so mething. In b usiness rese arch, q uantitative m ethodologies usually m easure consumer behaviour, knowledge, opinions, or attitudes and su ch methodologies answer questions related to how much, how often, how many, when and who. In quantitative research the researcher wants to be able to say that his or her findings can be g eneralized b eyond t he co nfines of the par ticular context in which the research was conducted (Bryman and Bell, 2007:169).

3.3.1.1 Types of Quantitative Research

- Correlation Research

    - ☐ The researcher gathers information from a group of people and plots the number to see if a relationship exists between the characteristics.

    - ☐ Correlations show relationships between variables but do not give a cause or reason for a particular characteristic

- Survey Research

    - ☐ Also known as a descriptive survey or a normative survey.

    - ☐ The researcher poses questions to analyze participants' responses at that particular moment in time. Surveys can be conducted in the form of:

        - Face-to-face interviews

        - Telephone Interviews

        - Questionnaires

3.3.1.2 Advantages of Quantitative Research

- In graph or table form, you get "results at a glance"

- More representative of the wider population

- Can compare similar studies more easily

- Useful for collecting straightforward, descriptive data

- Results are statistically reliable

- Allows researchers to measure and control variables

3.3.1.3 Disadvantages of Quantitative Research

- Not appropriate for learning why people act or think as they do

- Questions must be direct and easily quantified

- Issues a re o nly m easured i f t hey a re known prior to the b eginning o f th e survey and have been incorporated into the survey

- Not cost effective

- Prone to researcher bias

- Can be artificial

- Not sure who is actually answering the surveys (online or mail)

- Participants may answer differently in the structured survey than they would in a real life situation.

I would suggest that, for the sake of appearing to be more academic, you convert these lists into paragraphs: the way you have done it, it lo oks like notes taken during a lecture, rather than a serious piece of academic writing.

3.3.1.4   Examples of Quantitative Research

- Research that co nsists of the percentage a mounts of all the elements that make up Earth's atmosphere.
- Survey that concludes that the average patient has to wait two hours in the waiting room of a certain doctor before being attended to.
- An experiment in which Group X was given two tablets of Aspirin a day and Group Y was given two tablets of a placebo a day where each participant is randomly assigned to one or other of the groups.

The n umerical factors su ch as tw o ta blets, p ercent of elements a nd th e ti me of waiting make the situations and results quantitative.

Saunders, Lewis and Thornhill (2007) state that quantitative data can be classified into two distinct groups namely categorical and quantifiable groups. Categorical data refers to d ata where t he values cannot be m easured nu merically but can be classified into sets or categories according to features of interest or can be placed in a ran k order. Quantifiable data is the d ata where th e values can ac tually be measured and q uantities can be assi gned. They f urther state that the m ore ambiguous and elastic the concepts are, the less possible it is to quantify the data in

a meaningful way.

3.3.2 Qualitative Research

Bryman and Bell (2007:402) maintain that qualitative research is a research strategy that usually emphasizes words rather than quantification in the collection and analysis of data. As a research strategy it is inductivist, constructionist, and interpretivist, but qualitative researchers do not always subscribe to all three of these methods.

Silverman (2008) has been particularly critical of accounts of qualitative research that do not acknowledge the variety of forms that the research strategy can assume. In other words, writers like Silverman are critical of attempts to specify the nature of qualitative research as a general approach. However, unless we can talk to a certain degree about the nature of qualitative research, it is difficult to see how it is possible to refer to qualitative research as a distinctive research strategy.

According to Bryman and Bell (2007:404) the following are the main research methods associated with qualitative research.

- Ethnography/participant observation

- Qualitative interviewing

- Focus groups

- Language-based approaches to the collection of qualitative data such as discourse and conversation analysis.

- The collection and qualitative analysis of texts and documents.

3.3.2.1   The Critique of Qualitative Research

Bryman and Bell (2007:432) state that in a similar way to the criticisms that have been leveled at quantitative research mainly by qualitative researchers, a parallel critique has been built up of qualitative research. Some of the more common criticisms are:

- **Qualitative research is too subjective**

  Quantitative researchers sometimes criticize qualitative research as being too impressionistic and subjective. By these criticisms they usually mean that qualitative findings rely too much on the researcher's often unsystematic views about what is significant and important, and also upon the close personal relationships that the researcher frequently strikes up with the study participants. Precisely because qualitative research often begins in a relatively open-ended way and entails a gradual narrowing down of research questions or problems, the consumer of the writings deriving from the research is given few clues as to why one area was the chosen area upon which attention was focused rather than another (Bryman and Bell, 2007).

- **Difficult to Replicate**

  Quantitative researchers also often argue that these tendencies are even more of a problem because of the difficulty of replicating a qualitative study. Replication in business and management research is by no means a straight forward matter, regardless of this particular issue. Precisely because it is unstructured and often reliant upon the qualitative researcher's ingenuity, it is almost impossible to conduct a true replication, since there are hardly any standard procedures to be followed (Bryman and Bell, 2007).

3.3.3 Sampling Design

3.3.3.1 Sample and Population

Hussey and Hussey (1997:144) state that a sample is made up of certain of the members of a population. They describe a population as the body of people or any other collection of items under consideration for research purposes. In a positivistic study, a representative or good sample is one in which the results obtained for the sample can be taken to be true for the whole population. In other words, the results will be able to generalizable across the entire population. A good sample must be:

- Chosen at random, meaning that every member of the population must have an equal chance of being chosen to participate.
- Large enough to satisfy the needs of the investigation being undertaken.
- Unbiased.

Sekaran and Bougie (2009:264) state that the reasons for using a sample rather than collecting data from the entire population are self evident. It would be practically impossible to collect data from, or test, or examine every element in existence. A study of a sample rather than the entire population is sometimes likely to produce more reliable results.

The population in this study comprises permanent employees that reside in the Durban area who have been regarded as capable of providing the required information. A sample of fifty individuals was considered to be adequate in providing the information required for this study.

3.3.4 Sampling Techniques

There are two types of sampling, namely probability and non-probability. Probability sampling is when a sample that has been using random selection is selected so that each unit in the population has a known chance of being selected. It is generally assumed that a representative sample is more likely to be the outcome when this method of selection from the population is employed. The aim of probability sampling is to keep the sampling error to a minimum.

Non-probability sampling is when a sample that has not been using random selection method is selected. This implies that some units in the population are more likely to be selected than others. (Bryman and Bell, 2007:182)

Probability sampling includes simple random sampling, stratified random sampling and cluster sampling. Non-probability sampling includes convenience sampling, snowball sampling and the quota sampling. In this study the simple random sampling method was used.

3.3.4.1 Random Sampling

Hussey and Hussey (1997) state that for small populations, numbers might be chosen at random, whereas for large populations, numbers are taken from tables of random numbers or from computers. A sample must be large enough to ensure that if some of the very high or very low members of the population are chosen to be in the sample, they do not affect any results obtained from the sample more than they should. The larger the sample, the better it will represent the population as a whole.

Bias occurs if samples are chosen deliberately by a person, as this will lead to favoritism. A sample from a population which has been chosen randomly and is large enough should be completely unbiased. An unbiased sample is one which will give the views of each section of a population in a balanced way and should be made up of members from each section of the population (Hussey and Hussey, 1997).

3.4 Data Collection Methods

Data can be obtained from both primary and secondary sources. Primary data is the information that was obtained first hand by the researcher on the variables of interest for the specific purpose of the study. Examples of primary data sources are focus groups or panels of respondents specifically set up by the researcher and from whom opinions may be sought on specific issues from time to time. Secondary data refers to the information gathered from sources that already exist. Examples of secondary data source are books, Internet, government publications, company records or archives (Sekaran and Bougie, 2009:180).

Data collection methods include interviews such as face to face interviews, telephone interviews, computer assisted interviews, questionnaires that are either personally administered, sent through the mail or electronically administered observation of individuals and events with or without videotaping or audio recording and a variety of other motivational techniques such as projective tests (Sekaran and Bougie, 2009:185).

This study has focused on the primary data and a questionnaire has been used to gather data from the participants as it is a widely used and respected research instrument.

3.4.1 Research Instrument

According to Saunders et al., (2007) questionnaires can be used for both descriptive and explanatory research. A questionnaire is a pre-formulated written set of questions to which respondents record their answers usually within rather closely defined alternatives. Questionnaires are an efficient data collection mechanism when the researcher knows exactly what is required and how to measure the variables of interest (Sekaran and Bougie, 2009).

Questionnaires can either be self-administered or interviewer-administered. Interviewed-administered questionnaires are completed by the interviewer on the basis of the respondent's answers, and can take the form of a telephone questionnaire or a structured interview. Self-administered questionnaires can be administered by delivering and collecting the questionnaires through the post or via email (Saunders et al., 2007).

A questionnaire was used as a data collecting tool for this study. A self-administered questionnaire was considered as the most suitable instrument for this study on the basis of low cost implications and the fact that the respondents could fill in the forms at their own pace. The questionnaire was sent via email to participants that were far away and were hand delivered to participants who were close. The questionnaire comprises twenty five closed questions in a form of a Likert scale with the first four questions requiring the respondent's demographic information.

A consent form stating the purpose of the study accompanied the questionnaire. The consent form explained that all the responses would be treated as confidential and that the research findings would make no reference to participants' names. It was also stipulated that participation was voluntary and that participants could withdraw from the study at any stage.

3.5 Pilot Study

Cooper and Schindler (2007) explain that pilot testing is intended to reveal errors in the questionnaire design.

A pilot investigation is a small scale trial before the main investigation, intended to assess the adequacy of the research design and of the instruments to be used for data collection. Piloting the data collection instruments is essential whether interview schedules or questionnaires are used (Sapsford and Jupp, 2008).

A pilot study of the questionnaire was conducted in order to refine the questionnaire design. The questionnaire was tested on five respondents. The pilot participants were taken from the sample of the study. The overall feedback was positive except that there were a few questions which the respondents found ambiguous that had to be corrected as they were confusing.

3.6 Reliability and Validity

3.6.1 Validity

Bryman and Bell (2007:165) define validity as whether or not an indicator (or set of indicators) that is devised to gauge a concept really measures that concept. Several ways of establishing validity are:

- Face validity – Reflecting the content of the concept in question.
- Concurrent validity – A criterion on which cases e.g. people are known to differ and that is relevant to the concept in question are engaged.
- Predictive validity – Is a future criterion measure rather than a contemporary one, as in the case of concurrent validity.
- Construct validity – Refers to how well the study's results support the theory or constructs behind the research and asks whether the theory supported by the findings provides the best available theoretical explanation of the results
- Convergent validity. The validity of a measure ought to be gauged by comparing it to measures of the same concept developed through other methods.

Silverman (2008:294) ex plains that in bo th q ualitative a nd q uantitative research, a ce ntral dimension o f v alidity inv olves th e co rrespondence between a theoretical paradigm and the observations made. Construct validity is a te rm that is often u sed in this context. It inv olves th e relat ions b etween theoretical concepts a nd t he o bservations that are supposed t o represent these co ncepts. Sapsford and J upp (2008) de fine v alidity as the ex tent to which observations accurately record the behaviour in which the researcher is interested.

- **Threats to validity**

Sapsford and Jupp (2008) maintain that the validity of observational data can be threatened in a number of ways. Firstly, there is the possibility of reactivity, both p ersonal and p rocedural. P ersonal reactivity o ccurs when su bjects behave differently because of the personal characteristics or behaviour of the observer. They may behave in particular ways because the observer is a male or female or belongs to a certain racial or ethnic group or dresses or conducts themselves in a particular way.

Procedural reactivity o ccurs when su bjects behave d ifferently b ecause t hey know t hey ar e being st udied or observed. They ch ange t heir behaviour in response to the procedures involved in the process of observation itself.

3.6.2 Reliability

Silverman (20 08) defines reli ability a s th e degree to w hich the finding is independent o f accidental cir cumstances o f the rese arch. In e thnographic research, th e reli ability o f th e rese arch results e ntails w hether or not the ethnographer would expect to obtain the same finding if they tried again in the same w ay. According to S apsford and J upp (20 08) reliability refe rs to th e consistency o f o bservations, usually whether t wo or m ore observers o r th e same observer on se parate occasions, studying th e sa me b ehaviour would produce the sa me d ata. If o bservational techniques are unreliable, they a re likely to produce invalid data.

Reliability was tested by requesting certain individuals to complete the questionnaire for the second time and the results obtained in both attempts, were similar. It was therefore concluded that reliability was established.

3.7   Research Process

3.7.1 Questionnaire Administration

Before the questionnaire was distributed it was submitted to the supervisor for approval. After the questionnaire was pilot tested it was then hand delivered to participants and also forwarded electronically to other participants. The questionnaire reached all fifty people, who in the opinion of the researcher would have been able to provide meaningful responses to the study.

3.7.2 Ethical Considerations

Authorization was received from the University of KwaZulu-Natal Research Ethics Committee prior to institutionalizing this research. Sekaran and Bougie (2009) state that ethics in business research refers to a code of conduct or expected societal norm of behaviour while conducting research. Ethical conduct applies to the organization and the members that sponsor the research, the researchers who conduct the research and the respondents who supply them with relevant information. To maintain confidentiality, the respondents' personal details, including names, surnames, and addresses were not disclosed.

In this study it was ensured that no one was harmed or suffered any adverse consequences from the research activities. The rights of the respondents were respected and protected and participation was voluntarily.

3.7.3 Informed Consent

According to Hussey and Hussey (1997:38), it is ethical in any research project to inform potential participants of the purpose of the research and to obtain agreement on their participation. An informed consent letter consisting of both the researcher's and the supervisor's names and contact details was attached to the questionnaire that was given to each and every participant. The consent letter detailed the purpose of the study, benefits from the study and assurances of anonymity and confidentiality

throughout the study.

3.8   Statistical Techniques

The analysis of data in the study is conducted within the framework of the following methods:

3.8.1   Descriptive Statistics

For descriptive data, a table summarizes the number of cases in each category. In a bar chart, the height or length of each bar represents the frequency of occurrence as displayed in the graphs below. A pie chart is divided into proportional segments according to the share each has of the total value. This study has used both bar and pie charts to explain the findings.

In this study the responses to questions that were statistical (i.e. showed percentages and frequencies) have been graphically presented in Chapter 4.

3.8.2   Correlation

According to Saunders et al., (2007) correlation coefficient (r) helps to quantify the strength of the linear relationship between two ranked or quantifiable variables. This coefficient can take on any value between -1 and +1. A value of +1 represents a perfect positive correlation and this means that the two variables are precisely related and that as values of one variable increase, the values of the other variable will increase. A value of -1 represents a perfect negative correlation and this also means that the two variables are precisely related. However, as the values of one variable increases, those of the other decreases.

Graziano and Raulin (2004) state that the first step in interpreting the correlation is to note its direction and the size i.e. if there is a positive relationship between the variables or a negative relationship and also if the relationship is small (close to 0.00) or relatively large (close to +1.00 or -1.00). The values between 0 and 1, are interpreted as follows:

r=0.1 to 0.29 or r=-0.1 to -0.29   small correlation
r=0.30 to 0.49 or r=-0.30 to -0.49   medium correlation

r=0.50 to 1.0 or r=-0.50 to -1.0   large correlation

The sta tistical significance of th e co rrelation n eeds t o b e te sted to measure if t he observed co rrelation is large e nough to believe th at there is a non-zero co rrelation between the two variables in the population for which the current sample was drawn. The st atistical significance is testing th e null h ypothesis that there is a z ero correlation between the variables in the population. The (*p*) value is the probability of achieving a co rrelation larg e o r larger if th e co rrelation in the p opulation w ere actually zero.

If t he p robability is low, it m eans th at there is little chance th at th e p opulation correlation is zero and it can be concluded that there is a relationship between these variables in the population from w hich the sample w as d rawn. It is then s aid the correlation is significant or that there is a sta tistically si gnificant correlation to describe the situation. T he p robability sh ould be quite low, either less than 0.05 or 0.01 (Graziano and Raulin, 2004).

3.8.2.1 Pearson's Product Method

Bryman a nd B ell (2007) explain th at bivariate a nalysis is concerned w ith the analysis of two variables at a time in order to uncover whether or not the two variables are related. Pearson's r is one of the methods used to examine relationships b etween int ervals or ratio v ariables. The ch ief features of t his method are as follows:

- The coefficient will almost certainly lie between 0 and 1; this indicates the strength of a relationship.
- The close r the c oefficient is to 1 , the stron ger the relat ionship. The closer it is to 0, the weaker the relationship.
- The co efficient will b e e ither positive o r negative; this indicates th e direction of a relationship.

This st udy has used the Pearson's product method to stu dy th e relat ionship between g ender and employees who ar e satisfied w ith t heir j obs and al so looked at ot her variables like service and treatment by management. There

was no statistically significant relationship shown by these variables.

3.8.4 Regression

Saunders et al., (2007) state that the regression coefficient also known as coefficient of determination allows the assessment of the strength of relationship between a quantifiable dependent variable and one or more quantifiable independent variables. The co-efficient of determination can take on any value between 0 and +1. It measures the proportion of the variation in a dependent variable that can be explained statistically by the independent variable or variables.

The coefficient of determination can be used as a measure of how good a predictor the regression equation is likely to be. If the equation is a perfect predictor, then the coefficient of determination will be 1. If the equation can predict 50 per cent of the variation the coefficient will be 0.5 and if none of the variation was predicted, the coefficient will be 0.

3.9   Conclusion

The research methodology utilized in the present study was addressed in this chapter. More specifically, the selection of the sample, statistical methods employed as well as data collection methods. The results of the study will be presented graphically in Chapter 4.

CHAPTER FOUR

Presentation of Results

4.1 Introduction

In this chapter, the data from completed survey questionnaires are coded and captured in Statistical Package for Social Science (SPSS 15.0) for Windows. Descriptive and inferential analysis was used to analyze these results. The results from the data analysis are also presented in this section. By interpreting the statistical analysis of the data collected, the study demonstrates to what extent the research objectives are met and the research questions are answered.

4.2 Analysis of survey data

All fifty questionnaires distributed to permanent employees working in Durban were received and were completed sufficiently for statistical analysis.

4.2.1 Cronbach's Alpha

The questions in the questionnaires have been drawn from a review of the literature, from the conceptual framework, and by using existing valid and reliable scales. In this study Cronbach's Alpha is used to measure the reliability in order to understand whether the questions in the questionnaire all reliably measure the same underlying variable.

Sekaran and Bougie (2009) indicate that reliabilities less than 0.60 are considered to be poor, those in the 0.70 range are acceptable and those over 0.80 are good. In Table 4.1 the Cronbach's Alpha is 0.717 which is above 0.7, so the scale can be considered reliable with the samples.

Table 4.1   Case processing summary

Case Processing Summary

		N	%
Cases	Valid	50	100.0
	Excluded[a]	0	.0
	Total	50	100.0

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

Table 4.2   Reliability statistics

Reliability Statistics

Cronbach's Alpha	N of Items
.717	21

4.2.2   Respondents Demographics

The entire population information came from different companies in Durban and the details of the respondents were obtained from the demographical section of the completed survey questionnaires: age, gender, tenure (length of service in the organization), and in which department the respondent worked. Table 4.3 to 4.42 and Figure 4.1 to 4.25 present the biographic data accordingly.

Table 4.3 Age dispersion of respondents

age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30 yrs	13	26.0	26.0	26.0
	31-40 yrs	22	44.0	44.0	70.0
	41-50 yrs	13	26.0	26.0	96.0
	51-60 yrs	2	4.0	4.0	100.0
	Total	50	100.0	100.0	
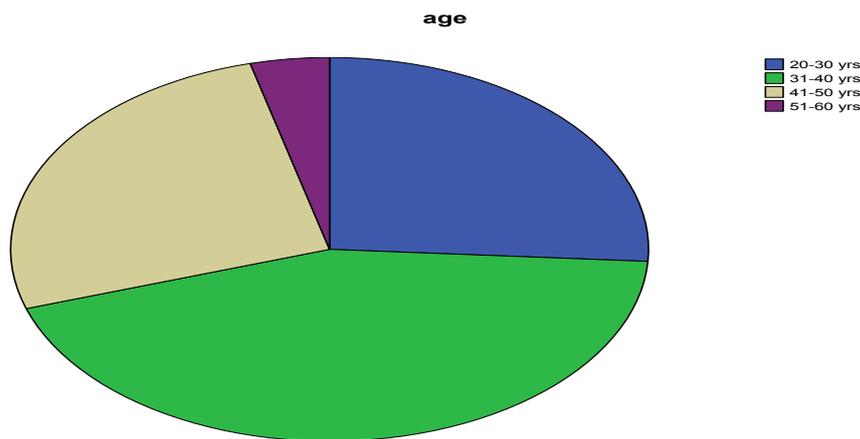
Figure 4.1 Age dispersion of respondents

Table 4.3 and Figure 4.1 reveal the age dispersion of respondents in this research. The largest percentage of the respondents fell in the 31-40 years group (44%), followed by the groups 20-30 years (26%), 41-50 years (26%) and 51-60 years (4%).

Table 4.4 Gender dispersion of respondents

gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	25	50.0	50.0	50.0
	female	25	50.0	50.0	100.0
	Total	50	100.0	100.0	
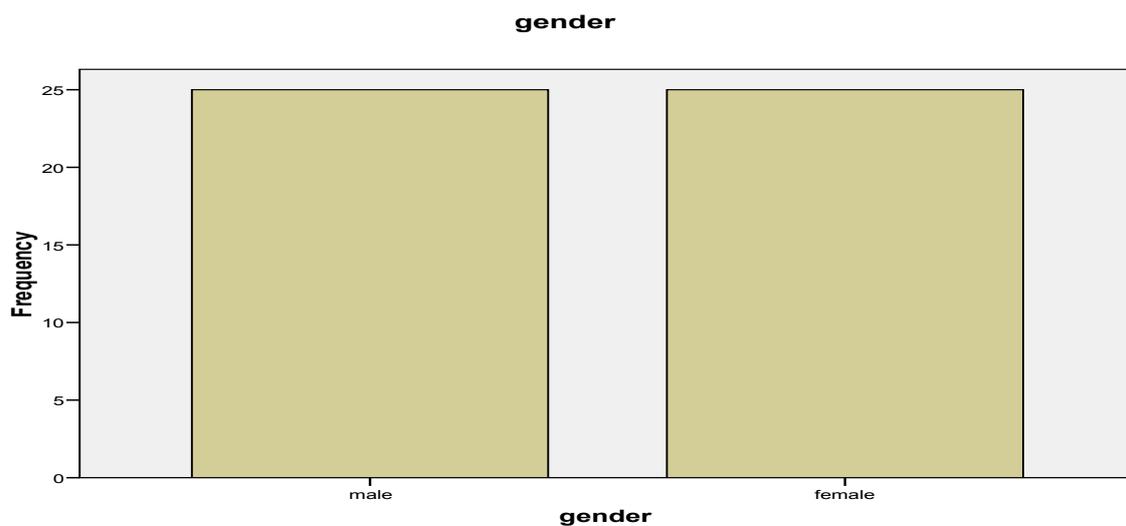
Figure 4.2 Gender dispersion of respondents

Table 4.4 and Figure 4.2 reveal the gender dispersion of respondents in this

research. The participants in this research are 50% male and 50% female, which means that the gender dispersion is equal between both genders.

Table 4.5 Tenure dispersion of respondents

For how long have you been working for you rcompany

|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5 yrs	22	44.0	44.0	44.0
	6-10 yrs	12	24.0	24.0	68.0
	11-15 yrs	9	18.0	18.0	86.0
	16-20 yrs	7	14.0	14.0	100.0
	Total	50	100.0	100.0	

For how long have you been working for you rcompany
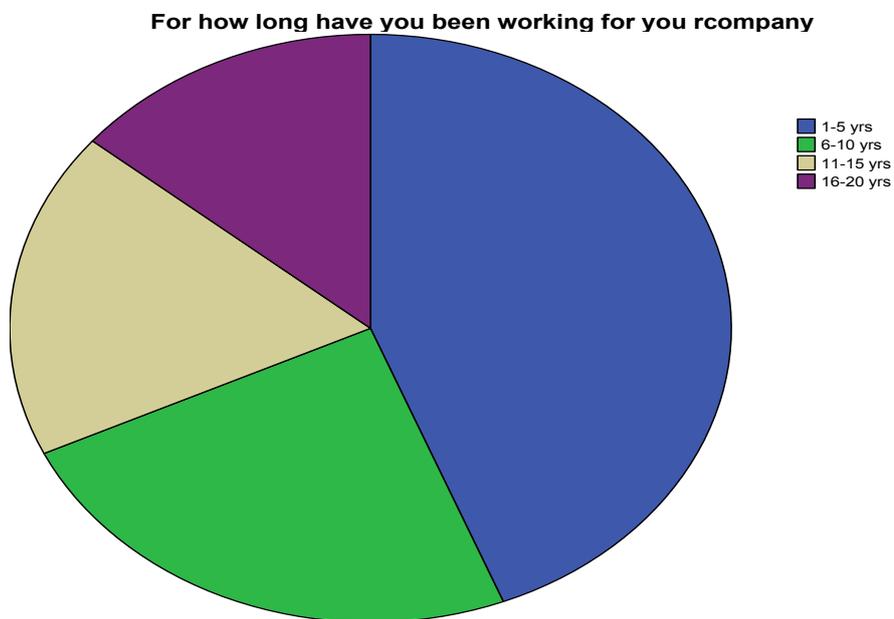
Fig 4.3 Tenure dispersion of respondents

Table 4.5 and Figure 4.3 reveal that the majority of the respondents (44%) have between 1 and 5 years working experience in the studied company, while 24% of the respondents' tenure is 6 to 10 years followed by 18% of the respondents with 11-15 years and 14% of the respondents with 16-20 years' service length.

Table 4.6 In which department do you work?

In which department do you work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	education	6	12.0	12.0	12.0
	Arts and Culture	10	20.0	20.0	32.0
	Human Resources	5	10.0	10.0	42.0
	Health	3	6.0	6.0	48.0
	Manufacturing	12	24.0	24.0	72.0
	Marketing	5	10.0	10.0	82.0
	Information Technology	9	18.0	18.0	100.0
	Total	50	100.0	100.0	
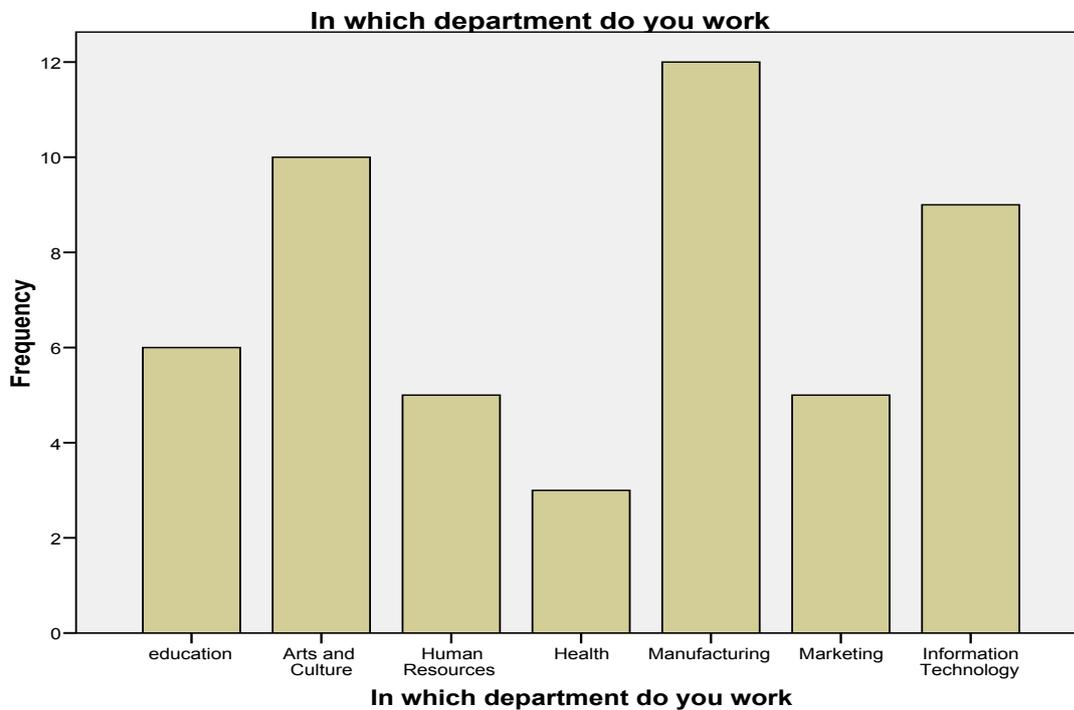
Figure 4.4 In which department do you work

Table 4.6 and Figure 4.4 reveal that the majority of the respondents are in Manufacturing at 28%, with Arts and Culture at 20% followed by Information Technology at 18%, Education at 12%, Human Resources and Marketing at 10% and lastly Health at 6%.

4.3 Descriptive Analysis of Survey Data

The data obtained from the survey were analyzed using frequency distribution and dispersion of some of the main variables considered in this study.

4.3.1 Employee attendance usually affects business deadlines

Respondents were asked whether they thought employee attendance in the present job affected business deadlines. The responses are presented in Table 4.7 and Figure 4.5

Table 4.7 Employee Attendance usually affects Business Deadlines

Employee attendance usually affects business deadlines

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	4.0	4.0	4.0
	Disagree	1	2.0	2.0	6.0
	Agree	22	44.0	44.0	50.0
	Strongly Agree	25	50.0	50.0	100.0
	Total	50	100.0	100.0	
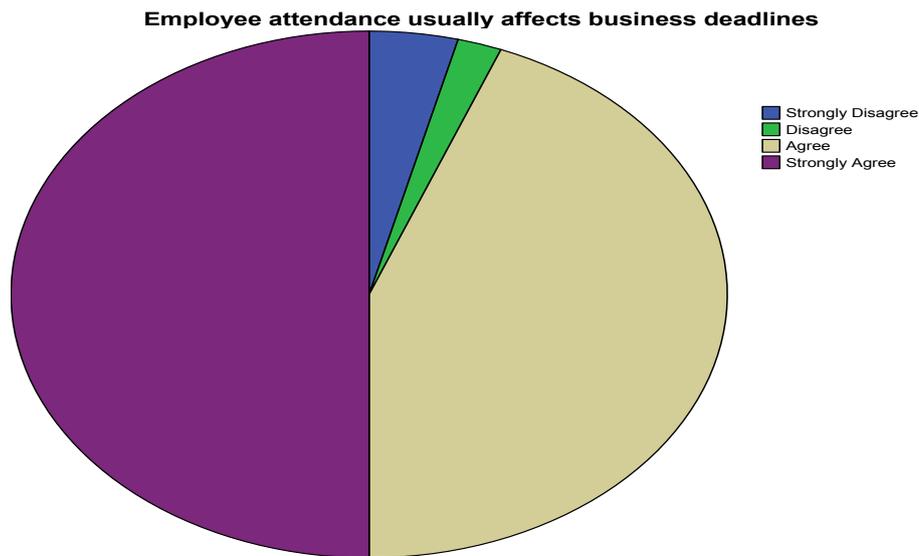
Figure 4.5 Employee attendance usually affects business deadlines

Table 4.7 and Figure 4.5 reveal that 50% of respondents in the study strongly agree that employee attendance affects business deadlines and 44% of the respondents agree. This makes a total of 94% of the respondents who saw attendance as having an impact on the ability to meet business deadlines.

4.3.2 Employees treated with respect perform better than those treated badly

Respondents were asked what they thought of how they were treated by the

management in their company. The responses are shown in Table 4.8 and Figure 4.6

Table 4.8 Employees treated with respect perform better than those treated badly

ployees who are treated with respect by management perform better th those treated badly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	2.0	2.0	2.0
	Agree	21	42.0	42.0	44.0
	Strongly Agree	28	56.0	56.0	100.0
	Total	50	100.0	100.0	
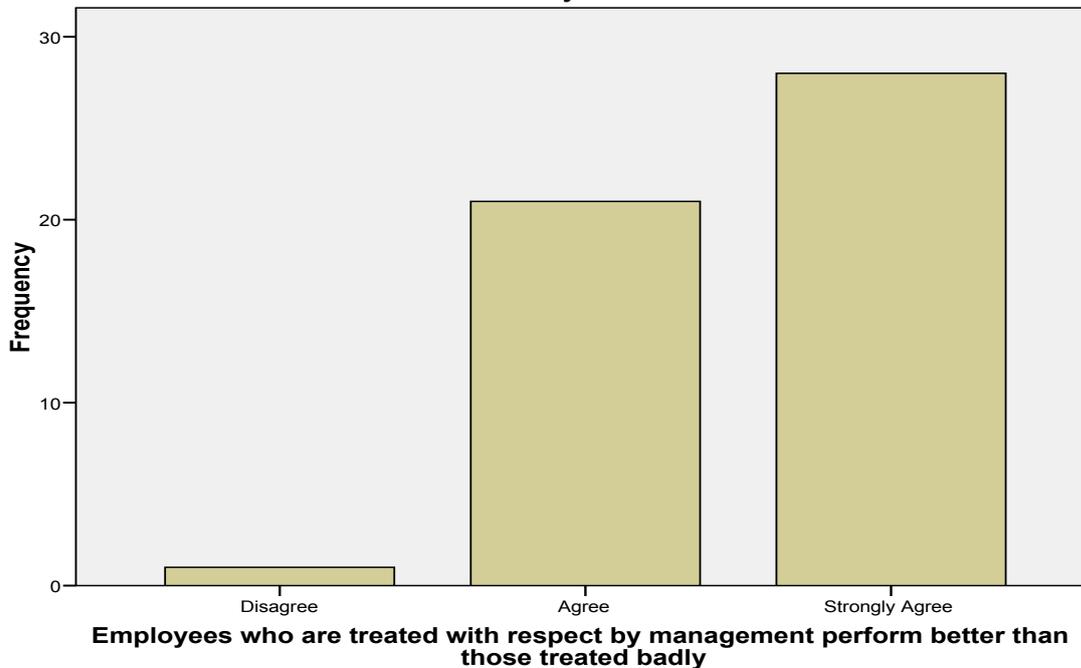
Figure 4.6 Employees treated with respect perform better than those treated badly

Table 4.8 and Figure 4.6 reveal that 56% strongly agree and 42% agree that if they are treated with respect by management they will perform better than those treated badly in their companies. Only 2% disagree with the statement.

4.3.3 Employees who are optimistic about the future of the company meet business deadlines

Respondents were asked about their confidence about the future of the company in meeting business deadlines.

Table 4.9 Employees who are optimistic about the future of the company meet business deadlines

ployees who are optimistic about the future of the company meet busine deadlines

|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	6.0	6.0	6.0
	Undecided	2	4.0	4.0	10.0
	Agree	24	48.0	48.0	58.0
	Strongly Agree	21	42.0	42.0	100.0
	Total	50	100.0	100.0	

Employees who are optimistic about the future of the company meet business deadlines

- Disagree
- Undecided
- Agree
- Strongly Agree
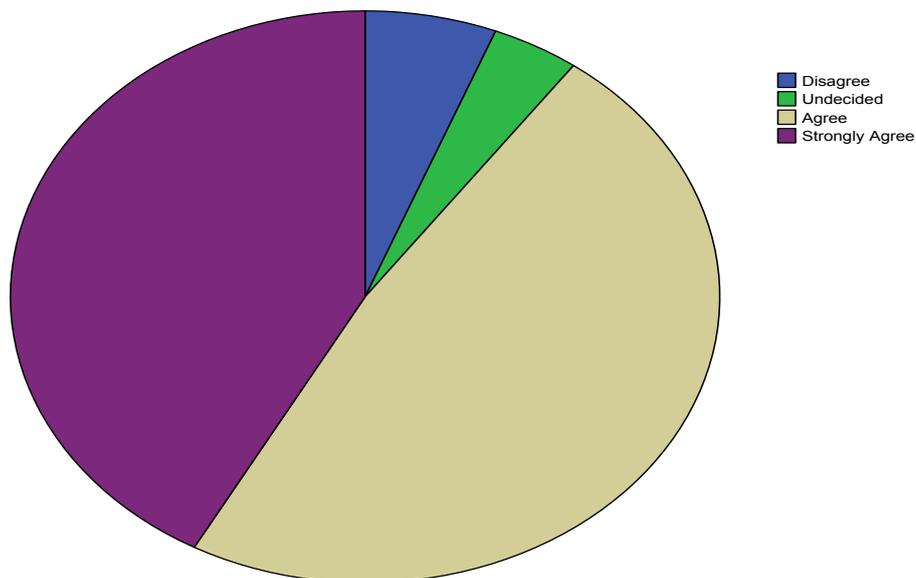
Figure 4.7 Employees who are optimistic about the future of the company meet business deadlines

The results are shown in Table 4.9 and Figure 4.7 above. This shows that 48% of the respondents are optimistic, 42% are very optimistic, and only 10% of the respondents agree that if employees are positive about the future of the company they tend to meet business deadlines.

4.3.4 Lack of communication contributes to employees missing deadlines

Respondents were asked if lack of communication within the company contributed in employees missing business deadlines. The results are shown in Table 4.10 and Figure 4.8 below, where it is clear that 64% of the respondents strongly agree, 34% agree and only 4% are undecided on whether the lack of communication contributes to employees missing deadlines.

Table 4.10 Lack of communication contributes to employees missing deadlines

Lack of communication contributes in employees missing their deadlines

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Undecided	1	2.0	2.0	2.0
	Agree	17	34.0	34.0	36.0
	Strongly Agree	32	64.0	64.0	100.0
	Total	50	100.0	100.0	
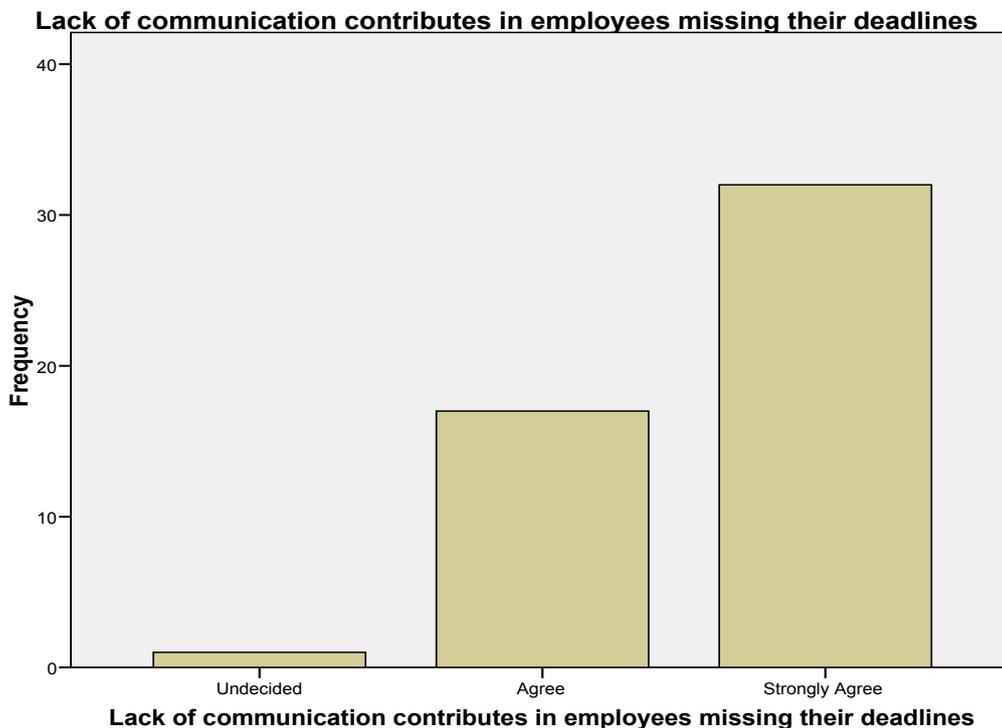
Figure 4.8 Lack of Communication contributes to employees missing deadlines

4.3.5 Employees who are satisfied with their job usually meet business deadlines

Table 4.11 and Figure 4.9 below show that 54% of the respondents feel that employees who are satisfied with their job do meet business deadlines, 42% of the respondents agreed, and 4% disagreed. This indicates that if the job satisfaction level is high in the company, the employees will meet their deadlines.

Table 4.11 Employees who are satisfied with their job usually meet business deadlines

Employees who are satisfied with their job usually meet business deadlines

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	4.0	4.0	4.0
	Agree	21	42.0	42.0	46.0
	Strongly Agree	27	54.0	54.0	100.0
	Total	50	100.0	100.0	

Employees who are satisfied with their job usually meet business deadlines

- Disagree
- Agree
- Strongly Agree
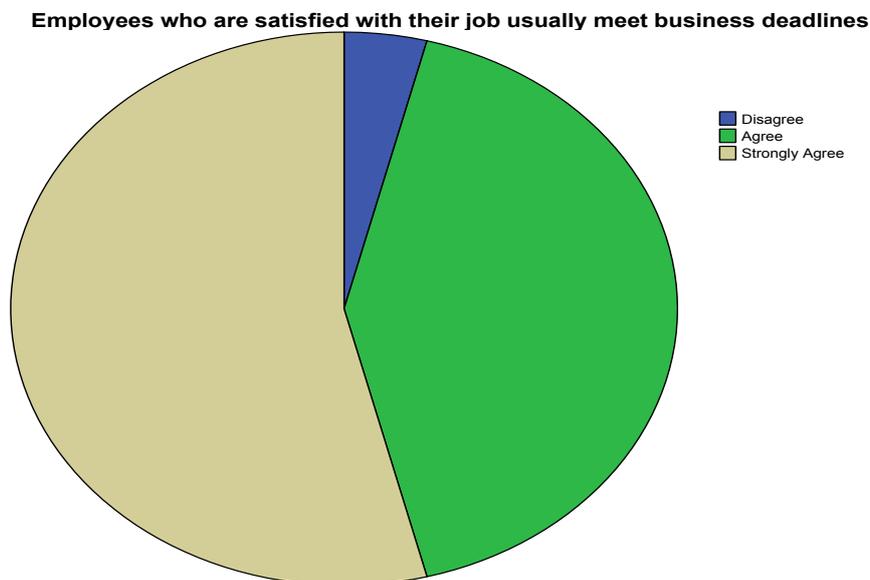
Figure 4.9 Employees who are satisfied with their job usually meet business deadlines

4.3.6 My colleagues work extra hours to ensure that business deadlines are met

Respondents were asked if their colleagues worked extra hours to ensure that business deadlines are met. Table 4.12 and Figure 4.10 below show that 54% of the respondents agree that employees have to work extra hours to ensure that business deadlines are met, 18% strongly agree , 16% disagree with this, while only 6% were undecided or strongly disagreed. This indicates that employees feel they have to work over time to ensure that business deadlines are met.

Table 4.12 My colleagues work extra hours to ensure that business deadlines are met

My colleagues work extra hours to ensure that business deadlines are met

|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	6.0	6.0	6.0
	Disagree	8	16.0	16.0	22.0
	Undecided	3	6.0	6.0	28.0
	Agree	27	54.0	54.0	82.0
	Strongly Agree	9	18.0	18.0	100.0
	Total	50	100.0	100.0	
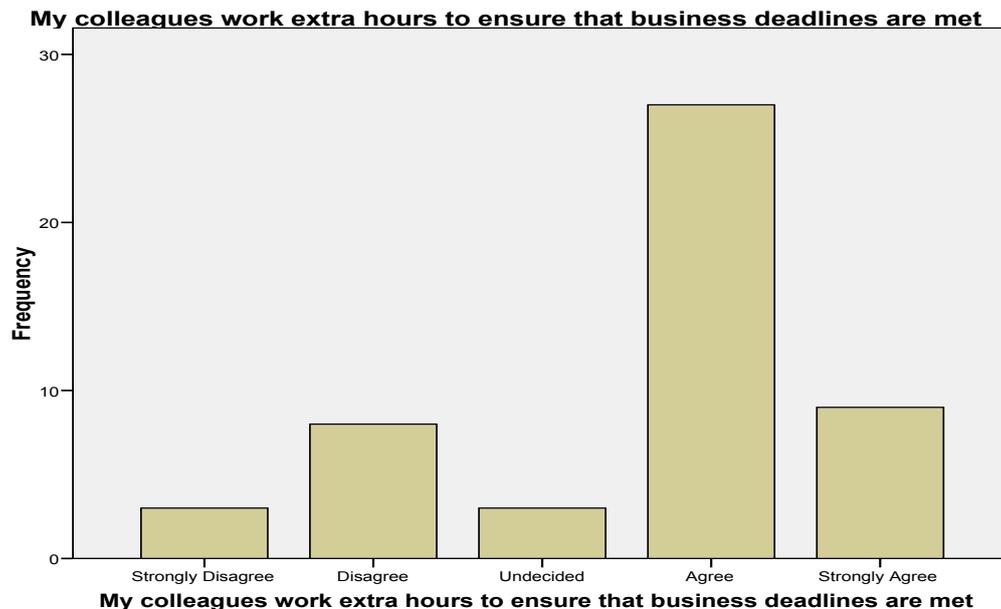
Figure 4.10 My colleagues work extra hours to ensure that business deadlines are met

4.3.7 Planning work or tasks well in advance helps employees meet their deadlines

Respondents were asked to say whether planning work or tasks well in advance helps employees to meet their deadlines. The results are presented in Table 4.13 and Figure 4.11

Table 4.13 Planning work or tasks well in advance helps employees meet their deadlines

Planning work or tasks well in advance helps employees meet their work deadlines

|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	2.0	2.0	2.0
	Undecided	2	4.0	4.0	6.0
	Agree	25	50.0	50.0	56.0
	Strongly Agree	22	44.0	44.0	100.0
	Total	50	100.0	100.0	

Planning work or tasks well in advance helps employees meet their work deadline

- Disagree
- Undecided
- Agree
- Strongly Agree
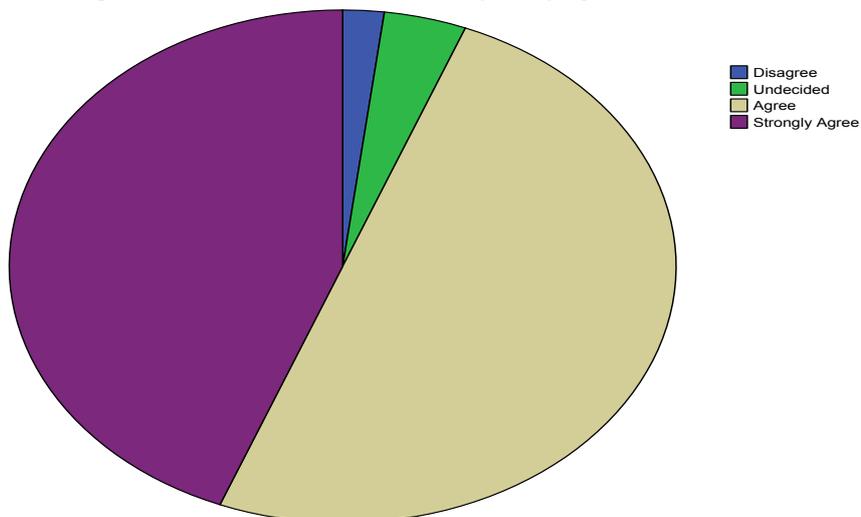
Figure 4.11 Planning work or tasks well in advance helps employees meet their deadlines

Table 4.13 and Figure 4.11 reveal that 50% of the respondents in the study agree that when they plan their work or tasks in advance, it helps to meet deadlines and 44% of the respondents also strongly agree with this, while 6% are undecided or disagree with this statement.

4.3.8 I miss deadlines when working under pressure

Respondents were asked whether they miss deadlines when they are working under pressure. The responses are presented in Table 4.14 and Figure 4.12 below.

Table 4.14 I miss deadlines when working under pressure

I miss deadlines when working under pressure

|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	14.0	14.0	14.0
	Disagree	10	20.0	20.0	34.0
	Undecided	8	16.0	16.0	50.0
	Agree	18	36.0	36.0	86.0
	Strongly Agree	7	14.0	14.0	100.0
	Total	50	100.0	100.0	
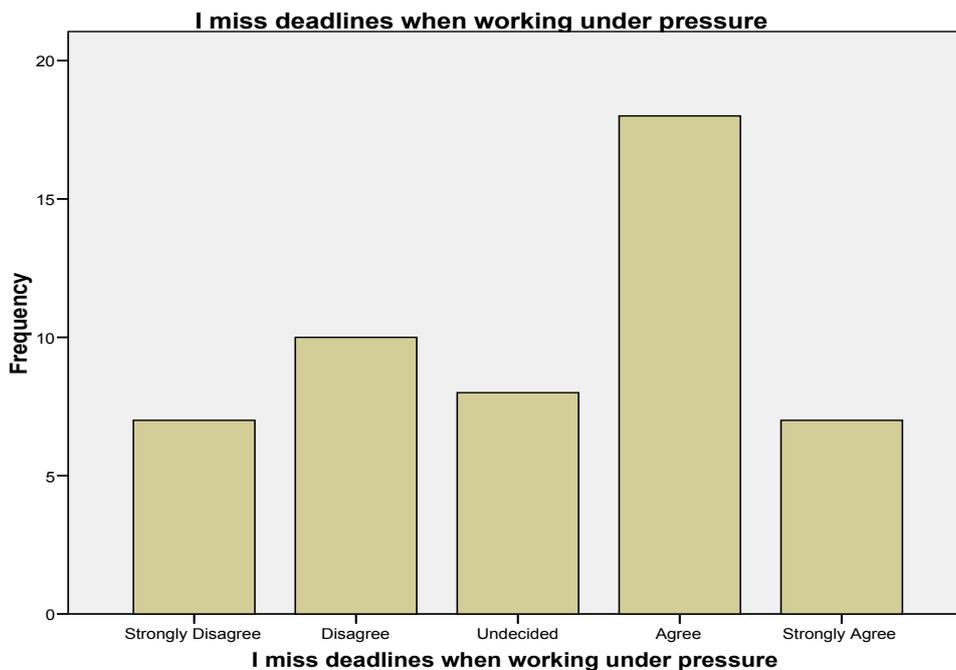
Figure 4.12 I miss deadlines when working under pressure

Table 4.14 and Figure 4.12 reveal that 34% of the respondents agree that when they work under pressure they miss deadlines, 16% were undecided about what they think; and 14% each strongly agrees and strongly disagrees, while only 20% of the respondents disagreed. This signifies that the majority of the respondents feel that when they are under pressure at work they do not perform to the best of their ability.

4.3.9 I miss business deadlines if I don't prioritize my work correctly

Respondents were asked whether they thought that they missed business deadlines when they do not prioritize their work correctly. The responses are presented in Table 4.15 and Figure 4.13 below.

Table 4.15 I miss business deadlines if I don't prioritize my work correctly

I miss business deadlines if i don't prioritize my work correctly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	6.0	6.0	6.0
	Agree	36	72.0	72.0	78.0
	Strongly Agree	11	22.0	22.0	100.0
	Total	50	100.0	100.0	
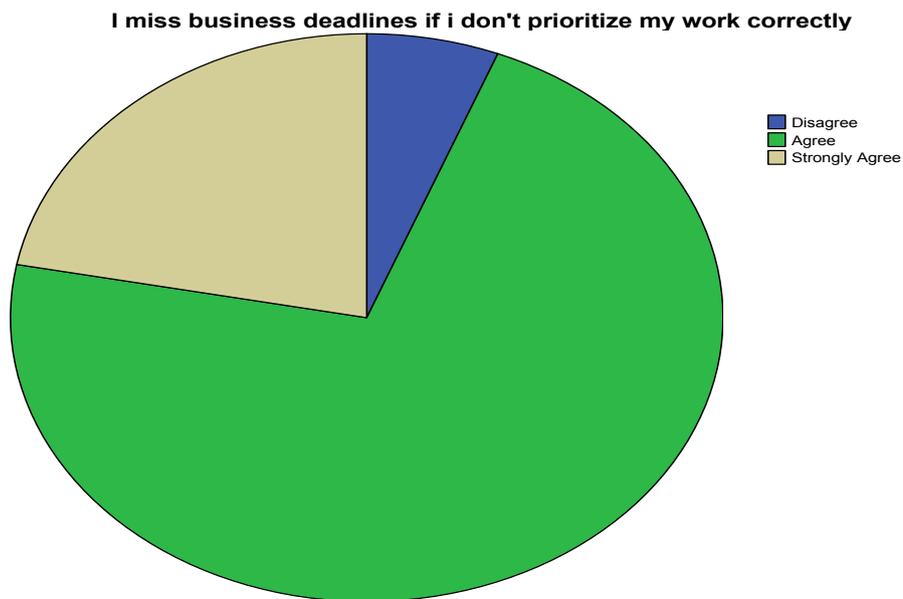
Figure 4.13 I miss business deadlines if I don't prioritize my work correctly

Table 4.15 and Figure 4.13 reveal that 72% of the respondents agree that when they don't prioritize their work correctly they miss business deadlines, 22% of the respondents also agree, while only 6% disagree. This signifies that the majority of the respondents feel that when they don't prioritize their work they miss their deadlines.

4.3.10 I miss deadlines on projects that depend on other teams for information

Respondents were asked if they miss deadlines on projects that depended on other teams for information. The responses are presented in Table 4.16 and Figure 4.14 below.

Table 4.16 I miss deadlines on projects that are depended on other teams for information

miss deadlines on projects that are depended on other teams for informatio

|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	4.0	4.0	4.0
	Disagree	13	26.0	26.0	30.0
	Undecided	6	12.0	12.0	42.0
	Agree	21	42.0	42.0	84.0
	Strongly Agree	8	16.0	16.0	100.0
	Total	50	100.0	100.0	
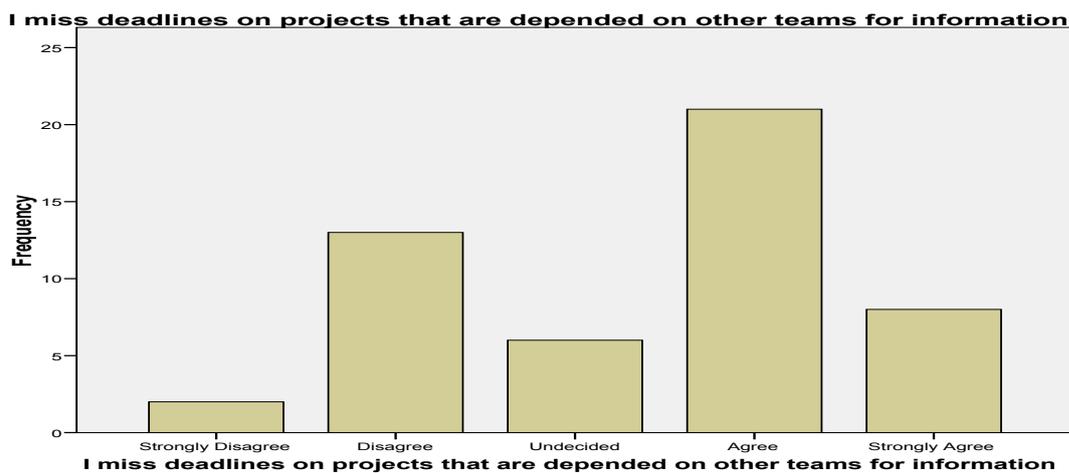
Figure 4.14 I miss deadlines on projects that are depended on other teams for information

4.3.11 I miss deadlines if I do not have all the information I need to do my job well

Respondents were asked if they miss deadlines if they do not have all the information they need to do their jobs well. The responses are presented in Table 4.17 and Figure 4.15 below.

Table 4.17 I miss deadlines if I do not have all the information I need to do my job well

s business deadlines if i do not have all the information i need to do my job

|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	2.0	2.0	2.0
	Disagree	4	8.0	8.0	10.0
	Agree	35	70.0	70.0	80.0
	Strongly Agree	10	20.0	20.0	100.0
	Total	50	100.0	100.0	

Table 4.17 and Figure 4.15 reveal that 42% agree that when they depend on other teams for information, they miss deadlines on projects, 26% disagree, 14% strongly agree, while 4% strongly disagree. Most of the respondents therefore feel that when they depend on other teams for information, they miss deadlines.

I miss business deadlines if i do not have all the information i need to do my job well

Strongly Disagree
Disagree
Agree
Strongly Agree
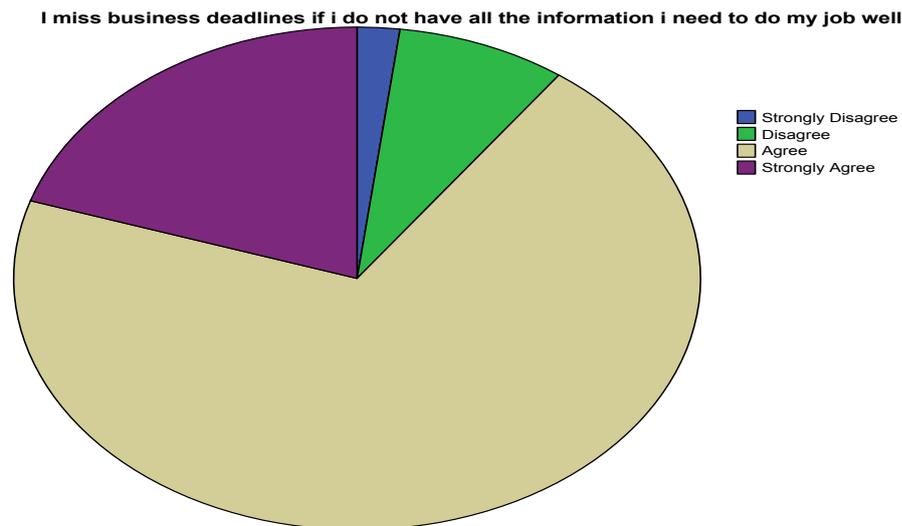
Figure 4.15 I miss deadlines if I do not have all the information I need to do my job well

Table 4.17 and Figure 4.15 reveal that 70% of the respondents said that they miss deadlines if they do not have all the information they need to do their job well, 20% also strongly agree with this, 8% of the respondents disagree, while 2% strongly disagree with this stamen all together.

4.3.12 When I have too much work to do I tend to miss the deadline.

Respondents were asked if they miss deadlines if they have too much. The responses are presented in Table 4.18 and Figure 4.16

When i have too much work to do i tend to miss the deadline

|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	6.0	6.0	6.0
	Disagree	10	20.0	20.0	26.0
	Undecided	7	14.0	14.0	40.0
	Agree	25	50.0	50.0	90.0
	Strongly Agree	5	10.0	10.0	100.0
	Total	50	100.0	100.0	

When i have too much work to do i tend to miss the deadline
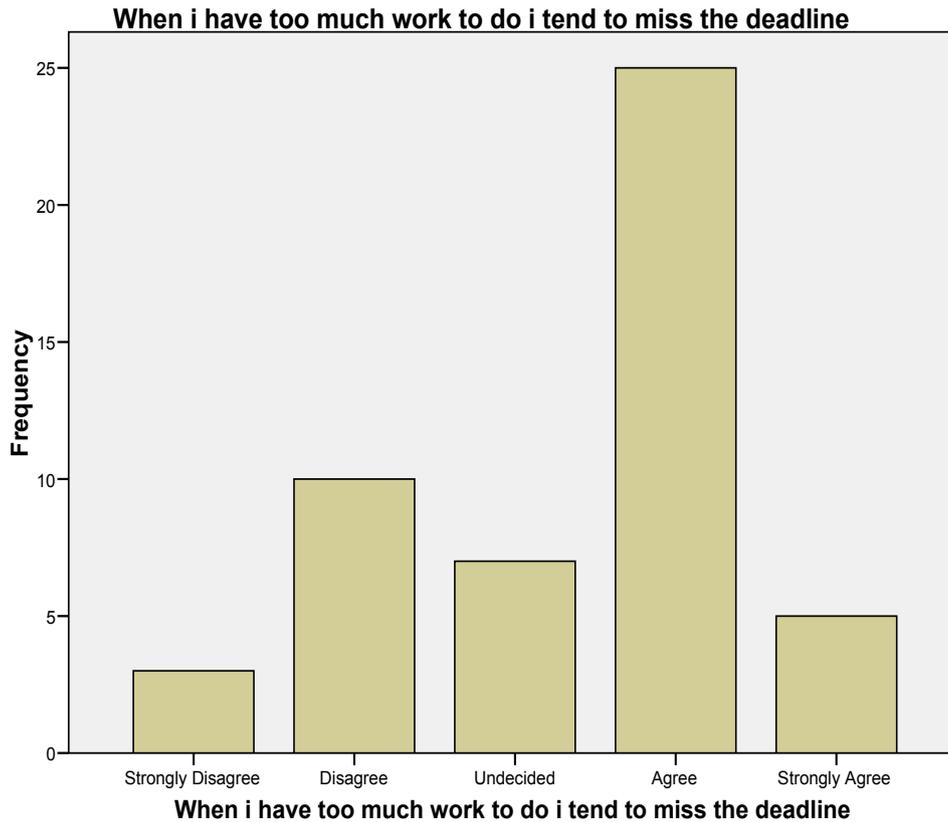
Table 4.18 and Figure 4.16 reveal that 50% of the respondents agree that when they have too much work they miss deadlines while 20% disagree and 14% are undecided about missing deadlines if they have too much work.

4.3.13 Good time management helps employees meet deadlines
Respondents were asked if good time management helps them meet deadlines. The responses are presented in Table 4.19 and Figure 4.17 below.

Table 4.19 Good time management helps employees meet deadlines

Good time management helps employees meet dealines

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	2.0	2.0	2.0
	Disagree	2	4.0	4.0	6.0
	Agree	25	50.0	50.0	56.0
	Strongly Agree	22	44.0	44.0	100.0
	Total	50	100.0	100.0	

Good time management helps employees meet dealines
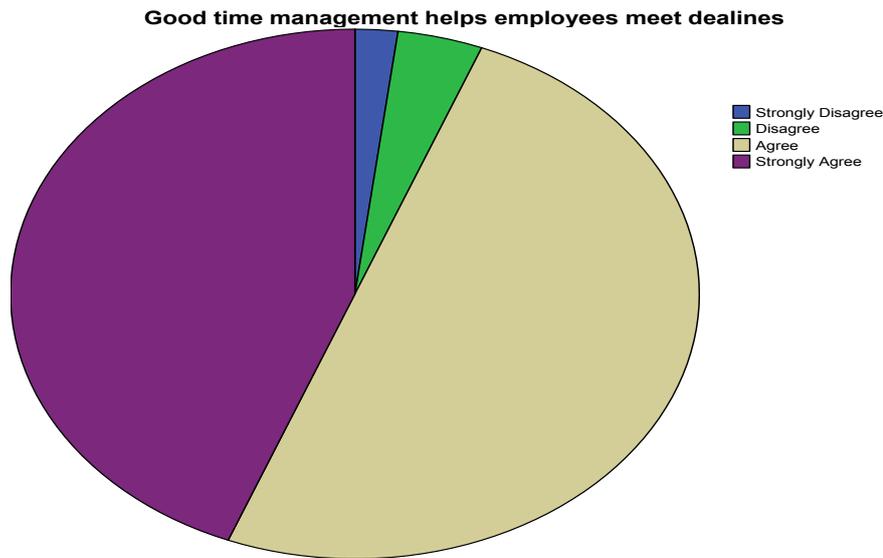
Figure 4.17 Good time management helps employees meet deadlines

Table 4.19 and Figure 4.17 reveal that 50% agree that good time management helps employees meet their deadlines, 44% strongly agree, 4% disagree, while only 2% strongly disagree.

4.3.14 Employees who are loyal to the company usually meet business deadlines

Respondents were asked if they thought being loyal to the company means that they will meet the deadlines. The responses are presented in Table 4.20 and Figure 4.18

Table 4.20 Employees who are loyal to the company usually meet business deadlines

mployees who are loyal to the company usually meet business deadlines

|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	6	12.0	12.0	12.0
	Undecided	2	4.0	4.0	16.0
	Agree	24	48.0	48.0	64.0
	Strongly Agree	18	36.0	36.0	100.0
	Total	50	100.0	100.0	
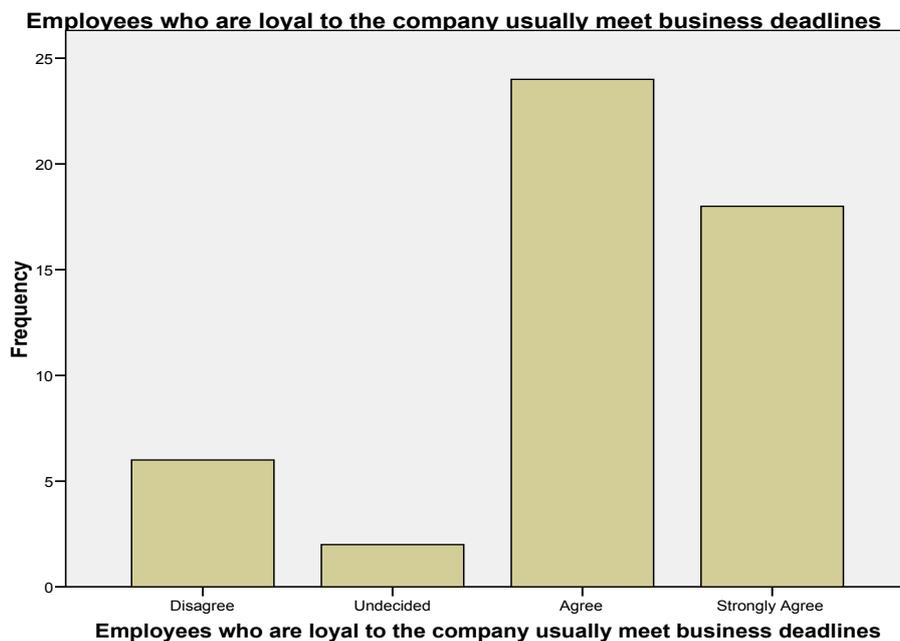
Figure 4.18 Employees who are loyal to the company usually meet business deadlines

Table 4.20 and Figure 4.18 reveal that 48% of the respondents agree that being loyal to the company helps them meet their deadlines, 36% strongly agree, while 12% disagree and 4% are undecided about being loyal and meeting business deadlines.

4.3.15 Over the past years, my loyalty to this organization has grown stronger

Respondents were asked whether their loyalty to their organization has grown stronger over the years. Responses are in Table 4.21 and Figure 4.18 below.

Table 4.21 Over the past years, my loyalty to this organization has grown stronger

Over the pasty ears my loyalty to this organisation has grown stronger

|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	8	16.0	16.0	16.0
	Disagree	4	8.0	8.0	24.0
	Undecided	12	24.0	24.0	48.0
	Agree	19	38.0	38.0	86.0
	Strongly Agree	7	14.0	14.0	100.0
	Total	50	100.0	100.0	

Over the pasty ears my loyalty to this organisation has grown stronger

Legend: Strongly Disagree, Disagree, Undecided, Agree, Strongly Agree

Figure 4.19 Over the past years, my loyalty to this organization has grown stronger

Table 4.21 and Figure 4.19 show that 38% of the respondents agree that their loyalty towards their organization has grown over the years, 24% are undecided on this statement, 16% strongly disagree, 14% strongly agree with this statement, while 8% strongly disagree.

4.3.16 I am loyal to the company because we are rewarded with good benefits

The respondents were asked if they were loyal to the company because they were rewarded with good benefits. The responses are presented below in Table 4.22 and Figure 4.20.

Table 4.22 I am loyal to the company because we are recognized with good benefits

I am loyal to the company because we are recognised with good benefits

|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	10	20.0	20.0	20.0
	Disagree	9	18.0	18.0	38.0
	Undecided	2	4.0	4.0	42.0
	Agree	20	40.0	40.0	82.0
	Strongly Agree	9	18.0	18.0	100.0
	Total	50	100.0	100.0	

I am loyal to the company because we are recognised with good benefits
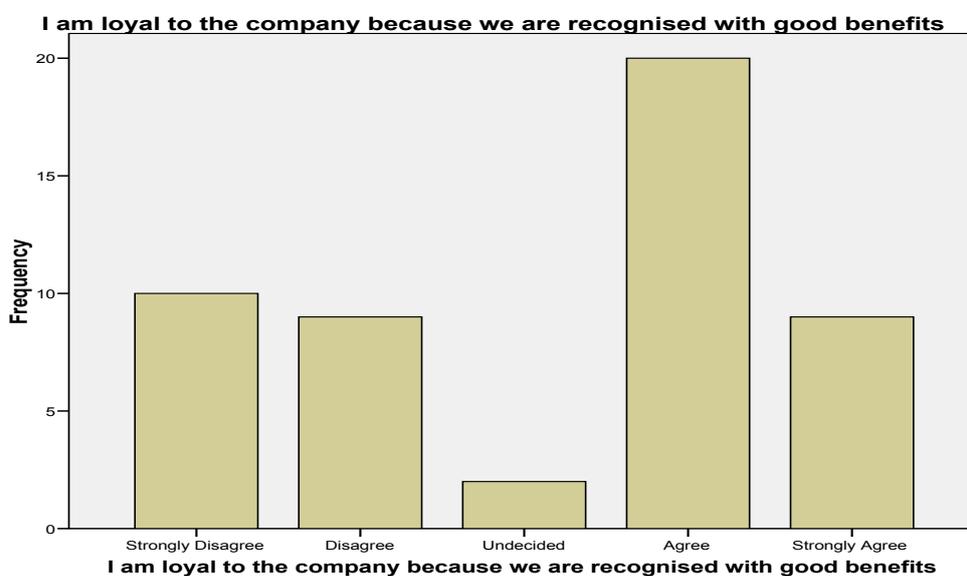
Figure 4.20 I am loyal to the company because we are rewarded with good benefits

Table 4.22 and Figure 4.20 reveal that 40% agree that they are loyal to their companies because they are rewarded with good benefits, 20% strongly disagree that receiving incentives from their companies will make them loyal to it, 18% disagree, 18% strongly agree that because they receive benefits, they are loyal to their companies, while 4% are undecided.

4.3.17 I get irritated or annoyed when people miss business deadlines

The respondents were asked whether they get irritated or annoyed when people miss business deadlines. Responses are presented in Table 4.23 and Figure 4.21 below.

Table 4.23 I get irritated or annoyed when people miss business deadlines

I get irritated or annoyed when people miss business deadlines

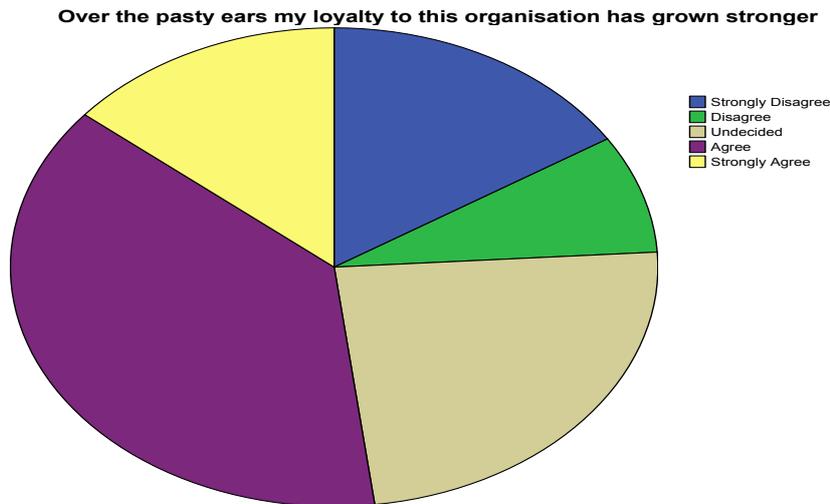|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	6.0	6.0	6.0
	Disagree	7	14.0	14.0	20.0
	Undecided	4	8.0	8.0	28.0
	Agree	24	48.0	48.0	76.0
	Strongly Agree	12	24.0	24.0	100.0
	Total	50	100.0	100.0	

I get irritated or annoyed when people miss business deadlines
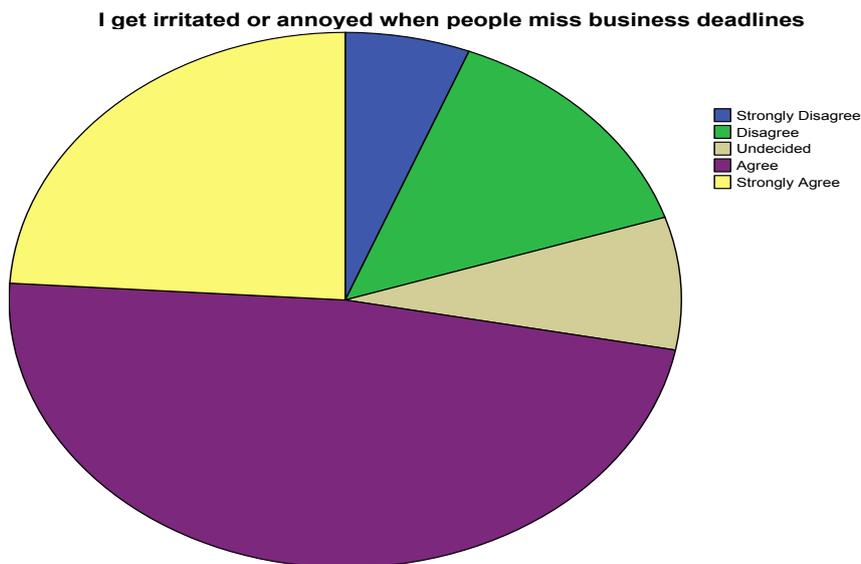
Figure 4.21 I get irritated or annoyed when people miss business deadlines

Table 4.23 and Figure 4.21 show that 48% of the respondents do get irritated or annoyed when people miss business deadlines, 24% strongly agree, 14% disagree, 8% are undecided about how they feel, while 6% strongly disagree about getting irritated or annoyed when other people miss business deadlines.

4.3.18 I meet business deadlines because I am a confident person

Respondents were asked about their confidence level in meeting business deadlines in their companies. Responses are presented in Table 4.24 and Figure 4.22 below.

Table 4.24 I meet business deadlines because I am a confident person

I meet my business deadlines because i am a confident person

|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	4.0	4.0	4.0
	Disagree	3	6.0	6.0	10.0
	Undecided	2	4.0	4.0	14.0
	Agree	33	66.0	66.0	80.0
	Strongly Agree	10	20.0	20.0	100.0
	Total	50	100.0	100.0	

Figure 4.22 I meet business deadlines because I am a confident person

Table 4.24 and Figure 4.22 reveal that 66% of the respondents agree that their confidence helps them to meet business deadlines, 20% also strongly agree that being confident helps them meet deadlines, 6% disagree, 4% are undecided, while 4% strongly disagree with this.

4.3.19 My colleagues who do not have enough resources, miss business deadlines

The respondents were asked if their colleagues who do not have enough resources miss business deadlines. Responses are shown in Table 4.25 and Figure 4.23 below.

Table 4.25 My colleagues who do not have enough resources, miss business deadlines

My colleagues with no enough resources miss business deadlines

|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	4.0	4.0	4.0
	Disagree	4	8.0	8.0	12.0
	Undecided	2	4.0	4.0	16.0
	Agree	28	56.0	56.0	72.0
	Strongly Agree	14	28.0	28.0	100.0
	Total	50	100.0	100.0	

Figure 4.23 My colleagues who do not have enough resources, miss business deadlines

My colleagues with no enough resources miss business deadlines
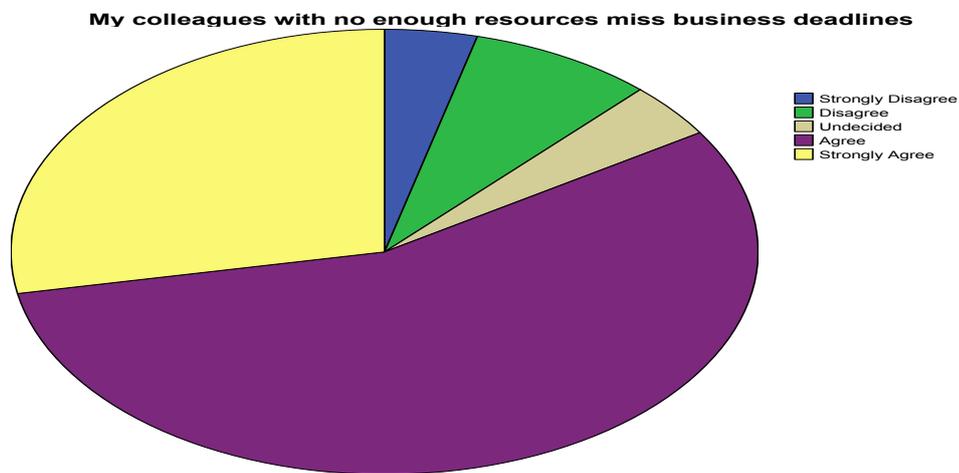
4.3.20 Employees who procrastinate, usually miss deadlines

Respondents were asked what they thought of employees who procrastinate and the link with missing deadlines. The responses are presented in Table 4.26 and Figure 4.24.

Table 4.26 Employees who waste time procrastinating usually miss deadlines

ployees who waste time by procrastinating their work usually miss deadlin

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	4.0	4.0	4.0
	Disagree	1	2.0	2.0	6.0
	Undecided	3	6.0	6.0	12.0
	Agree	22	44.0	44.0	56.0
	Strongly Agree	22	44.0	44.0	100.0
	Total	50	100.0	100.0	

Employees who waste time by procrastinating their work usually miss deadlines
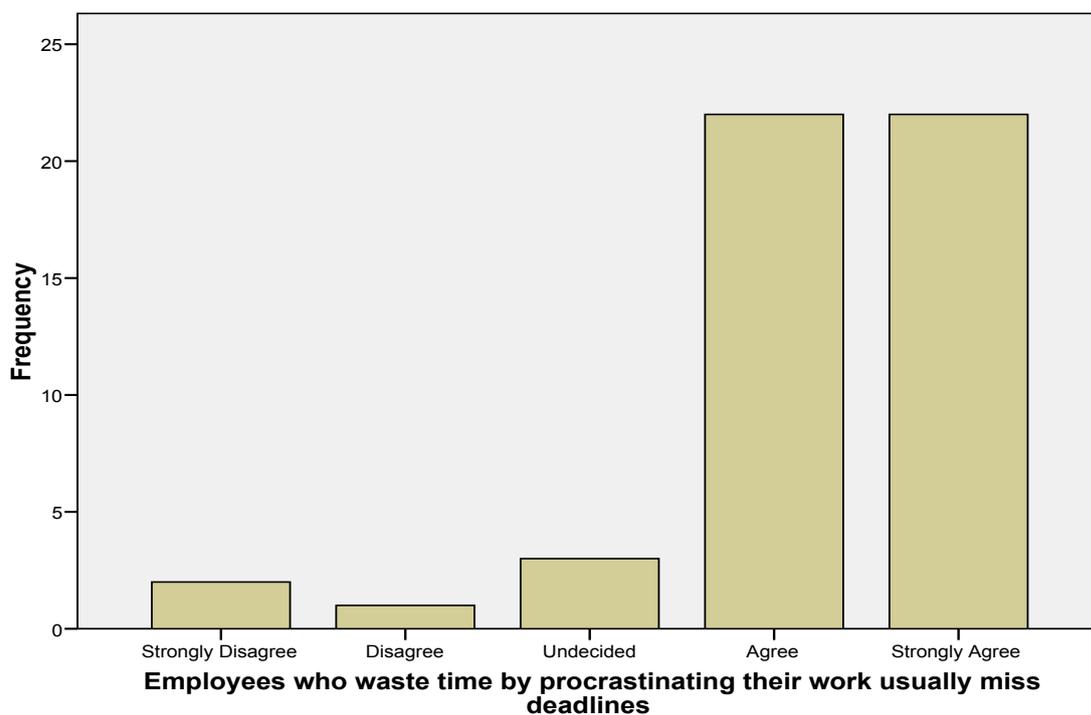
Figure 4.24 Employees who waste time procrastinating, usually miss deadlines

Table 4.26 and Figure 4.24 show that 44% strongly agree that employees who waste time by procrastinating, usually miss deadlines, 44% also agree with this statement, 6% were still undecided, 4% strongly disagree, while 2% disagrees. This indicates that the majority of the respondents are in agreement that when employees procrastinate, they miss deadlines.

4.3.21 At times I wish I could get a more satisfying job

The respondents were asked if at times they wished they could get a more satisfying job. The responses are presented in Table 4.27 and Figure 4.25 below.

Table 4.27 At times I wish I could get a more satisfying job

At times i wish i could get a more satisfying job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	2.0	2.0	2.0
	Disagree	3	6.0	6.0	8.0
	Undecided	5	10.0	10.0	18.0
	Agree	21	42.0	42.0	60.0
	Strongly Agree	20	40.0	40.0	100.0
	Total	50	100.0	100.0	

Figure 4.25 At times I wish I could get a more satisfying job

At times i wish i could get a more satisfying job

Strongly Disagree
Disagree
Undecided
Agree
Strongly Agree
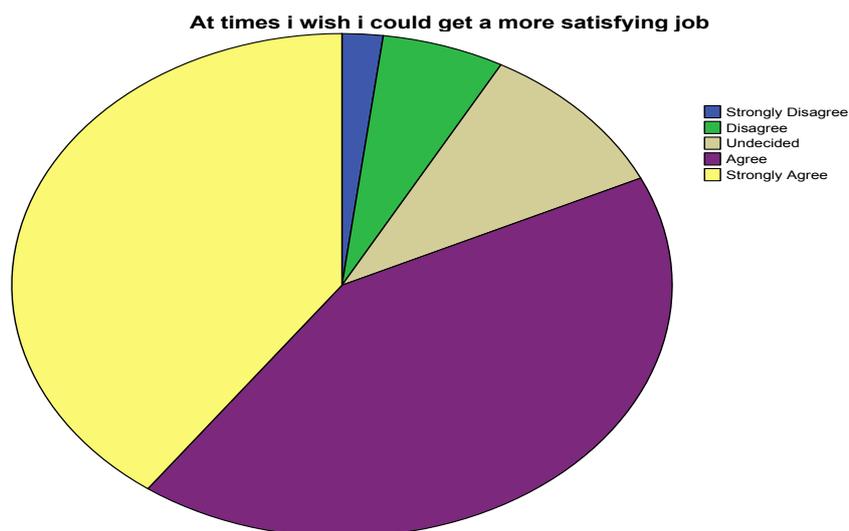
Table 4.27 and Figure 4.25 reveal that 42% of the respondents agree that at times they wished they had a more satisfying job, 40% strongly agree, 10% are undecided whether they are satisfied with their current jobs, 6% disagrees, while only 2% strongly disagree. This indicates that job satisfaction level is quite low in the company with the total of 82% of the respondents wishing they had a more satisfying job.

4.4 Correlation

4.4.1 Employee Satisfaction

Tables 4.28 and 4.26 below illustrate the relationship between employee satisfaction

and age or years of service. Below is the correlation coefficient calculated from the employee's years of service and treatment by management.

Table 4.28 Years of service and treatment by management

<div align="center">

Correlations

		forhow longh aveyoubeen workingforyo urcompany	employeesw hoaretreated withrespectb ymanageme ntperformbet terthanth
forhowlonghaveyoubeen workingforyourcompany	Pearson Correlation	1	-.076
	Sig. (2-tailed)		.598
	Sum of Squares and Cross-products	58.980	-2.520
	Covariance	1.204	-.051
	N	50	50
employeeswhoaretreate dwithrespectbymanage mentperformbetterthanth	Pearson Correlation	-.076	1
	Sig. (2-tailed)	.598	
	Sum of Squares and Cross-products	-2.520	18.480
	Covariance	-.051	.377
	N	50	50

</div>

The correlation (r) between the years of service and treatment by management is -0.076. This coefficient shows that there is a strong but negative relationship between the years of service and treatment by management. The probability (p) of this correlation coefficient which is 0.598 is greater than 0.05 thus implying that there is no statistically significant relationship between the years of service and treatment by management (r=-0.076, p>0.05)

Table 4.29 below illustrates a statistical significance between age and optimism about the future of the company.

Table 4.29   Age and optimism about future of the company

Correlations

		age	employeeswhoareoptimisticaboutthefutureofthecompanymeetbusinessd
age	Pearson Correlation	1	-.032
	Sig. (2-tailed)		.826
	Sum of Squares and Cross-products	33.680	-1.040
	Covariance	.687	-.021
	N	50	50
employeeswhoareoptimisticaboutthefutureofthecompanymeetbusinessd	Pearson Correlation	-.032	1
	Sig. (2-tailed)	.826	
	Sum of Squares and Cross-products	-1.040	31.620
	Covariance	-.021	.645
	N	50	50

The correlation (r) between the age and employees who are optimistic about the future of the company is -0.032. This coefficient shows that there is a weak but negative relationship between the age and employees who are optimistic about the future of the company. The probability (p) of this correlation coefficient which is 0.826 is greater than 0.05 thus implying that there is no statistically significant relationship between age and employees who are optimistic about the future of the company (r=-0.032, p>0.05).

4.4.2 Job Satisfaction

Table 4.30 and Table 4.31 below illustrate a statistical significance for job satisfaction

Table 4.30 Gender and job satisfaction

Correlations

		gender	employeeswhoaresatisfiedwiththeirjobusuallymeetbusinessdeadlines
gender	Pearson Correlation	1	.086
	Sig. (2-tailed)		.553
	Sum of Squares and Cross-products	12.500	1.500
	Covariance	.255	.031
	N	50	50
employeeswhoaresatisfiedwiththeirjobusuallymetbusinessdeadlines	Pearson Correlation	.086	1
	Sig. (2-tailed)	.553	
	Sum of Squares and Cross-products	1.500	24.420
	Covariance	.031	.498
	N	50	50

The correlation (r) between the gender and employees who are satisfied with their job is 0.086. This coefficient shows that there is a strong but positive relationship between the gender and employees who are satisfied with their job. The probability (p) of this correlation coefficient which is 0.553 is greater than 0.05 thus implying that there is no statistically significant relationship between gender and employees who are satisfied with their job (r=0.086, p>0.05).

Table 4.31 Age and optimism about the future of the company

Correlations

		age	attimeswishicouldgetamoresatisfyingjob
age	Pearson Correlation	1	-.012
	Sig. (2-tailed)		.932
	Sum of Squares and Cross-products	33.680	-.480
	Covariance	.687	-.010
	N	50	50
attimeswishicouldgetamoresatisfyingjob	Pearson Correlation	-.012	1
	Sig. (2-tailed)	.932	
	Sum of Squares and Cross-products	-.480	45.280
	Covariance	-.010	.924
	N	50	50

The correlation (r) between age and employees who wish they had a more satisfying job is -0.012. This coefficient shows that there is a weak but negative relationship between the age and employees who are optimistic about the future of the company. The probability (p) of this correlation coefficient which is 0.932 is greater than 0.05 thus implying that there is no statistically significant relationship between age and employees who are optimistic about the future of the company (r=-0.012, p>0.05).

4.4.3 Employee Challenges

Table 4.32 and 4.33 below rates the statistical significance of employee challenges.

Table 4.32 Age and Colleagues working extra hours

Correlations

		age	mycolleagues workextrahour stoensurethat businessdea dlinesaremet
age	Pearson Correlation	1	.098
	Sig. (2-tailed)		.500
	Sum of Squares and Cross-products	33.680	4.520
	Covariance	.687	.092
	N	50	50
mycolleaguesworkextra hourstoensurethatbusin essdeadlinesaremet	Pearson Correlation	.098	1
	Sig. (2-tailed)	.500	
	Sum of Squares and Cross-products	4.520	63.780
	Covariance	.092	1.302
	N	50	50

The correlation (r) between the age and colleagues working extra hours is 0.098. This coefficient shows that there is a weak but positive relationship between the age and colleagues working extra hours. The probability (p) of this correlation coefficient which is 0.500 is greater than 0.05 thus implying that there is no statistically significant relationship between age and colleagues working extra hours (r= 0.098, p>0.05).

Table 4.33 Department and shortage of resources

Correlations

		in which department do you work	my colleagues with no enough resources miss business deadlines
in which department do you work	Pearson Correlation	1	-.163
	Sig. (2-tailed)		.257
	Sum of Squares and Cross-products	211.280	-16.760
	Covariance	4.312	-.342
	N	50	50
my colleagues with no enough resources miss business deadlines	Pearson Correlation	-.163	1
	Sig. (2-tailed)	.257	
	Sum of Squares and Cross-products	-16.760	49.920
	Covariance	-.342	1.019
	N	50	50

The correlation (r) between the department and shortage of resources is -0.163. This coefficient shows that there is a weak but negative relationship between the department and shortage of resources. The probability (p) of this correlation coefficient which is 0.257 is greater than 0.05 thus implying that there is no statistically significant relationship between department and shortage of resources (r=-0.163, p>0.05).

4.4.4 Employee Loyalty

Table 4.34 below rates whether there is a relationship between employee loyalty and service.

Table 4.34 Relationship between employee loyalty and service

Correlations

		for how long have you been working for your company	employees who are loyal to the company usually meet business deadlines
for how long have you been working for your company	Pearson Correlation	1	-.159
	Sig. (2-tailed)		.269
	Sum of Squares and Cross-products	58.980	-8.080
	Covariance	1.204	-.165
	N	50	50
employees who are loyal to the company usually meet business deadlines	Pearson Correlation	-.159	1
	Sig. (2-tailed)	.269	
	Sum of Squares and Cross-products	-8.080	43.680
	Covariance	-.165	.891
	N	50	50

The correlation (r) between the years of service and loyal employees is -0.159. This coefficient shows that there is a weak but negative relationship between the years of service and loyal employees. The probability (p) of this correlation coefficient which is 0.269 is greater than 0.05 thus implying that there is no statistically significant relationship between years of service and loyal employees (r=-0.159, p>0.05).

4.5   Regression Analysis

The tables below represent the regression analysis results comparing age against employee satisfaction and also comparing years of service and employee satisfaction.

Table 4.35 Service and treatment by management

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.076[a]	.006	-.015	.61867

a. Predictors: (Constant), forhowlonghaveyoubeenworkingforyourcompany

b. Dependent Variable: employeeswhoaretreatedwithrespectbymanagementperformbetterthanth

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.108	1	.108	.281	.598[a]
	Residual	18.372	48	.383		
	Total	18.480	49			

a. Predictors: (Constant), forhowlonghaveyoubeenworkingforyourcompany

b. Dependent Variable: employeeswhoaretreatedwithrespectbymanagementperformbetterthanth

70

Table 4.36 Age and optimism about the future of the company

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.032[a]	.001	-.020	.81122

a. Predictors: (Constant), age

b. Dependent Variable: employeeswhoareoptimisticaboutthefutureofthecompanymeetbusinessd

ANOVA (b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.032	1	.032	.049	.826(a)
	Residual	31.588	48	.658		
	Total	31.620	49			

Table 4.37 Gender and job satisfaction

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.086[a]	.007	-.013	.71063

a. Predictors: (Constant), gender

b. Dependent Variable: employeeswhoaresatisfiedwiththeirjobusuallymeetbusinessdeadlines

ANOVA (b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.180	1	.180	.356	.553(a)
	Residual	24.240	48	.505		
	Total	24.420	49			

Table 4.38 Age and job satisfaction

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.012[a]	.000	-.021	.97118

a. Predictors: (Constant), age

b. Dependent Variable: attimesiwishicouldgetamoresatisfyingjob

ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.007	1	.007	.007	.932(a)
	Residual	45.273	48	.943		
	Total	45.280	49			

Table 4.39 Age and working extra hours

Model Summary b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.098 a	.010	-.011	1.14722

a. Predictors: (Constant), age

b. Dependent Variable:
mycolleaguesw orkextrahourstoensurethatbusinessde
adlinesaremet

ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.607	1	.607	.461	.500(a)
	Residual	63.173	48	1.316		
	Total	63.780	49			

Table 4.40 Department and shortage of resources

Model Summary b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.163 a	.027	.006	1.00613

a. Predictors: (Constant), inw hichdepartmentdoyouw ork

b. Dependent Variable:
mycolleaguesw ithnoenoughresourcesmissbusinessd
eadlines

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.330	1	1.330	1.313	.257^a
	Residual	48.590	48	1.012		
	Total	49.920	49			

a. Predictors: (Constant), inw hichdepartmentdoyouw ork

b. Dependent Variable:
mycolleaguesw ithnoenoughresourcesmissbusinessdeadlines

Table 4.41 Loyalty and service to the company

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.159^a	.025	.005	.94177

a. Predictors: (Constant),
forhow longhaveyoubeenw orkingforyourcompany

b. Dependent Variable:
employeesw hoareloyaltothecompanyusuallymeetbusi
nessdeadlines

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.107	1	1.107	1.248	.269^a
	Residual	42.573	48	.887		
	Total	43.680	49			

a. Predictors: (Constant), forhow longhaveyoubeenw orkingforyourcompany

b. Dependent Variable:
employeesw hoareloyaltothecompanyusuallymeetbusinessdeadlines

4.6   Conclusion

Chapter 4 provides an explanation of the data set used and some descriptive statistics. Chapter 5 presents the discussion of results presented in Chapter 4.

CHAPTER FIVE

Research Findings

5.1 Introduction

The research findings for this study were based on three attributes: employee satisfaction, job satisfaction and employee loyalty. On the questionnaire, certain personal details were required from the respondents, for example age, gender, years of service and department.

The analysis of these personal details revealed that age, gender, years of service and department had no bearing on employees meeting or missing business deadlines. This highlights the point that no matter how old an employee is or how long they have been employed in a company or which departments they are working in, if they are unhappy at work, they miss business deadlines.

The findings in this study are generalized because what was observed in the sample would also be observed in any other groups from the population, therefore the sample is truly representative of the population interested in.

The conclusion for this study is that employee satisfaction, job satisfaction, loyalty and confidence contribute to an employee missing or meeting their business deadlines. The results were assessed for reliability using the Cronbach's coefficient alpha which was found to be 0.71 meaning that there was consistency in the results obtained. The results of this study have been found to be valid as there were no unknown factors that contributed to the results and findings.

5.2 Employee Satisfaction

Table 4.28 and Table 4.29 indicate the relationship between years of service and treatment by management as well as between age and employee optimism about the future of the company respectively. Table 4.28 indicates a correlation (r) of -0.76 meaning that there is a negative correlation between the service and treatment by

management. The strength of correlation of r=0.76 indicates that there is a strong relationship between service and treatment by management. The probability *(p)* between these two variables is 0.598 and it is greater than 0.05 implying that there is no significant relationship between employee years of service and treatment by management. The coefficient of determination is 0.76 squared which is 0.5776 indicating 58% shared variance and this variance means that years of employee service helps to explain nearly 58% of the variance in respondent scores on the treatment by management scale.

Table 4.29 indicates a correlation (r) of -0.32 meaning that there is a negative correlation between age and employee optimism about the future of the company. The strength of correlation of r=-0.32 indicates that there is a medium correlation between age and employee optimism about the future of the company. The probability *(p)* between these two variables is 0.826 and it is greater than 0.05, implying that there is no significant relationship between age and employee optimism about the future of the company. The coefficient of determination between these two variables is 0.32 squared which is 0.102 indicating 10% shared variance and this variance means approximately 10% of the variance in age and employee optimism about the future of the company can accounted for.

Table 4.35 indicates the R-value of 0.076, the R-squared value of 0.006 indicates that approximately 0.6% of the variance in employee satisfaction can be accounted for by service. F statistics of 0.281 is not statistically significant as the Sig value is > 0.05 i.e. 0.598.

Table 4.36 indicates the R-value of 0.032, the R-squared value of 0.001 indicates that approximately 0.1% of the variance in employee satisfaction can be accounted for by age. F statistics of 0.049 is not statistically significant as the Sig value is > 0.05 i.e. 0.826.

It has been shown that employee satisfaction plays a role in employees meeting their business deadlines. Most respondents agree that if an employee is not satisfied with their work, deadlines are missed, resulting in a negative effect on productivity and performance. Hinks (2009) explains that substantial economic evidence points to the

fact that a satisfied workforce is beneficial to firms and to wider society. He further reveals that a satisfied workforce is also less likely to suffer from absenteeism or to leave the company for other jobs. Yee, Yeung and Cheng (2007) stated that satisfied employees are more likely to work harder and provide better services via organizational behaviours. Employees who are satisfied with their jobs tend to be more involved in their employing organizations and more dedicated to delivering services with a high level of quality

The study has revealed that employees like to be treated with respect by management. They want to be recognized and are made to feel that they make a difference within the company. Kaufman (2010) state that employees react similarly when the manager routinely rejects their ideas for company improvements. That pent-up creativity can explode in unpleasant ways: leaking productivity, or taking that creativity out the door to another job.

Communication has been found to be the key in satisfying employees in the workplace. The study has revealed that communication plays an important role within the workplace and, if practiced correctly, encourages employees to perform better. Appelbaum (2005) reveals that low productivity is a direct result of poor communication between management, supervisory and employee levels. He states that successful teams have operational systems that encourage interdependence and high levels of informal communication

5.3   Employee Loyalty

Table 4.20 shows that 48% of respondents agree that loyal employees usually meet business deadlines and 36% strongly agree with this as well. Table 4.34 indicates a correlation (r) of -0.159 meaning that there is a negative correlation between years of service and employee loyalty. The strength of correlation of r=-0.159 indicates that there is a small correlation between years of service and employee loyalty. The probability *(p)* between these two variables is 0.269 and it is greater than 0.05 thus implying that there is no significant relationship that exists between years of service and employee loyalty. The coefficient of determination between these two variables is 0.159 squared which is 0.025 indicating 2.5% shared variance and this variance

means approximately 2.5% of the variance in years of service and employee loyalty can be accounted for.

Table 4.41 indicates the R-value of 0.159, the R-squared value of 0.025 indicate that approximately 2.5% of the variance in employee loyalty can be accounted for by service. F statistics of 1.248 is not statistically significant as the Sig value is > 0.05 i.e. 0.269.

When loyalty goes unacknowledged, the spark and motivation to produce great work begins to die. Financial incentives alone are not enough to ensure employee loyalty. Leaders must create communication and listen to employee input attentively (Gibson, 2008). Drizin and Schneider (2004) state that although perks have proven to buy tenure and job satisfaction, they have consistently failed to buy loyalty.

Maslow's belief was that we as individuals act on our unmet needs according to their urgency at any given moment. For example, most people have no difficulty satisfying their basic physiological, safety, security and social needs on a daily basis.
Just as doctors examine their patients, so must employers diagnose what their employees' motivations are without getting too psychoanalytical or violating their privacy. They must then prescribe and administer treatment that will promote loyalty, even when times are tough.

The study has revealed that employees who are not loyal miss their business deadlines. Sujansky (2007) reveals that many organizations used to think that employee loyalty is a one way street. They believed that the only reason why employees remained loyal was for the money and benefits. However, incentives alone are not enough to ensure loyalty. He suggests that leaders must create employee loyalty by communicating in a forthright manner, by making sure that employees are well trained and by listening attentively to employees input.

5.4   Job Satisfaction

Table 4.11 shows that 54% of the respondents strongly agree that satisfied employees usually meet business deadlines. This study has revealed that if employees are happy with their jobs, deadlines are usually met. The results

displayed in Table 4.30 and 4.31 indicate the relationship between job satisfaction and gender or with age.

Table 4.30 indicates a correlation (r) of 0.086 meaning that there is a positive correlation between gender and employees who are satisfied with their jobs. The strength of correlation of r=0.086 indicates that there is a small correlation between age and employees who are satisfied with their jobs. The probability (p) between these two variables is 0.500 and it is greater than 0.05 thus implying that there is no significant relationship that exists between gender and employees who are satisfied with their jobs.

The coefficient of determination between these two variables is 0.086 squared which is 0.007 indicating almost a 0% shared variance and this variance means approximately 0% of the variance in gender and employees who are satisfied with their jobs can accounted for.

Table 4.31 indicates a correlation (r) of -0.012 meaning that there is a negative correlation between age and employees who still need a more satisfying job. The strength of correlation of r=0.012 indicates that there is a small correlation between age and employees who still need a more satisfying job thus indicating a weaker relationship. The probability (p) between these two variables is 0.932 and it is greater than 0.05 thus implying that there is no significant relationship that exists between age and employees who still need a more satisfying job.

The coefficient of determination between these two variables is 0.012 squared which is 0.001 indicating almost a 0% shared variance and this variance means approximately 0% of the variance in age and employees who still need a more satisfying job can accounted for.

Table 4.37 indicates the R-value of 0.086, the R-squared value of 0.007 indicate that approximately 0.7% of the variance in employee satisfaction can be accounted for by age. F statistics of 0.356 is not statistically significant as the Sig value is > 0.05 i.e. 0.553.

Topper (2008:287) says that job satisfaction is sometimes defined as a general attitude of the workers constituted by their approach towards the wages, working conditions, control, promotion related with the job, social relations in the work, recognition of talent and some similar variables, personal characteristics and group relations apart from the work life.

5.5   Employee Challenges

Table 4.32 and 4.33 indicate a correlation between age and employees working extra hours and also a correlation between department and shortage of resources respectively.

Table 4.32 indicates a correlation (r) of 0.098 meaning that there is a positive correlation between age and employees working extra hours. The strength of correlation of r=0.098 indicates that there is a small correlation between age and employees working extra hours thus indicating a weaker relationship. The probability *(p)* between these two variables is 0.500 and it is greater than 0.05 thus implying that there is no significant relationship between age and employees working extra hours.

The coefficient of determination between these two variables is 0.098 squared which is 0.001 indicating almost a 0% shared variance and this variance means approximately 0% of the variance age and employees working extra hours can accounted for.

Table 4.33 indicates a correlation (r) of -0.163 meaning that there is a negative correlation between department and shortage of resources. The strength of correlation of r=0.163 indicates that there is a small correlation between department and shortage of resources, indicating a weaker relationship. The probability *(p)* between these two variables is 0.257 which is greater than 0.05, implying that there is no significant relationship between department and shortage of resources.

The coefficient of determination between these two variables is 0.163 squared which is 0.003 indicating almost a 3% shared variance and this variance means approximately 3% of the variance department and shortage of resources can accounted for.

Table 4.40 indicates the R-value of 0.163, the R-squared value of 0.027 indicates that approximately 2.7% of the variance in employee satisfaction can be accounted for by age. F statistics of 1.313 is not statistically significant as the Sig value is > 0.05 i.e. 0.257.

5.6 Planning and Prioritizing

Table 4.13 has revealed that if employees plan well in advance, deadlines are usually met. Fifty percent of the respondents agree that if planning is not done properly and well in advance, deadlines are missed. 72% respondents agree that if they do not prioritize their work correctly, deadlines are missed.

5.7 Procrastination

In this study, procrastination has been found to affect business deadlines. Table 4.26 reveals that 44% respondents agree and strongly agree that if employees waste time procrastinating, they usually miss business deadlines.

5.8 Conclusion

This chapter has provided an overview of the most salient findings obtained based on empirical analysis of the data. Chapter 6 will present the recommendations for further studies and also the conclusions based on the data obtained.

CHAPTER 6

Recommendations and Conclusion

6.1   Implications of this Research

The study shows that meeting business deadlines increases staff morale. The staff morale has direct impact on the overall performance of the business. Essentially, it is imperative that targets are met or required deliverables are delivered within the set time, however it is worth noting that limited resources might prove the opposite. If employees are not satisfied with their jobs this tends to affect their work performance and this would have negative impact on the overall performance of the business.

This study has also revealed that if the deadlines are not set for any task completion, that task can be badly affected. In nowadays, people need to set time limits so that the task given can be completed on time. In tertiaries, university students are given deadlines to complete their assignments and if those deadlines are not met certain percentages are deducted. The same applies to professionals, if they miss deadlines they are likely to be affected by this during their performance reviews. Employees experience pressure as well when faced with tight deadlines, but they need to perform in order to finish their projects or tasks on time.

Employees should understand that procrastination will not solve any problems but would rather create more. In this study it has been revealed that most respondents do agree to the fact that procrastination affects business deadlines. For employees who do not meet their work deadlines, this could affect them badly because they would be taken as unreliable, incompetent and lazy. It is important that when there is a responsibility at work that needs to be executed, every employee should execute it to the best of their abilities for the sake of their integrity and relationship with colleagues.

6.2   Recommendations to Solve the Research Problem

- If em ployees realize on time that they are going to miss a client's deadline, they n eed t o in form th e cli ent on time. This will a llow th e cli ent to p lan accordingly b ecause i f this is hidden from th em, th ey will rese nt the m issed deadline m ore as they will not be abl e to do damage co ntrol or make alternative plans.

- It's very imperative for employees when they realize that deadlines were not met to do the lessons learnt and reflect on what happened so that it does not occur next time. Evaluating what happened and how could things have been done differently is the best way to avoid the same problem in the future.

- Employees should learn to prioritize their work and plan properly. Delegation of tasks should be encouraged to project leaders so that no one handles more work that would not be finished on time.

6.3   Limitations and Recommendations for Future Studies

One of the limitations of this study is that it only examined employee attributes and did not focus on w hat m anagers could do t o a ffect how em ployees meet or m iss business deadlines. If managers' contributions had also been discussed, it would have given us a better indication of whether employee attributes on their own affect employees or whether the managers also contribute toward this.

This study was limited to e mployees b ased in Durban only. The following rese arch areas could be considered for future studies:

- A study that will focus on all employees in other areas. This study will enable us to determine if attributes such as job satisfaction, loyalty and confidence on employees n ot based in Durban contribute to employees m issing or meeting their deadlines.

- A mixed research methodology with a qualitative component is recommended for future research in order to hear in respondent's own words how they encounter this problem.

6.4   Conclusion

Business owners who understand the importance of meeting deadlines also understand the essence of business sustainability.

Employees are advised to prioritize their tasks in order of their importance so that the important tasks are attended to first. This will help them meet their targets. Communication is vital within an organization. Employees are recommended to communicate constantly with their clients or managers so that everybody involved in the project is kept informed. Employees should seek assistance if they see that it is impossible for them to meet the deadline or else they should work extra hours so that the deadline is met.

Managers or employers must schedule dates by which specific tasks or projects need to be completed and they should adhere to the schedule to avoid procrastination. Employers or managers should recognize high performing employees and they should be rewarded accordingly in order for them to be motivated. Both employees and managers should have a clear and a precise plan for each day's targets. This will eliminate many hours wasted on tasks that were not planned for. A daily plan will help in managing time towards goals or deadlines to be met.

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Start

APPENDICES

APPENDIX 1

UNIVERSITY OF
KWAZULU-NATAL
Graduate School of Business

Questionnaire for Employee Attributes towards Meeting and Missing Business Deadlines

1.   What's your age?

2.   Gender
   o Male
   o Female

3.   For how long have you been working for your company?

4.   In which department do you work?

5.   Employee attendance usually affects business deadlines.
   o Strongly Disagree
   o Disagree
   o Undecided
   o Agree
   o Strongly Agree

6.   Employees who are treated with respect by management perform better than those treated badly.
   o Strongly Disagree
   o Disagree
   o Undecided
   o Agree
   o Strongly Agree

7.　Employees who are optimistic about the future of the company meet business deadlines.
   o Strongly Disagree

   o Disagree

   o Undecided

   o Agree

   o Strongly Agree

8.　Lack of communication contributes in employees missing their deadlines.
   o Strongly Disagree

   o Disagree

   o Undecided

   o Agree

   o Strongly Agree

9.　Employees who are satisfied with their job usually meet business deadlines.
   o Strongly Disagree

   o Disagree

   o Undecided

   o Agree

   o Strongly Agree

10.　My colleagues work extra hours to ensure that business deadlines are met.
   o Strongly Disagree

   o Disagree

   o Undecided

   o Agree

   o Strongly Agree

11.　Planning work or tasks well in advance helps employees meet their work deadlines.
   o Strongly Disagree

   o Disagree

   o Undecided

o   Agree

o   Strongly Agree

12.   I miss deadlines when working under pressure.
o   Strongly Disagree

o   Disagree

o   Undecided

o   Agree

o   Strongly Agree

13. I miss business deadlines if I don't prioritize my work correctly.

o   Strongly Disagree

o   Disagree

o   Undecided

o   Agree

o   Strongly Agree

14. I miss deadlines on projects that are depended on other teams for information.

o Strongly Disagree

o Disagree

o Undecided

o Agree

o Strongly Agree

15. I miss business deadlines if I do not have all the information I need to do my job well.

o   Strongly Disagree

o   Disagree

o   Undecided

o   Agree

o   Strongly Agree

16. When I have too much work to do I tend to miss the deadline.

- o Strongly Disagree
- o Disagree
- o Undecided
- o Agree
- o Strongly Agree

17. Good time management helps employees meet deadlines.

- o Strongly Disagree
- o Disagree
- o Undecided
- o Agree
- o Strongly Agree

18. Employees who are loyal to the company usually meet business deadlines.

- o Strongly Disagree
- o Disagree
- o Undecided
- o Agree
- o Strongly Agree

19. Over the past years, my loyalty to this organization has grown stronger.

- o Strongly Disagree
- o Disagree
- o Undecided
- o Agree
- o Strongly Agree

20. I am loyal to the company because we are recognized with good benefits.

- o Strongly Disagree
- o Disagree
- o Undecided

- Agree
- Strongly Agree

21. I get irritated or annoyed when people miss business deadlines.

- Strongly Disagree
- Disagree
- Undecided
- Agree
- Strongly Agree

22. I meet my business deadlines because I am a confident person.

- Strongly Disagree
- Disagree
- Undecided
- Agree
- Strongly Agree

23. My colleagues with no enough resources miss business deadlines.

- Strongly Disagree
- Disagree
- Undecided
- Agree
- Strongly Agree

24. Employees who waste time by procrastinating their work usually miss deadlines.

- Strongly Disagree
- Disagree
- Undecided
- Agree
- Strongly Agree

25. At times I wish I could get a more satisfying job.

- Strongly Disagree
- Disagree
- Undecided
- Agree
- Strongly Agree

APPENDIX 2

ETHICAL CLEARANCE

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10 August 2010

Mrs N Blose
24 Holzner Road
Mariannhil Park
PINETOWN
3610

Dear Mrs Blose

PROTOCOL: Employee Attributes Towards Meeting and Missing Business Deadlines
ETHICAL APPROVAL NUMBER: HSS/0924/2010 H: Faculty of Management Studies

In response to your application dated 04 August 2010, Student Number: **206515021** the Humanities & Social Sciences Ethics Committee has considered the abovementioned application and the protocol has been given **FULL APPROVAL**.

PLEASE NOTE: Research data should be securely stored in the school/department for a period of 5 years.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully

Professor Steve Collings (Chair)
HUMANITIES & SOCIAL SCIENCES ETHICS COMMITTEE

SC/sn

cc: Mr. M Challenor
cc: Mrs C Haddon