

UNIVERSITY OF KWAZULU-NATAL

**The Effect of Wellness Programmes on Shop-Floor Employees' Absenteeism
at Altech UEC SA (Pty) Ltd**

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**Dissertation submitted in partial fulfillment of the requirements for the degree of
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DECLARATION

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

I declare that this dissertation contains my own work, except where specifically acknowledged.

Signature

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Aristotle once said, “The roots of education are bitter, but the fruit is sweet.” My late father,

Mr M.N. Ramkawal, constantly reinforced this in his tutelage of me.

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ABSTRACT

A major problem characterising the manufacturing industry is absenteeism. As a result of absenteeism there is a loss of efficiency from the labour force, causing companies to lose out on production efficiency and thus affecting production and profits. Studies have delved into the reasons why employees may choose to remain absent and research has found that the level of absenteeism by employees is influenced by a number of factors, which include socio-economic, religious, health and matters of a personal nature. There are also aspects of the working environment that cause an employee to remain absent from work.

This study investigated a manufacturing organisation, Altech UEC and focused on how the implementation of a wellness program impacted on and affected the level of absenteeism within the workplace. The study used the quantitative research design and sampled 394 participants within the shop-floor workforce across five different departments. A cross tabulation and Kruskal-Wallis Factorial data analysis method was used to determine patterns of significance within the collected data.

The findings revealed that there were ten factors of significance to the study, which showed the positive impact wellness programs had in reducing the level of absenteeism within shop-floor employees. The findings also showed that certain aspects of the wellness programs needed to be improved, or removed from the wellness programs, as they bear no significance on the health of the employees. The study also showed that services such as HIV testing and biological monitoring tests assisted in improving the wellness of employees to reduce the level of absenteeism by the employees.

Based on these findings, it was recommended that the management of the organisation collaborated with employees, in a more gender specific focus, to enhance the service offerings provided by the wellness programs. It was also recommended that it should be determined as to which services should specifically be offered to male and female employees, in order to facilitate a decrease in the level of absenteeism amongst the shop-floor employees in the manufacturing environment of the organisation.

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CHAPTER ONE: INTRODUCTION TO THE RESEARCH

1.1 Introduction

The research undertaken delves into the effectiveness of the wellness programme in reducing the level of absenteeism at Altech UEC. The research focused on how Altech UEC shop-floor employees felt affected by the wellness programme provided by the company, as well as whether it has had any effect on the level of absenteeism at the organisation. In view of that, this chapter introduces this study. The following pertinent issues are described in the chapter: background to the study, problem statement and motivation for the study, aims and objectives of the study, significance of the study, as well as the limitations of the study. The chapter concludes with an outline of the dissertation.

1.2 Background to the Study

The benefits of an engaging working environment for employees cannot be over-emphasised, as this positively impacts on both the employees and the organisations. In this view, many organisations are being forced to re-invent themselves, with regard to the implementation of wellness programmes. The present workforce comprised of so called ‘Millennials’ or the Generation Y, which implies a lot of transformations in the workplace, in order to cater for this dominant generation. This means that human resource strategies ought to be aligned with the socio-economic changes, in order to accommodate such changes and their implications on employee engagement. The point here is that there is need for organisations to cater for the health and wellness of employees.

A major problem characterising the manufacturing industry is absenteeism (Baxter *et al.*, 2015). As a result, in the daily loss of a completely functional and active workforce, companies lose out on a sufficient production rate to maintain a level of business that would ensure the optimum turnover of profit. Studies in recent years have delved into the reasons why employees may choose to remain absent and research has found that the level of absenteeism by employees is influenced by a number of factors (Nahrudin and Sadegi, 2013), which range from socio-economic, religious, health and matters of a personal nature.

Companies have also looked into various methods of reducing absenteeism within the workplace. Some companies have rigid policies in place, to combat absenteeism. While this

can be effective, it does not encourage an open and trusting relationship between the management of the company and its workforce. Some companies resort to deducting employees' salary, in accordance to the days on which the employee was absent from work. This has however proved to be ineffective, as some employees felt they were not being recognised and valued, leading them to look for employment elsewhere (Baxter *et al.*, 2015). To deal with this, some organisations incorporated some wellness programmes into the workplace, to ensure that the employees' needs were met. In this way, the organisations incorporated various aspects of health, social and personal health and ensured that all the needs of the workforce were catered for, in order to sufficiently reduce the rate of absenteeism from the work place.

1.3 Problem Statement

Absenteeism is a complex phenomenon caused by various factors. It can be voluntary or involuntary, the former referring to a situation whereby the employee chooses to be absent from work without any tangible reason, while the latter implies that the employee is not in control of the situation. Whether voluntary or involuntary, absenteeism can negatively impact on the growth and socio-economic costs of the company (Vecchio and Whiteford, 2013). Some of the major causes of absenteeism include health related issues, while others are linked to low employee morale, poor leadership in the organisation, low job satisfaction, as well as other demographics or organisational influences (Gangai, 2014; Elshout, Scherp and Feltz-Cornelis, 2013). In this view, it is essential for organisational management to strive on reducing absenteeism levels, by ensuring a balance between employees' needs and the organisation's goals.

The effect of employee absenteeism on organisational productivity cannot be over-emphasised. Absenteeism can result in lost production, lower quality goods, rejects and reduced output, all of which can result in extra costs and even a loss of clients. It was observed that absenteeism is a common practice at Altech UEC, a scenario which could compromise on the productivity of the organisation. As a way of dealing with this challenge, Altech UEC has implemented wellness programmes. This study aimed at establishing whether the wellness programmes at Altech UEC are of value to the employees and to what extent have they contributed to lowering the levels of absenteeism by the shop-floor employees. On that note, the study has the following aims and objectives.

1.4 Aims and Objectives of the Study

This study was aimed at identifying practical solutions to reducing absenteeism within Altech UEC. The study aimed at providing an in-depth examination of the various factors associated with the wellness programme of a company and whether these have an effect on the level of absenteeism by employees. The objectives of the study were as follows.

1.4.1 Objectives of the Study

The objectives of the study concerning Altech UEC were to:

- Identify the trends in absenteeism amongst the shop-floor employees
- Identify the influence of workplace design on absenteeism amongst the shop-floor employees
- Measure the engagement of employees' subscription to company services as part of wellness programme.
- Understand the effectiveness of the company's operational standards on the shop-floor employees' engagement
- Explore the influence of rewards, recognition and training on the shop-floor employees' absenteeism

1.4.2 Research Questions of the Study

The research questions of the study concerning Altech UEC were as follows:

- What are the absenteeism trends amongst the shop-floor employees?
- What is the influence of workplace design on absenteeism amongst the shop-floor employees?
- To what extent do employees subscribe to the company's wellness programme?
- How effective are the company's operational standards on the shop-floor employees' engagement?
- What is the influence of rewards, recognition and training on the shop-floor employees' absenteeism?

1.5 Hypothesis

The outcome result in this survey study is that employee wellness programmes in the workplace reduce the levels of employee absenteeism. Another assumption is that the recognition and rewarding of employees reduces employee absenteeism.

1.6 Significance of the Study

This research investigated the influence of wellness programmes at Altech, from a South African perspective. By doing so, it provides insights into the problems faced by the company in question, regarding absenteeism within a South African context. Employees often encounter health issues such as stress in the workplace. In addition, lack of support from management, as well as the general working environment often pose health threats to employees. Therefore, Altech stands to assist and understands which wellness programmes are preferred by the employees in order to address the issue of absenteeism. If the recommendations of this research are implemented they should improve employee morale, job satisfaction, as well as the mental and physical health of employees and reducing absenteeism, thereby increasing return on investment, in both costs and employee retention.

1.7 Scope of the Study

This study investigates the wellness programme implemented by Altech, particularly how the programme might help in reducing employee absenteeism. In this view, the findings of the study may not be generalised to similar organisations.

1.8 Dissertation Outline

The following is a brief summary of what was covered in each chapter.

Chapter Two: Literature Review

This chapter provides a theoretical view of existing literature on the research topic. The chapter examines workplace wellness programmes, as well as the development of such initiatives and their impact on employee satisfaction and absenteeism.

Chapter Three: Research Methodology

This chapter presents and explains the research methodology, as well as the methods that were employed in order to answer the research questions identified by this study.

Chapter Four: Data Analysis

This chapter presents the results of the research study, then analyses and discusses those findings. The results and findings discussed have been thoroughly substantiated by the body of existing research, as will be presented in Chapter 2.

Chapter Five: Discussion of Findings

Following the body of evidence presented in the literature review, then the analysis of the collected data.

Chapter Six provides the conclusion to the study, as well as the recommendations, based on the findings.

1.9 Summary of Chapter

This chapter has provided an overview of the study by highlighting pertinent issues like the background information, problem statement and rationale, aims and objectives of the study, as well as the scope of the study. The literature review is discussed in the next chapter.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter examines the literature that is relevant to the study. It also provides detailed insights into how wellness programmes positively impact upon the level of absenteeism by employees, through a discussion of relevant and associated concepts like absenteeism, wellness in the organisation, causes of absenteeism. Prior to that, the section that follows discusses absenteeism theories and models, in an effort to underpin the study.

2.2 Absenteeism theories and models

There are various absenteeism models that attempt to explain the causes and repercussions of absence from work. Gibson (1966) indicated that the definition of the absence implies a contractual agreement between the employee and the employer, hence this definition indicates a contractual mandate in employment contracts. The behavioural perspective highlights the pain-avoidance model which focus on employee withdrawal behaviour which is linked to employee absence (Swider and Zimmerman, 2014; Zimmerman, Swider, Woo and Allen, 2016). In the same way, the adjustment and maladjustment models indicate the different withdrawal behaviours that are noticeable during the employment contract (Russo, Miraglia, Borgogni and Johns, 2013). These are based on three phases discussed below. The induction crisis phase highlights issues linked to employee turnover. The second phase is the differential transit, which involves unsanctioned absence and finally, the settled connection phase means sanctioned employee absence (Russo *et al.*, 2013). SehBaradar, Ebrahimpour and Hasanzadeh (2013) argue that the development of these three phases highlights the different employee withdrawal behaviours, which are influenced by the various stages of their working relationship, which then result in different causes of absenteeism.

Argyris (1963) pointed that organisational demands induce absenteeism in employees. The argument put forward by Argyris is that the leadership's behaviour or control measures have a great impact on employee behaviour, which result in them deciding to be absent from work or otherwise. In the same way, Deery, Walsh and Zatzick (2014) examined the link between absenteeism and job demands. Their results confirmed Argyris' theory about leadership having great influence on employee behaviour. In another study, it was found that employees who get challenging job demands are happier than when exposed to stressful work demands, which often result in poor performance and increased absenteeism (van Woerkom, Bakker and Nishii,

2016). The findings from these studies clearly indicate that management and employees can collaborate to ensure the well-being of employees. This can be achieved by designing challenging but not stressful, jobs.

In an effort to explain the causes of absenteeism, Nicholson (1977) described the attachment theory which highlights an employee's decision to go to work. This is known as the attendance motivation (Patton and Johns, 2012). The theory describes four contextual variables that enable the examination of employee withdrawal behaviours at work. These variables include personality traits, orientation to work, work involvement, as well as employment relationship (Leiter, Day and Price, 2015). The theory serves to predict employee absence from work as a controlling variable between the motivation to attend and the actual attendance, thereby explaining absenteeism, whether voluntary or involuntary (Rho, Yun; and Lee, 2015). The reason for considering absenteeism as the controlling variable was to predict the frequency of absence. In his theory, Nicholson indicated that highly attached and motivated employees often attend work, thus, resisting any absence causing events or issues. In this view, management need to ensure adequate strategies are in place to motivate employees to attend work and these include the wellness programmes.

Expanding from the attachment theory, Steers and Rhodes (1978) conceptualised the process model, aimed at examining employee attendance behaviour. Also known as a highly influential model, the process model provides a holistic approach to explaining absence from work (Drakopoulos and Grimani, 2013). The major highlight of the model is its predictive factors influencing absenteeism. The predictive factors indicate the different forms of absence behaviour, based on two variables namely attendance motivation (voluntary absenteeism), as well as the ability to attend (involuntary absenteeism) (Steers and Rhodes, 1978). The effectiveness of the model rests on the two variables which must interact and produce positive decision-making results (Steers and Rhodes, 1978). Steers and Rhodes (1978) also pointed to additional factors like personal characteristics, one's job situation, as well as pressures to attend work, as some of the conditions that influence employees' attendance or absence. They also identified the causes of absenteeism, both voluntary and involuntary, by assessing one's job satisfaction, based on his or her personal characteristics, as well as motivation. In this view, they indicated that one's motivation to attend work affects their actual attendance, based on their ability to attend. Regarding involuntary absence, Steers and Rhodes talk about the ability to attend. Thus, one's motivation to attend work is influenced by various behavioural factors, as well as intentions (Steers and Rhodes, 1978). In this view, one's motivation to attend work

is determined by their satisfaction with the job, as well as the work situation which is also influenced by several factors like the leadership style, job role, relationships with co-workers, as well as organisational commitment. According to Steers and Rhodes, employees with a strong desire to work often attend work, regardless of any hindrances.

2.3 Defining Absenteeism

Absenteeism refers to the temporary loss of an employee from their workplace, due to a reason that affects their capacity to function within their work environment and could take on a number of forms and has a number of reasons (Baxter *et al.*, 2015). Employees could also feel compelled to remain absent from work, should they find their work conditions to be unsatisfactory or are unhappy with the tasks that they are required to complete or have been experiencing discrimination or unfair treatment within the workplace (Folkedal, Vaag, Buskerud and Svebak, 2000). There are a number of ways in which a company can deal with absenteeism and reduce the level at which employees remain absent from work and this in turn increases the productivity of a company as a result. This then ensures that a company does not lose resources and work time as a result of absenteeism (Heerkens *et al.*, 2004). Jacobson and Sacco (2012) found that one of the most constructive initiatives used by companies to reduce absenteeism and encourage employee dedication to work is the use of wellness programmes to effectively assess and engage employees in critical issues of health that they are affected by and the flexibility and fluidity allowed by wellness programmes ensures that all issues discussed are within the context of the issues that an employee within a specific work environment is affected by.

Paul (2008) found that there are several reasons that cause an employee to remain absent from work and these could be contextualized in accordance with the company that they work for and thus, a number of employees may use or have the same reason as their colleagues, for remaining absent from work for a given amount of time. Adams and Cowen (2004) found that employees working in a highly time sensitive and pressurized work environment often remained absent as a result of the stress they were under within their jobs and could not cope within their work environment for extended periods of time, which resulted in the absence of an employee from work to recover from the stress related illnesses that arose. It was also discovered by Madibana (2010) that health risk behaviours such as an over indulgence in habits such as alcoholism and over eating also resulted in extended periods of absence from employees, as a result of the health problems these behaviours caused. Paul (2008) found that one of the most common reasons for absenteeism was also due to an employee having family-related duties to fulfil,

which required them to be absent from work and was often for extended periods of time, as a result of the nature of the duties they were required to perform.

Employees are often unaware of the impact that their absence from work has and feel that it has no significant effect on the company as a whole (Folkedal *et al.*, 2000). Baxter *et al.*, (2015) found that it has a great significance on the company and it negatively impacts on company productivity and turnover. As such, if a certain number of employees within a specific department remained absent for an extended period of time, that department was often closed down or unable to function until a sufficient number of employees was able to return to work. Similarly, Hoxsey (2010) found that the position held by an employee also determined whether the company was able to properly function without the presence of that employee and also determined the level of productivity being experienced during the period that the specific employee remained absent. Paul (2008) believes that the financial impact is the significant loss as a result of absenteeism, as a company could lose out on daily profits being made by a given employee. Madibana (2010) found that employee absenteeism could also affect customer morale, as customers become familiar with a specific employee if they interact on a frequent basis and are accustomed to being served and dealt with by the specific employee.

There are a number of ways by which a company can deal with absenteeism. Paul (2008) found that companies taking a strict policy on illegitimate absenteeism proved to be effective, as it acted as a deterrent to the unwarranted use of company issued leave and the absenteeism policy of a company stipulated that leave would only be authorized and not be considered as a punishable offence if an employee who remained absent from work outside of the given leave time produced a note from a health care professional stating and explaining the cause of the employees leave of absence. Hoxsey (2010) however discovered that if action taken by a company against unwarranted absenteeism was viewed as too harsh by employees, it would decrease employee morale and job satisfaction, thus compelling employees to remain absent from work as a result of this and creates a hostile work environment for employees. It also creates a tenuous relationship between employees and members of management. Baxter *et al.*, (2015) concurred with this statement, as they found that employees who were under a rigorous leave of absence at work were more likely to remain absent, as this increased stress related and anxiety related illnesses within employees and would increase the level of absence within a company.

Baxter *et al.*, (2015) found that the work environment serves as an effective place for the promotion of health-related initiatives and programmes and serves as a way of reducing absenteeism amongst employees, as it encourages employees to closely examine and assess the condition of their health on both a mental and physical level. This could also assist companies with the reduction of health-related causes of absenteeism. Wellness programmes can also target specific health risk behaviours that pose a problem and area of improvement for companies. Jacobson and Sacco (2012) found that wellness programmes could also provide the necessary support to employees struggling with health-related issues such as alcoholism or drug-related problems and reduce the amount of time an employee would have remained absent, to have this issue dealt with by an external source. Wellness programmes within a company are also able to provide a source of support to employees who have an extensive amount of family responsibility that they must deal with and ensures that the needs of an employee outside of their physical and mental wellbeing are also resolved or discussed, in order to ensure that an employee has no reason to remain absent from work for an extended period of time. These wellness programmes have been found to reduce the amount of money spent by any given company on compensating for employee absenteeism (Heerkens, 2004).

2.4 Wellness Programmes

The ideal outcome that is sought-after by every business is a rate of maximum productivity and the total utilization of the work force that is available to the business. One of the largest contributing factors to a decreased rate of productivity in a company and the loss of valuable time, is absenteeism, particularly the absenteeism by employees who play a direct role in the rate at which a company is able to be productive (Harter, 2001; Halsall, 2014). One of the ways that companies have begun to combat this is with the creation of wellness initiatives within the workplace. Spence (2015) defines a wellness programme as an initiative introduced by a company that seeks to improve the physical, psychological and social wellbeing of an employee and addresses issues surrounding health promotion and prevention in the activities it requires employees to perform. It has been found however, that the reception of these programmes by employees has been low and a reluctance to participate is linked to a number of factors (Spence, 2015).

Verma and Flynn (1998), as well as Welshhons *et al.*, (2015) define a wellness programme as an initiative structured on achieving a state of well-being on a physical and psychological level. These initiatives centre on ensuring that the physical and psychological state of an employee is

assessed and taken care of by the amenities offered by a wellness programme (Watt *et al.*, 1998; Spence, 2015). It also seeks to educate employees on the various aspects of health and provide them with self-awareness on their physical well-being, emotional and cognitive state and aims to educate employees on the preventative measures that can be taken to ensure that their health is maintained and all health risk behaviours are minimized (Watt *et al.*, 1998; Spence, 2015). Wellness programmes can be seen as adaptive tools used by companies to ensure a level of optimum efficiency on the part of their employees, as the programmes can be adapted according to the ever -changing lifestyle requirements of employees and adapt to health risk behaviours that may occur more frequently as a result of this (Mattke, Liu, Caloveras, Huang, Busum, Khodyakov and Shier, 2015). Wellness programmes can systematically be arranged and structured towards fundamental components of health promotion and intervention, thereby promoting aspects of ill-health prevention and intervention against existing health problems (Mattke *et al.*, 2015). Wellness programmes can be multifaceted and consist of numerous health-related components and also be subjective, focusing on a single or several inter-related health topics. Every wellness programme created for a business environment should ensure the incorporation of health promotional activities aimed at facilitating positive behavioural change on the part of its employees (Welshhons *et al.*, 2015).

The corporate world has yet to recognize the substantial benefits that arise from possessing a substantial and comprehensive wellness programme (Culbertson, 2009). “Employees must come to see that an investment employee health promotion programme is an investment in their workforce, likely their greatest asset” (Sherman, 2002: 23). In agreement with this, Rath and Harter (2010) suggests that the greater the time and resources placed into the investment of a wellness programme, the larger the investment is in their workforce and the rate of productivity of the company.

The health-related activities that a wellness programme consists of can be contextualized according to the vision and dynamics of a company (Sherman, 2002). Thus, the benefits that employees receive from a wellness programme can be dependent on the nature of the company that they work for, as well as the amenities offered as part of a wellness programmes aligns with the needs of a company (Rath and Harter, 2010). This assists in educating the employee on what is expected of them on the part of the company, while ensuring that the wellness programme being implemented is beneficial to the productivity of a company (Sherman, 2002). Mattke *et al.*, (2015) found that the availability of a wellness programme should not be

dependent on extraneous variables such as the age of an employee. Rath and Harter (2010) recommends that it should also not depend on the health status of an individual. Rather, the wellness programme available for employees should be contextualized according to these variables, instead of total exclusion of a group of employees as a result of the limitations of the wellness programme offered by a company (Mattke *et al.*, 2015; Sherman, 2002).

It has been found that health and wellness programmes can also act as a means of reducing health related employee expenditure on the part of the company (Abdullah and Lee, 2012). One of the greatest expenses reduced by wellness programmes is expenditure incurred as the result of employee absenteeism (Baxter, Campbell, Sanderson, Cazalay, Venn, Owen and Palmer, 2015). By wellness programmes positively impacting on the wellbeing of an employee, it in turn positively impacts on the efficiency and productivity of a company, as Abdullah and Lee (2012) discovered that employees who participated in the wellness programme had a significantly lower rate of absenteeism than those who did not make use of the wellness programme. The amount of monetary loss incurred by the rate of absenteeism in the work force of a company has been found to be significantly higher than the amount of money spent on the creation and maintenance of a competent wellness programme (Baxter *et al.*, 2015).

Despite this, a small number of companies have made use of the wellness programme initiative as an investment into their workforce and there are still companies which incur heavy losses as a result of absenteeism (Abdullah and Lee, 2012). Baxter *et al.*, (2015) reported companies in the same industry releasing different turnover figures, with one company having a higher turnover figure than the other, as the company with the higher turnover reported a lower rate of absenteeism and a budget put into place for the maintenance of a wellness programme for employees. Ensuring the wellbeing of an employee encourages feelings of gratitude and the feeling of being appreciated by the company. This in turn reduces the willingness of an employee to abstain from attending work and increases workforce productivity (Wellshhons *et al.*, 2015).

2.5 Effectiveness of wellness programmes in reducing employee absenteeism

Previous studies on the effectiveness of wellbeing programmes on employee absenteeism produced positive outcomes on how wellness programmes have impacted on the workforce. A study exploring the impact of wellness programmes was carried out by Edries, Jelsma and Maart (2013) who found that the participation of employees in wellness programmes reduced

the prevalence of health risk practices. This was due to the behaviour changes that was encouraged by the wellness programme and served as an education about the long-term consequences posed by health risk practices (Mattke *et al.*, 2015) also found that employees who made use of screening measures that were part of the companies' wellness programme assisted senior management in customizing and refining aspects of the wellness programme initiative. This reduced health related expenditure, while it also contextualized the wellness programme in accordance to the needs of the employee. The reduction in health risk behaviours and increase in health awareness played a role in reducing absenteeism and significantly increased the level of productivity (Mattke *et al.*, 2015).

2.6 Workplace Design

It has been found that the environment aspects that an employee is confronted with can be crucial in the level of productivity and motivation, as employees have to work to the best of their capacity (Leblebici, 2012). The quality of the work environment has an influence on a number of employee-wellness factors, one of which is the rate of absenteeism by employees (Chandrasekar, 2011). It was found that employees working in an environment with excessive noise, distorted lighting or other factors detrimental to productivity, were more likely to stay away from work as a result of this (Haden, 2012). The infrastructure of a work environment is key in determining the level of satisfaction that an employee has with the tasks they perform at work, thereby influencing their level of attendance and productivity (Haden, 2012). Sekar (2011, cited in Leblebici, 2012) is of the opinion that an efficient workplace influences the work itself and the level of motivation experienced by an employee to complete the task at hand. Workplace factors directly influence the engagement that employees do in their work, which is a causal link to the rate of absenteeism by employees (Chandrasekar, 2011).

There are several key factors that have a direct effect on the level of engagement and motivation that an employee has to attend work (Nahrudin and Sadegi, 2013). Leblebici (2012) found that the more engaged employees are with their workplace and making use of the facilities provided, the less likely they are to remain absent from the workplace. By providing the proper tools and facilities within a work environment, it allows an employee to feel valued by the company and thus, motivates them to perform at a higher level of productivity and minimizes the desire of an employee to remain absent from work (Nahrudin and Sadegi, 2013).

One factor that influences this is the type of support being offered by a supervisor or member of management (Nahrudin and Sadegi, 2013). Leblebici (2012) found that positive feedback and constant engagement with a supervisor had a direct influence on the level of interest that an employee had in the tasks that they were required to complete. Feedback on performance was also found to be useful in engaging an employee, as it provides an employee with a framework for improvement and motivates them to do better by providing a clear idea of what is expected of them (Nahrudin and Sadegi, 2013). Setting a clearly defined goal for an employee to accomplish within a reasonable timeframe encourages attendance to work and provides a form of commitment to an employee. This has also been found to promote a greater rate of work orientated behaviours and a renewed dedication to their job (Nahrudin and Sadegi, 2013).

In order to promote the reduction of absenteeism in the work environment, there are several issues that have to be addressed (Harter, 2001). The first is promoting intolerance to excessive absenteeism from the work and upholding all company policies and regulations regarding unwarranted absenteeism (Nahrudin and Sadegi, 2013). The second is having an open line of communication with employees regarding the reasons for staying away from work and how improvements within the work place could assist in reducing absenteeism (Culbertson, 2009). Lastly, is the establishment of a programme to control absenteeism and reduce the need for employees to remain absent from work. Darr and Jones (2008, cited in Culbertson, 2009: 78) found that there was a direct relationship between the strain that employees felt in the workplace and their physical and mental health. This in turn had a negative impact on the rate of absenteeism. Culbertson (2009) thus recommends creating a workplace environment that promotes wellbeing and provides a support system for employees, should they feel strained or pressurised by the work at hand.

2.6.1 Working Conditions

The working conditions that an employee is subjected to, have a great influence on the rate of absenteeism (Nyathe and Jooste, 2008). Working conditions can be defined as the conditions under which a job must be performed within the constraints of the work environment, the time it requires, the place it must be carried out in and the organizational culture of the work that must be carried out (Biron and Bamberger, 2012). The type of conditions that an employee must work in has a direct association with the health and wellbeing of the employee (Biron and Bamberger, 2012). This in turn affects an employee's willingness to attend work and has been

discovered that the more hazardous a workplace is, the more likely it is that an employee would abstain from attending work (Biron and Bamberger, 2012).

Chandresekhar (2011) found that aversive working conditions had a negative impact on the morale, motivation and engagement of an employee at work. If employees felt an undue amount of pressure to complete a task under tenuous circumstances, they were more likely to fall victims to health related issues and thus, be forced to abstain from work (Biron and Bamberger, 2012). A work environment that has an increased risk of injury as a result of unsafe work conditions can be deemed as hazardous work conditions and seen as a possible reason for loss of productivity on the part of an employee (Harter, 2001). Biron and Bramberger (2012) found that employees that were injured on site were more likely to report absent than those who were not injured, as abstaining from work means a reduced exposure to the conditions that resulted in the injury occurring. Thus, the impact of working conditions should always be of a positive nature, to increase attendance at work (Chandresekhar, 2011).

Chandresekhar (2011) suggests several ways that the conditions of a workplace have a positive effect on the attendance rate of employees. Programmes helping employees balance their work life and personal life is one way of improving work conditions (Chandresekhar, 2011). Regular safety checks performed by qualified professionals help employees feel safe within their work environment thus, reducing the need to be absent from work (Biron and Bramberger, 2012). Motivating workers through the use of mechanisms such as performance based rewards, or total transparency by management, increases the security and morale that an employee feels within their working environment and this cultivates a desire to attend work and be proactive within the working conditions provided (Chandresekhar, 2011). A positive working condition encourages employee morale and productivity, which ensures a minimalistic rate of absenteeism (Chandresekhar, 2011).

2.6.2 Attitudinal and Emotional Condition of Employees

How employees experience their working conditions and working environment can influence their degree of productivity (Dehue, Bolman, Vollenk, and Pouwelse, 2015). Hoxsey (2010) found that the more engaged and committed an employee was to his duties at work, the greater the likelihood of him attending work diligently and sustaining a significant level of productivity. The research conducted by Hoxsey (2010) concluded that a happy employee is one who has a greater level of engagement at work. This means a greater level of commitment

to their work and a decreased level of absenteeism (Hoxsey, 2010). Heerkens, Engels, Kuipers, Van der Gulden and Oostendorp (2009) believe that the work situation, work load and social relationships being experienced by an employee can be determining factors in the attitude and personal feelings experienced by an employee towards his job and the company that he works for. This was found to have both a positive and negative impact on the level of absenteeism in employees (Dehue *et al.*, 2015). It can therefore be concluded that there are factors that have a positive effect on the attitude and emotional condition of employees, in as much as there are factors that can have an adverse effect on the attitude and emotional condition of employees towards work (Heerkens *et al.*, 2009).

Glavas and Kelley (2014) discussed how the attitude of an employee can depend on how the employee is treated by their company, as well as how the company handles its duties towards its workforce and the community it is a part of. Glavas and Kelley (2014) found that employees of companies with a greater level of social responsibility felt better treated and understood. This cultivated a better organizational culture, which increased employee morale and business productivity as a whole. Oldham and Cummings (1996) concluded that employees had a more positive attitude towards the company they worked for and felt motivated to attend work if a company had a management and work ethic that nurtured and cultivated creativity by catering for the individual needs of the employees. The level of creativity contributed to a company by an employee towards innovative developments also impacted on the attitude of an employee towards work and how motivated they were to report for work (Dehue *et al.*, 2015). Oldham and Cummings (1996) believe that how an employee is able to perform a task has a direct impact on how they feel towards his job as a whole. From this, it can be deduced that for an employee to have a positive attitude towards his job and company, the company must allow the employee to be fully engaged and challenged by the tasks that he is required to complete (Dehue *et al.*, 2015).

There are also been factors that demotivate an employee and increase the degree of absenteeism displayed by an employee (Abdullah and Lee, 2012). Bullying within the work place was found to have a detrimental effect on the attitude of an employee (Oladapo and Banks, 2013). Bullying can be defined as the repetitive and intentional pattern of aggressive behaviour of one individual towards another, causing distress to the individual to whom it is directed (Olweus, 1993, cited in Dehue *et al.*, 2015: 176). Aggression and bullying within the workplace were found to be contributing factors to mental health problems and they create an attitude of despondency

towards the work environment (Oladapo and Banks, 2013). This has been associated with an increase in absenteeism from employees who are the victims of bullying, as a result of the health issues that arise from being bullied (Dehue *et al.*, 2015). Valentine, Fleischman and Godkin (2015) found that if an employee felt intimidated by a member of management or someone in a position of leadership, it was more likely to result in absenteeism as a result of the stress that it causes to employees. Similarly, Abdullah and Lee (2012) found that a highly pressurized and stressful work environment would increase physical and mental issues and be a causal factor to the high level of absenteeism by an employee. Unrealistic deadlines and excessive workloads contributed to the stressful state of an employee, which increased the likelihood of absenteeism (Valentine *et al.*, 2015).

2.7 Organizational Culture

Bellot (2011) found that attempting to define organizational culture as a singular concept proved to be challenging due to the ambiguous nature of the term and the context of its use by any given company. O' Reilly III, Chatman and Caldwell (1991) argued that to define organizational culture, it needed to be understood by the structural and organizational behaviours exhibited by a company. This means that it can be defined according to the systemic values and beliefs that determine how business is conducted by the employees of an organization (Kirkman and Shapiro, 2001). Therefore, these values are key in determining how employees behave and conduct themselves within the company they work for. They also determine the level of productivity required for an employee to complete a task, as well as the level of productivity required from employees (Bellot, 2011). Kirk and Shapiro (2001) concluded that if the values of a company did not align with the personal beliefs of an employee, the employee was more likely to experience a sense of discomfort within the work environment and thus, abscond from work. In alignment with this, Sherman (2002) found that the principles and values emulated by a company had a direct effect on the issues of health promotion and health prevention it chose to promote in a wellness programme.

The organizational culture of a corporation plays an integral role in what drives and motivates employees to work at their maximum level of productivity (Neelam, Bhattacharya, Sinha and Tanksdale, 2015). The organizational culture possessed by any company is a social construct and is the inherent result of shared ideas between employees and employers alike (Bellot, 2011). It is continuously evolving, thus, the influence it has on employees evolves proportionately (Idzikowski and Cieslinski, 2015). If an employee feels displaced as a result of

the misalignment with the values encouraged by a company, the likelihood of remaining absent from work increases as a result of being unable to perform in accordance with the core values and principles of a company (Kirk and Shapiro, 2001). The organizational culture of a company is dependent on how well it is contextualized in the workplace of its employees (Hatch and Schultz, 1997). Bellot (2011) agrees with this statement, as the research conducted found that if the organizational culture of a company was unclear and not straight to the point, it could lead to confusion on what employees are expected to do, creating confusion within the work environment.

Park, Lee and Kim (2016) noted that the means of improving organizational culture can be done through the use of a willing management body and innovative outlook taken to changing the organizational culture of a company. The level of commitment by management towards the continuous improvement of a company's organizational culture affects how seriously it is taken by employees (Lok and Crawford, 1999). The values promoted by a company must be integrated into the way employees choose to do their work, thus, a company can influence the type of behaviours emulated by an employee (Sheridan, 1992). Park *et al.*, (2016) demonstrated a practical example of this when they focused on the promotion of factors that were believed to encourage a dedicated and productive attitude towards the tasks being performed by employees. Applying this to absenteeism, it can be concluded that if a company promotes a zero tolerance policy towards recreational absenteeism and did so with a clearly defined strategy that was implemented within the workplace, it would have a positive effect on the level of absenteeism within a company (Bellot, 2011). Thus, how the organizational culture of a company is represented is important to how it is understood by employees (Park *et al.*, 2016).

2.8 Ergonomics

Silveira (2012) defines ergonomics as the scientific and logical perspective taken to how a workspace is created with the strengths and weaknesses of the employee being kept in mind. McCormick and Saunders (1995 cited in HSA, 2006: 2) view ergonomics in a similar light, but see it as the application of researched human behaviours to improve all aspects of the work environment. Thus, it can be stated that the main principle of ergonomics is the assurance of protection of employees within their work environment (Choobineh, Motamedzade, Kazemi, Moghimbeigi, and Pahlavian, 2011). Should the conditions and principles not be effectively applied, this could lead to high risk unsafe working conditions for the employees, which could increase absenteeism (Silveira, 2012).

Hameed (2009) found that the structure of a workplace could impact on the level of productivity demonstrated by employees. If a work space is not designed according to what is required by employees, it could prove detrimental to the flow of productivity of a company, as employees would be unable to perform at their most able capacity because the work environment they are in does not accommodate for it (Kingsley, 2012). Silveira (2012) highlighted a greater concern on productivity within the work environment and discussed the possible physical and psychological repercussions of an employee attempting to fully utilize a high risk and poorly designed work space. This diminishes the desire of an employee to fully engage with their work environment and puts these employees at a greater risk of being absent from work (Hameed, 2009).

If correctly implemented, the ergonomics of a workspace could positively impact on the productivity of a company and decrease the levels of absenteeism (HSA, 2006). Hameed (2009) found that the rate of productivity a company maintains should not be achieved at the cost of the mental and physical health of its employees. The requirements of a job should match the level of competency of the employee and provide support in the form of technical applications within the work space (HSA, 2006). Factors such as lighting or visual stimuli could also impact on the rate of productivity of an employee, if implemented correctly within the work environment (Long, 2014). From this, it can be concluded that the model of ergonomics chosen for implementation by a company should ensure a balance in the factors that affect productivity with safety and risk prevention being at the core of the protocol chosen (Silviera, 2012).

2.9 Communication in the Workplace

The type of communication that exists in a workplace is an important factor in the interaction that an employee has at work (Schweiger and Denisi, 1991). Mullet-Hamer (2005: 1) defines communication as “the process of sharing ideas, information and messages with others in a particular time and place”. Communication can take many forms, it can be done in a direct manner through the use of verbal or written forms of communication and it can be done indirectly through the use of body language (Mullet-Hamer, 2005). Communication can be a determining factor in how productive an employee is with their job and work environment, as well as how well employees are able to interact with management (Arins, 2013). Guney, Diker, Guney, Ayranci and Solmaz (2012) found that in order to overcome the challenges posed to a company by aspects such as competing companies or organizational diversity, the

communication between employees and management would have to be clear and well-defined with no confusion from either side. The different forms of communication also play a role in the effectiveness of relationships between employees (Kasheer, 2015). How ideas are communicated to employees has a direct effect on the dedication and interest that an employee has towards his work (Arins, 2013).

An important component that an employee has in his work environment, and the trust they have in management, is how well ideas and information are shared by management (Kasheer, 2015). The existing means of internal communication consists of face to face meetings, emails and phone calls (Arins, 2013). While it was found by DeKay (2012) that a more personal and comprehensive level of communication between employees and management can result in a greater level of dedication by employees, Mullet-Hamer (2005) found that employees still felt engaged and well-informed by management through information that was shared by a third party, even if it did not come directly from management. Thus, it can be concluded that the kind of communication and how well it is received, is dependent on how employees prefer to communicate (DeKay, 2012; Mullet-Hamer, 2005). It is therefore the duty of management to ensure that how ideas are shared is according to the requirements of the employee (Kasheer, 2015).

Schweiger and Denisi (n.d) concluded that if a company did not share vital information with employees, there occurs a broken line of communication between leadership and its employees. This negatively affects the overall productivity of a company and employees feel more compelled to abscond from a company they do not feel valued by or connected with. The uncertainty experienced by employees when they are not properly informed could have a negative effect on the trust that the employees have for management and this could create tension between management and employees (Whittake, Frohlich and Daly-Jones, 1994). Relating to this, Whittaker *et al.*, (1994) also discovered that the detail of the messages between management and employees is also an area of concern. If a message is misinterpreted by an employee, it could affect how the job is done and what an employee believes is expected of them (Domagalski, 2015). The best way to remedy this is to ensure that important points of information were communicated by direct means to avoid confusion (Crosling, 2002). Domagalski (2015) disagrees with this, as it was discovered that if a comprehensive range of technological forms of communication are available, it made the efficiency of communicating

ideas more effective and impacted positively on the level of productivity of employees, as well as how well a communication was organized.

Wellness programmes can include segments on how to effectively communicate within the workplace (Domagalski, 2015). Clampitt and Downs (1993) found that the more an employee feels being heard by the company, the lower the degree of absenteeism by that individual. Arins (2013) is of the opinion that this can be attributed to an employee feeling valued and understood by his company and it ensures that employees are aware of how important their contributions are. In order for communication by management to be taken seriously, Kasheer (2015) believes that if the goals communicated by management align with the goals set by an employee, there is a greater level of trust, as both parties are aware that total cooperation is required for these goals to be achieved. Guney *et al.*, (2012) found that open communication with employees can be constructive in nature, whereas closed communication between members of leadership only can prove to be superior in nature and minimizes the role of the employee in the communication process. To avoid this, Mullet-Hamer (2005) found that wellness programmes should act as an area of communication, where leadership and employees find common ground, thus paving the way for a more effective line of communication.

2.10 Service and Employee Wellness Initiatives

Companies place great weight on employees in terms of what is expected of them, as employees are now expected to be capable of performing multiple tasks at an increased rate and innovate the ways in which work is done, while at the same time contributing to the companies in ways that go above the job that was given to them (van der Smissen, Schalk and Freese, 2015). Thus, it is vital for employers to ensure that the expectations of the employees are met or compromised on and ensure that employers maintain a healthy and relatively social relationship with employees (Jia, Shaw, Tsui, and Park, 2014). What an employee expects of the company is dependent on the type of relationship that exists with management. This in turn affects the engagement and morale of an employee, in terms of the enthusiasm they have for the job that they are required to do (Tsui, Pearce, Porter and Tripoli, 1997). With job security no longer guaranteed in the precarious economic environment of today, employees are becoming less motivated to attend work diligently and remain loyal to the company they work for, thus if employers are not able to guarantee the job security of an employee indefinitely, a compromise needs to be reached, whereby employees are provided for in other ways that still make them feel valued and appreciated by a company (Greene, n. d.).

There is a mutual obligation between employers and employees, as both parties seek to achieve a common goal and the perception either party has on this relies on how trustworthy the employee feels the intentions of the employer is and vice versa. That is to say, if employees do not trust employers to fulfil the obligation they have on their employees, the employees in turn will not fulfil what is expected of them (Smitsen *et al.*, 2013). There are several forms of this mutual obligation that exist, Tsui *et al.*, (1997) describe a relationship in which employers provide a short term economic reward that is usually monetary in nature, in exchange for the employee to perform specified and well-defined tasks and nothing more is expected from either party. Another type of relationship that can exist between the employer and the employee is a social exchange in which the interest an employer has in the expectations of an employee goes beyond a short-term goal and employers invest in the wellbeing and education of an employee, thereby treating the employee as an investment and ensuring job satisfaction of the employee, making the possibility of leaving and an employee remaining absent from work less likely (Shone and Barksdale, 1998).

There are a number of tools to assist employers in recognizing the expectations of an employee and improve the relationship between employer and employee (Tsui *et al.*, 1997). Surveys administered to employees provide employers with the required information such as what employees think should be part of their job description, what they think of their work environment and what they feel employers should do to improve work related issues (Greene, n. d.). Jia *et al.*, (2014) found that providing employees with benefits packages such as career training and development, health insurance and a comprehensive wellness programme can ensure a well-balanced relationship between employer and employee. If an employee feels valued by the company and its leadership, the employee is more likely to attend work on a regular basis and be more engaged with his job. Employees feel most engaged at a company that challenges them in terms of the tasks that is required of them and where the input that they provide is valued and used by management. Employers who provide this enable a greater level of trust with employees and increases employee productivity and decreases employee absenteeism (Halsall, 2014).

2.11 Employee Benefits

The Encyclopaedia of Management (2009: 1) defines employee benefits as “indirect forms of compensation provided to employees as part of an employment relationship”. Benefits such as

wellness programmes have now become a standard practice in companies that maintain a healthy and consistent relationship with their employees (Sansom, 2016). Berry (1981) believes that how an employee feels about the company they work for, is a reflection of how they are treated by that company, with the type of treatment being in reference to the type of benefits offered by a company and how well implemented benefits programmes are within a company. Kalish (2015) disputes this, as it was found that employees were hesitant to make use of employee discounts on products manufactured by a company. Kalish (2015) believes that the reason for this is that employees were afraid that if the discount was used, the amount that the item was discounted by would be deducted from the salary of the employee. The type of benefits offered also determines how engaged employees feel with their work and with the company they work for and can be a determining factor in whether employees choose to remain absent from work or not (Anderson and Geldenhuys, 2011).

There are various ways in which a company can provide benefits to its employees. Companies provide health benefits in the form of wellness programmes and health insurance. The Public Service Commission of South Africa (2011) found that there was a need for a benefits programme that offered comprehensive health programmes which dealt with a range of emotional, cognitive and physical health problems. The health and wellness programme significantly decreased health problems in public service workers and provided a platform for employees to maintain their state of health and improved performance and productivity, while lowering absenteeism (Public Service Commission of South Africa, 2011). Insurance based benefits allow for a number of health risk activities to be covered for and allows for companies that offer them to be seen as an employee-centred organization, which means that its primary focus is its employees. This in turn increases employee morale and decreases the level of absenteeism in a workplace (Thornton, 2016). While most of these programmes and services are offered on a voluntary basis in which it is the choice of the employee to make use of them or not, mandatory benefits make the employee feel over-powered and helpless as they are not in charge of the decision and that it is being made for them (Berry, 1981).

A benefit being offered to employees in South Africa as a means of decreasing absenteeism is company-sponsored childcare (Anderson and Geldenhuys, 2011). By providing this facility, employees who used it were better able to focus on the work and had no personal or family reason to remain absent from work, which saw an increase in work productivity and a reduction in absenteeism (Anderson and Geldenhuys, 2011). The childcare in question can be defined as

activities mentally and physically stimulating in nature are used to engage children by professional care givers at a facility away from home, while the parents of the child are away or at work (Arthur and Cook, 2004, cited in Anderson and Geldenhuys, 2011). One benefit that has sprung up in recent times is a technological system that allows employees to choose the type of benefits they wish to receive and captures the data associated with an employee to better understand the choices made by an employee and adjust the options available to an employee, based on the preferences illustrated (Sansom, 2016). This takes away the need for tedious paperwork and helps employees better understand what is being offered and how they benefit from it (Sansom, 2016).

2.12 Effect of the Company Brand and Company Branded Uniforms

Wellness programmes can have a positive effect on the company, as they encourage healthier behaviours patterns amongst employees. They also improve employee morale, which reduces employee absenteeism and provides companies with a wholesome and positive brand and image (Nesper, 2015). Nelson and Bowen (2000) discuss how the quality and style of employee uniforms can create an impression of the company that is being worked for. They argue that the neater and more branded a uniform is, the more positive the impression and image that is associated with a company. It also leaves an impression with customers and thus influences the opinion that a customer has, about a company (Bendall, 2004). Nespers (2015) found that the brand associated with a company is also dependent on how employees feel about choosing to wear the uniform as a representation of the company that they work for.

The kind of brand that is associated with a company also determines how it is seen by employees, as they link this to how management functions and operates (Backhaus and Tikoo, 2004). Nesper (2015) found that this branding can also be applied to the issues covered in wellness programmes, as it provides an identity and relatable goals to wellness programmes, as well as a greater level of engagement with employees. An association with this is how employees perceive the kind of uniforms that they are required to wear, as Nelson and Bowen (2000) found that the kind of uniform worn by an employee influenced their attitude and how they chose to engage with their work. That is to say, if employees' uniform is uncomfortable, untidy or aesthetically displeasing, the employees are less likely to engage with their work.

Uniforms have a great impact on how employees view the company they work for, Rundles (2008) states that uniforms that have been made in a unisex style demotivates employees and make them feel marginalized by the employer, particularly the females who are required to

wear uniforms that are normally associated with males. Nespers (2015) found that not catering for the needs of the employees by supplying a uniform that allows them to perform their job efficiently and improving the image of an employee, demotivated them. A positive image ensures that employees feel motivated and are less likely to remain absent if they are satisfied and motivated to report for work (Nespers, 2015). Thus, how a company chooses to implement its' branding through the use of uniforms can greatly affect the engagement of employees (Backhaus and Tikoo, 2004).

2.13 Medical Aid

Medical aid is a benefit that is offered by companies, which allows employees the necessary access to health care, as a result of the percentage that is taken from the salary of an employee and paid to the company on a monthly or annual basis (Franche and Krause, 2002). The kind of medical aid being offered by a company greatly affects the kind health care that an employee has access to. Xu and Jensen (2012) found that the more numerous the options for company based medical aid is, the more inclined employees are to take care of themselves and their health. Furthermore, Currie and Madrian (1999) found that medical aid assists in reducing the cost of health care and according to them (1999: 45), "if health insurance reduces the cost of health care and if health care improves health, then health insurance should affect labour outcomes by improving health". Pyrillis (2014) also believes that medical aid benefits provide employees with a sense of financial security as they are receiving a comprehensive coverage of health care and also feel emotional security as they feel taken care of by the company they work for, while at the same time feeling comforted, knowing their health needs are provided for and that it also covers the needs of their loved ones.

Medical aid provided by any company requires employers to provide a stipend from their salary for the health care and coverage that is being received. Bearing this in mind, Xu and Jensen (2012) found that the reason why employees are willing to do this is the reduction in the costs associated with receiving healthcare after illness. By doing so, the likelihood of absenteeism as a result of illness is reduced, due to the immediate attention that employees are able to give to a physical or emotional ailment and ensures that the number of days an employee would have missed while being ill are minimized (Gruber, 1992). Pyrillis (2014) also showed that any company with a comprehensive medical aid programme can use this as a means of recruiting well qualified candidates, as it is the younger individuals who have become significantly conscious of the benefits offered by medical aid and therefore, seek employment with

companies that are able to provide a comprehensive and broad spectrum of medical aid benefits. Thus, for a company to be seen as employee orientated and to reduce the rate of absenteeism in the work place, it is the duty of the company to provide a medical programme which offers a wide range of health care options (Xu and Jensen, 2012).

Currie and Madrian (1999) noted that the largest vendors of medical aid coverage are employers. They further discovered that the health care initiatives presented in wellness programmes fall under the benefits of a medical aid programme. It also benefits employers, who receive a tax reduction based on the medical aid programme being used and by taking a minimal amount from the salary of an employee to compensate for the medical aid they receive; it encourages the employee to make use of the medical aid programme being offered (Pyrilllis, 2014). A company can also have a variation in the health care services being offered in accordance to the stipend that an employee is able to afford, based on the salary they are receiving. Gruber (1992) found that employees on a less comprehensive medical aid programme were more likely to remain absent from work due to illnesses or health issues that are not catered for in the package they are able to afford and thus, require a greater amount of time to recover. Wellness programmes that fall under this system can also offer different health related initiatives which are based on what medical programme the wellness programme falls under, and this decreases employee awareness on health promotion and health prevention (Franche and Krause, 2002; Pyrilllis, 2014).

2.14 Operational Standards

Rao, Radhakrishnan and Andrade (2001) view operational standards as a set of steps and procedures that need to be implemented within the work place to ensure an efficient and functional work environment. It is the standard of work that is held by a company and maintained by factors such as the experience and education of the leadership team, the various amenities afforded to employees (Rao *et al.*, 2001). These factors determine the level of work that is produced within a company.

2.15 Management's Educational Levels

The ability of a company to perform at its optimum capacity relies greatly on the level of competency and education held by the members of management. This is so because in order for the company to achieve its objective and goals, the level of qualification and education of its leadership has to be at a level that is most beneficial to the company (Kasika, 2015).

Employees feel secure and confident in the company they work for if the people who are leading them have the education and experience to do so. Again, and the issue of how the management of a company chooses to lead its employees is also imperative in ensuring that employees are satisfied and productive in their jobs (Khalid and Fatima, 2016). If a member of management is unable to effectively deal with problems and conflict within the work place and between employees, employees lose trust in the capacity of that member and the management team as a whole, which might provide a feeling of unrest and one of the consequences of this is an increased rate of absenteeism, as employees are reluctant to work for a company that does not have a stable and dependable management team that is able to ensure the successful future of the company (Babakus, Yavas, Karatepe and Avci, 2003).

There are several styles of management that can be used in leading and handling employee relations. Bojadjiev, Kostovski, and Buldioska (2015) noted the several factors that must be taken into account when leading the employees of a company. A management team that is able to listen to the needs of its employees, evaluate suggestions made by employees and is there for employees on a personal level, creates an environment of trust and a dynamic system of productivity (Bojadjiev *et al.*, 2015). Khalid and Fatima (2016) found that an effective management team must be able to deal with conflict within the work environment, as this conflict could occur between employees or could occur between an employee and a member of management. Robinson and Leary-Kelly (1998) found that if management did not effectively deal with conflict, employees could grow despondent and feel discriminated against by management. Robinson and Leary-Kelly (1998) argue that this might lead to an increased rate of absenteeism, as employees feel poorly dealt with and unheard by management.

Rice, Martin, and Rathnappulige (2009) highlighted that members of management with a tertiary level of education exhibit more advanced levels of management function and are capable of more advanced levels of operational and financial performance, than their colleagues who would not have furthered their studies. Kasika (2015) believes that a member of management who possesses an educational qualification exhibit a greater level of capability and understanding of the job at hand, as their educational training would have prepared them on greater level, for the problems and operational issues that may arise and allows for a higher level of leadership to utilize this to enhance and improve on business productivity. Rice *et al.*, (2009) believe that the level of education obtained by a member of management can influence how much an employee respects the authority of management and determines how earnestly

instructions are followed by an employee. If an employee has a greater level of education than a member of management, they are likely to express dissatisfaction with the job they have been assigned and are more likely to stay away from work (Mansor and Tayib, 2010).

2.16 The Capacity of Management to Lead

According to Kubo, Cullen, Desai and Modrek (2013), manufacturing organizations identify their managers as the driving force of an organization. Having good managers with the capacity to lead and drive the organization is a determining factor in the kind of future that exists for a company, and is also a significant indication of how effectively a company is able to meet the needs of its customer (Andonovic, Zhabevska- Zlatevski, Lisichkov and Dimitrov, 2015). A competent manager must be able to critically analyse a situation to identify and anticipate problems that may occur and in order to solve them, a competent manager must be able to make decisions and pass judgement efficiently and have the humility to assume responsibility for any faults that are caused by a decision made (Peerbolte and Collins, 2013). Managers who do not have the adequate training are likely to increase absenteeism and decrease the profitability of a company (Kubo *et al.*, 2013).

Kroenke (n.d) established that the capacity of members of management to lead is dependent on a number of factors, the first being how qualified an individual is to be in their present position. An employee who is more qualified than the person who is meant to lead them is more likely to be insubordinate and is more likely to choose to remain absent from work as a result of job dissatisfaction on the part of the employee and mismanagement on the part of the member of management (Kasika, 2015). Ergonomics also plays an integral role in the managers' capacity to perform. Kubo *et al.*, (2013) found that if a work place is not designed to suit the needs of the managers, they are less likely capable of effectively performing their role and will struggle to maintain leading employees and adjust to the working environment, which minimizes their capacity as leaders and members of management.

If an employee feels motivated to attend work and trusts the capacity of a manager to lead the company, they are motivated to attend work and maintain an efficient level of productivity (Andonovic *et al.*, 2015). If an employer is able to give the necessary processes and functions the appropriate amount of time that is required, it increases the level of trust that an employee has in the judgements that are made by an employer, as one of these processes is the implementation of wellness programmes. Kark, Shamir and Chen (2003) found that if a management team is able to implement and initiate an effective wellness programme, it

increases the satisfaction of employees with management. Kark *et al.*, (2003) further found that it was the capacity of a management team to implement a wellness programme that determined the success it achieved with employees.

2.17 Treatment of Employees

A strong management team is capable of having a strong leadership ethic towards employees and this in turn influences the willingness of employees to participate in the goals and initiatives that benefit the company and employees alike (Barclay and Barclay, 2011). How employees are treated determine their attitude towards the company and the treatment of employees is dependent on the stance taken by management on how they close to lead (Valentine, Fleischmann and Godkin, 2015). A good leadership provides guidance and direction to employees, while a poor leadership causes employees to feel discriminated against or bullied at work thus, the stance of leadership taken by management in the treatment of employees determines the level of absenteeism of the employees, because if employees feel unappreciated and treated poorly by management, they are more likely to remain absent from work (Tepper, Carr, Breaux, Geider, Hu and Hua, 2009). If management provides a fair and involved form of leadership, employees feel as though the treatment being received by management is just and are motivated to attend work, thus, it is the duty of the management to ensure that the treatment of employees does not infringe on the rights that employees have in the workplace, but instead, encourages productivity and attendance of work (Masterson, Lewis, Goldman and Taylor, 1997).

Qin, Ren, Zhang and Johnson (2014) found that the perception that employees have about fairness in the workplace has a great influence on the attitude of employees towards their job and is also a determining factor in the behaviours of employees towards their jobs and what they believe is expected of them. Fairness refers to the equal and just treatment of employees by members of leadership and is a form of positive leadership manners that can be used by management. Barclay and Barclay (2011) discuss being compassionate towards employees to ensure that there is an open line of communication between management and employees, thereby ensuring that employees are motivated within their jobs. Barclay and Barclay (2011) found that this also determines the level of motivation and job satisfaction that an employee has, thereby influencing their need to stay away from work. Masterson *et al.*, (1997) found that the diversity of cultures that exist within any given workplace should also play a role in the treatment of employees and the respect and interaction that a member of management has with

an employee should be contextualized in accordance with the cultural practices and behaviours of that employee, as this ensures that employees feel respected and fairly treated by management, thereby decreasing the urge to remain absent from work.

A detrimental relationship with employees is the result of poor and sometimes abusive behaviours on the part of management. Fevre, Robinson, Lewis and Jones (2015) found that employees who feel discriminated against are more likely to remain absent from work, as a method of avoiding emotional trauma that becomes associated with going to work due to the work-related abuse being experienced by an employee. The mistreatment of an employee often results in an increased level of depression and anxiety for employees, which causes an employee to remain absent more frequently than an employee who is treated fairly. Tepper *et al.*, (2009) highlighted several underlying causes of the mistreatment of employees, the first being that an employee may come from a cultural minority within the context of the workplace diversity and this serves as a target for the member of management they are being abused by. Valentines *et al.*, (2015) list social undermining as a cause of employee mistreatment. This refers to the discrimination of an employee by a group of colleagues or members of management. Bullying or discrimination can also be the attempt to control another employee and this treatment causes high levels of social anxiety and stress within the individual that is being affected by this mistreatment. Thus, it is the duty of management to ensure the equal and just treatment of all employees (Masterson *et al.*, 1997).

2.18 Working in a Technologically Advanced Facility

The current era has revolutionized how business occurs in ways that were not possible before. As technology continues to evolve how business is carried out, it also impacts on how employees are able to perform their duties and therefore, impacts on the attitude and the perception they have of their work environment (Johnson and Johnson, 1996). It has allowed for a more rigorous form of competition between companies, as technological advancements have allowed for an increase in productivity and has allowed for employees to complete skills training and further educational courses through the use of internet-based applications (Hsia, Chang and Tseng, 2014). However, older employees and employees with a limited amount of education or experience; struggle to keep up with these advancements and due to forms of work-related anxiety and stress, often remain absent from work (McWilliams and Siegel, 2012).

Technology has allowed for a great amount of advancements to be made within the workplace, one such area that has undergone a significant amount of transformation is how employees are being trained to carry out the tasks expected of them. Hsia *et al.*, (2014) argued that e-learning has become more popular with how employees are being trained. E-learning is a system that effectively trains and equips workers with practical knowledge on how to effectively perform their job, while coping in a fast-paced environment that is in a constant state of flux as a result of the changes being made and carried out through computer-based applications that work in collaboration with highly advanced forms of technology, all of which assist employees in increasing their rate of productivity and increasing an ever-expanding knowledge possessed by any given employee of a company (Hsia *et al.*, 2014).

Technological advancement has also proven to be detrimental to employees, particularly those who are unable to effectively adjust to the technology required for them to complete their duties, thus creating feelings of undue pressure and anxiety as a result of being unable to complete the job that is required of them (Johnson and Johnson, 1996). Hsia *et al.*, (2014) found that employees developed a fear of using a technological device if they were unable to understand how to make use of it and also develop hesitancy towards doing their job if it required the use of advanced technological applications and this was found to increase levels of absenteeism and decrease productivity within the employees. Hsia *et al.*, (2014) found that it is specific groups of employees who are deterred by the use of new forms of technology, these groups include those employees who are older and are used to their previous methods of completing work, as well as the employees with a limited amount of education and experience, who are unsure of how to proceed with new technology. This then creates tension in employees, who are more likely to stay away as a result of feeling incompetent and unable to complete what is required of them.

2.19 Company Policy, Procedures and Standards

The policies and standards held by a company have a great influence on how employees are allowed to behave and impact on what employees believe are expected of them, as these are a set of rules and guidelines put into place by a company to ensure all actions and behaviours within the work environment meet the moral and ethical standards of the company (Fombrun, 2005). In order to establish itself as a reputable and ethical place of work, a company has various criteria to meet when establishing its policies and standards, as the ethical degree of its policies and procedures is a determining factor on how productive and dedicated an employee

is to their work. Lehmann and Benner (2015) found that employees who felt restricted by the company's policies expressed a greater deal of job dissatisfaction and thus, were more likely to stay away from work.

There is a great deal of pressure on companies to promote corporate social responsibility as part of their procedural and policy related framework, because by being more socially responsible, a company is seen as ethically correct by its employees and has a greater likelihood of decreased absenteeism levels and increased levels of productivity (Kolk, 2011). Social responsibility can be defined as initiatives taken by a company, that is of benefit to the community in which the company is situated and this kind of activity also promotes initiatives such as wellness programmes, that are of benefit to the employees of the company (Fombrun, 2005). The higher the level of social responsibility a company has, the more favourable it is seen by its employees who take a greater interest in the company and this promotes a level of dedication in employees to the company (Vanhalla and Tuomi, 2006).

It was found that the policy of companies can also impact on the morale of employees and their feelings of loyalty towards the company they work for, as a rigid set of policies and regulations caused employees to become disgruntled and restricted within their work environment, thereby creating an environment of tension and dissatisfaction amongst employees (Lehmann and Brenner, 2015). A company policy could be rigid in a number of ways. Vanhalla and Tuomi (2006) found that a set of regulations determined by the management of a company could include restrictions on items such as clothing or recreational time at work and this increases the stress and hostility that an employee experience at work. By placing too many restrictions on its employees, a company could increase the levels of absenteeism, as a result of the dissatisfaction an employee feels with the company they work for (Fombrun, 2005).

2.20 Employee Incentives

Ichniowski and Shaw (2003) highlighted that companies which had introduced a reward or incentive programme to workers had a higher level of production and dedication from employees, in comparison to those within the same field that did not offer their employees a rewards or incentives programme. According to Bauman and Stieglitz (2014), an incentive or rewards programme is an initiative put into place by the management, that rewards employees for accomplishing feats and tasks that go above and beyond what is required by their job description and provides an employee with a reward or bonus that is above what they receive as a salary or could be a reward in the form of a gift or company related reward. Oyer (2004)

found that these incentives could take on the form of an additional bonus, a gift in the form of a material item or a voucher that can be used outside of the company.

An incentive programme can take many forms and provide a varied amount of rewards to employees for the completion of a task or a specific criteria being met. Oyer (2004) discovered that the type of incentive offered for the work completed played a role in an employee's dedication to their participation in the incentives programme. Oyer (2004) further found that the work completed had to be in proportion to the reward received and if the work was more than the reward was worth, employees were less inclined to participate in the incentives programme. Ichniowski and Shaw (2003) noted that companies that forced employees to participate in a rewards programme often decreased the productivity and dedication of employees, as many employees felt it added an unnecessary amount of pressure to their workload.

Companies that offer incentives encourage and motivate employees to become actively involved within different faculties of a company. Ho and Yeung (2015) found that companies which offered incentives to employees for taking part in company related training and voluntary based initiatives such as participation in wellness programmes, reported an increased rate of attendance and found that employees participated in these initiatives more actively and engaged with the activities on a greater level, as a result of the incentive offered. Bauman and Stieglitz (2014) also found that if a company offered a fairly substantial incentive such as an additional amount of pay received for the month or additional time off, employees were more dedicated towards their job and the company and this then resulted in a decreased rate of absenteeism amongst employees.

2.21 Job Satisfaction

One of the factors strongly linked to absenteeism is the level of satisfaction that an employee has within their job and within his company (Baxter *et al.*, 2015). Job satisfaction is a term used to refer to a collective group of factors that determine the state of contentment and emotional commitment and the dedication that an employee has to the company they work and the job they are required to perform (Chandrasekar, 2011). Some of these factors include the type of salary being received by an employee, the type of work that an employee is expected to perform, the opportunity to be promoted within their area of experience, the type of management that an employee reports to and the work environment an employee is exposed to, amongst other

things (Kehinde, 2011). These factors can have both a positive and negative impact on the satisfaction an employee has with their job and the company they work for and this in turn affects the amount of time that an employee chooses to remain absent from work (Herrman and Rockoff, 2012).

Judge and Watanabe (1993) found that the satisfaction that an employee has with the job they are expected to perform can be proportionately linked to the satisfaction and contentment that the employee has within their personal life. This link determines whether an employee will remain absent from work as a result of it. If an employee has a tumultuous home life and personal life, this will in all likelihood affect the level of dedication and attention that they are capable of giving to their job and this determines the level of satisfaction that they have within their work environment, because if an employee is not immersed within their job, they are unable to gain any satisfaction from the tasks they perform and a tenuous home environment leads to an increased level of absenteeism to effectively deal with these personal issues (Kehinde, 2011). Thus, the correlation between the type of strain in their personal life and the strain they then experience in their jobs, can negatively influence the satisfaction that an employee has with their job and workplace.

Employees who are immensely satisfied in their jobs and feel fulfilled and content with their work environment are less likely to remain absent from work (Kehinde, 2011). There are several ways to ensure that this is the case for employees. Herrman and Rockoff (2012) found that if employers accurately place employees within their field of expertise and experience, employees have a higher level of contentment and satisfaction with performing their daily tasks and have a reduced level of absenteeism, whereas placing an employee in a work environment outside of their comfort zone only increases the stress and anxiety that they feel in completing their tasks and results in a higher and prolonged state of absenteeism from the employee.

Thus, to ensure the satisfaction of employees, it is the duty of the company to actively engage with employees on issues that may have a positive or negative impact on the job satisfaction of employees and keep a level of communication open with the employees to discover ways in which an employee can be assisted with, in feeling a sense of satisfaction and content for the job they are meant to carry out (Kehinde, 2011).

2.22 Employee Morale

Employee morale is an aspect that can be defined as the perception and feelings of well-being that an employee possesses within their work environment and has been found to directly influence the productivity and level of absenteeism of an employee within their company (Swartout Boykin, Dixon and Ivanov, 2015). Employee morale can be seen as a direct link to how effectively a company is able to function and determines the level of productivity the company has, as if employees do not feel motivated or provided for by their company, they are less likely to perform as efficiently and effectively as they would have if they had a higher level of morale (Oladapo and Banks, 2013). A low employee morale can also physically affect the mental and physical wellbeing of an employee, as employees who do not feel motivated and feel safe within their work environment are more likely to avoid attending work to avoid being in that situation (Mcknight, Ahmad and Schroeder, 2001).

The type of relationship that exists between management and employees can also have an impact on employee morale (Mcknight *et al.*, 2001). It was found that managers who ill-treated and discriminated against employees for personal reasons and appearances had a decreased level of morale within their employees, which was measured by the high average rate of absenteeism that was being experienced by the company. Swartout *et al.*, (2015) found that employees who were offered no incentive in their work environment also had a very low level of morale, as it gave the employees a sense of being taken for granted and undervalued, which resulted in a lowered rate of productivity and a hostile relationship between the management and the employees. It also created a divided work environment which only further decreased the level of employee that already existed.

A work environment that offered no room for growth was also found to decrease the level of morale that an employee had for the work that they worked for, as employees who were in jobs with no room for growth or professional development felt trapped within their job position and thus, were more likely to call in absent, as this type of work situation resulted in restlessness on the part of the employee (Oladapo and Banks, 2013). Companies also experienced low employee morale when jobs were being downsized and employees were being retrenched. Mcknight *et al.*, (2001) found that employees developed stress and anxiety over their jobs and the uncertainty of their future, and were more likely to remain absent from work, as they attempted to find work or employment elsewhere. This in turn negatively affected the

productivity of a company, which decreased profit and resulted in more employees being retrenched to compensate for the loss.

Wellness programmes can assist with employee morale by promoting and encouraging employees to actively engage with the company they work for. Swartout *et al.*, (2015) discovered employees who were allowed to be a part of management decisions and who were actively involved in their areas of expertise around the company had an increased level of morale and a more positive opinion of them. Having a positive view on the company that an employee works for also affects the morale that the employee feels, as a company proactively involved in its community and had a high reputation for philanthropic work produced a greater sense of pride and satisfaction in employees for the company they were employed by, whereas companies viewed negatively by their community created a low morale within employees, as they were ashamed to be affiliated with the company they worked for (Mcknight *et al.*, 2001).

2.23 Conclusion

The literature reviewed in this chapter has provided a relatively inclusive explanation of what this study will examine and provides an in-depth view into the relationship that exists between the level of absenteeism within the workplace and each of the subject matter. The gaps in literature, such as how employees feel concerning wellness programmes affect the level of absenteeism within the work place, are addressed within this study. This study takes into account aspects that are both health and business related within the context of wellness initiatives within the work place and the effect that these aspects have on the level of absenteeism within the work environment. Each section provides a clear and descriptive discussion of the subject matter and provides a cohesive link between absenteeism and the topic being discussed. The key points discussed within the literature review have shown that while a considerable amount of research has been undertaken concerning the effect of wellness programmes on the level of absenteeism within a company, there is a gap within the literature. This gap centres around wellness programmes, regarding how they affect the level of absenteeism at South African companies and how these can be implemented to positively influence the level of absenteeism within a company. An expansion on the literature available allows for greater insights into how wellness programmes can assist with dropping the level of absenteeism within a company and can shed light on a number of theories and insights that have not yet been explored extensively by previous literature. This study thus hopes to provide a greater level of insights into how wellness programmes affect the level of absenteeism within

a company with a special focus on how the level of absenteeism is influenced by shop floor employees at the company at which the study is being conducted. The next chapter describes the methodology employed in this study.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents and explains the research methodology, as well as the methods that were employed in order to answer the research questions identified by this study. The following issues are described in the chapter: the research design, research approach, population and sampling, data collection instrument, as well as data analysis. The pilot study and the ethical considerations are also described in-depth.

3.2 Research Design

3.2.1 Quantitative Research Approach

Quantitative research seeks to investigate relationships between variables to confirm relationships postulated in existing theories (Monfared and Derakhshan, 2015). Large samples are employed in data collection, as the approach also seeks to generalise research findings to the whole population (Monfared and Derakhshan, 2015). The approach is concerned with collecting numerical data or structured data that can easily be quantified (Choy, 2014).

For the purpose of this study, the quantitative research design was the methodology of choice as it allows for the efficient and organized representation of data, which is easy to analyse and interpret, while at the same time allowing for the accurate representation of circumstances and its validity can be determined (Tredoux and Durrheim, 2006). The quantitative research design allows for the modelling of a realistic model that can be related to the area of interest outside of the study and the questions asked are statistically structured, so the data gained can be quantified and analysed (Tredoux and Durrheim, 2006). The independent variable in a study can be defined as a variable that determines the outcome of another variable and remains unaffected by any other variables that may exist within a study (Tredoux and Durrheim, 2006). The independent variable for this study was the wellness programme as it remains unaffected by the other variables within the study. Within the context of this study, the dependent variable was the level of absenteeism, as it is influenced by the impact of the wellness programme available. Other dependent variables which depend on the extensiveness of the wellness programmes include:

- Workplace design
- Health services available within wellness initiatives

- Operational standards
- Employee reward and recognition

3.3 Location of the Study

The location of the study is Altech UEC SA (Pty) Ltd, in Mount Edgecombe, Durban.

3.4 Population

The term population refers to the group of people in which the research study is interested in examining (Tredoux and Durrheim, 2006). This study investigated how wellness programmes within a work environment impacted on the level of employee absenteeism. In view of this, the population for this study comprised the 500 employees of Altech UEC.

3.5 Sampling and Sample Size

According to Tredoux and Durrheim (2006), the term sample makes reference to the portion of a population that a study is interested in. There are different methods of sampling and these include the random selection of participants, which was employed in this study. This method ensured that every individual had an equal chance of being selected and the selection of any given individual did not influence how the individual was chosen. For the purpose of this study, the simple random sampling method was used, meaning that of the 500 shop-floor employees within the population of interest, 394 participants were randomly selected and requested to take part in the survey. This method of sampling ensures that it is a true representative of the target population, as the method of chance selection ensures no bias in sampling and therefore, ensures that there are no discrepancies in the information that is collected from the participants. This method offered a level of practicality as it allowed for the sample to be chosen without any form of exclusion to the population of interest.

The sample chosen was done through approaching the employees working on the shop floor at the time and the researcher requested them to participate in the study. The sample size of 394 represents approximately 79% of the total population. This large proportion, coupled with simple random selection used in selecting the participants, makes the sample to be representative of the population (Saunders, Lewis and Thornhill, 2009). Saunders *et al.*, (2009) argue that large sample sizes entail high confidence level in the sample having the characteristics of the population. This confidence level of this study was 99%. This is supported by Cohen, Manion and Morrison (2007) who state that a population of 500 at 99% confidence

level and 1% margin of error go with a sample size of 393, which is close to the sample size used in the study of 394. This sample size is therefore statistically sound given the low margin of error.

3.6 Data Collection

Below is a description of how the data collection tool was administered.

3.6.1 Research Instrument: The Questionnaire

The questionnaire was developed for the collection of primary data. The questions designed were based on the objectives and the literature review concerning wellness programmes, in order to answer the question of how absenteeism could be reduced through sound wellness programmes. The structure of the questionnaire was designed to ensure that it catered for all the participants, despite their levels of education. The language and grammar was kept simple, the questions were not long and they did not require extensive responses from the participants. The questionnaire ensured that all the information was explained in detail and that the respondents were adequately informed. The form of questioning also offered no time restriction on answering each item within the survey and thus, placed no pressure on the participants and therefore improved the rate of unbiased and honest answer

Tegang, Emukule, Wambugu, Kabore and Mwanogo (2009) found that technologically administered surveys proved to be more taxing and ineffective than surveys administered through a paper medium. They also found that electronic questionnaires were rendered void in many cases, as a result of low levels of computer literacy amongst the respondents in certain cases. In this research questionnaires were physically distribute to the participants of the study. Participants were given the chance to respond to the questionnaire at their own convenient place and time, then returned upon finishing. This also increased the response rate, in the sense that the participants had enough time to respond to the questionnaire. The use of paper-based surveys in this study ensured that it could be understood by all the participants and that useful data were collected.

3.7 Pilot Study

In order to ensure an effective understanding and co-operation amongst the study participants, to a pilot study of the questionnaire was done, so that any misunderstandings, lack of clarity or ambiguity were removed in the questions. It also served to trigger interest in the topic, so as to

maximise participation in the formal study. The questionnaire was first tested on a group of 10 employees who were not part of the actual study. The findings of the pilot study indicated that the questions were well adapted to the target population and all of the questions were understood. However, minor changes were made to ensure that the questionnaire was suitable for use on the sample that was selected from the target population.

3.8 Ethical Considerations

Throughout the study, it was ensured that no harm or predicted possibilities of harm were possible for participants. Each participant was asked to voluntarily sign the consent form. Participants were reassured that the information they provided would not be used for any purpose, other than the study and were allowed to submit an incomplete questionnaire if there were any questions which they were uncomfortable answering.

The first page of the questionnaire introduced the researcher, the title of the study and why the study was being conducted. It also provided a brief explanation of the study as well as providing the details of all parties involved for a participant to contact, should they feel uncomfortable with any of the questions being asked. The participants who chose to provide their names and signatures were reassured that they would not be discriminated against by anyone for doing so and this information was protected. There was no deception used to coerce participants into taking part in the study and all information revolving around the study was freely disseminated to the participants who wished to know more on the study. No reward was given to the participants who took part in the study to induce participation and participants were assured of anonymity and confidentiality.

3.9 Data Analysis

The Kruskal-Wallis Factor Analysis test was used and processed through the use of the SPSS (Statistical Product and Service Solutions) package. This form of analysis ensures that the independent equality mean is established for each statistical group, with these groups being independent of one another, while all determining the same factor (Tredoux and Durrheim, 2006). In this case, the independent factors included the following:

- Workplace design
- Health services available within wellness initiatives

- Operational standards
- Employee reward recognition

Normality tests are used to determine the degree to which a set of data is modelled by a normal distribution (Tredoux and Durrheim, 2006). The test used in this study was the Kolmogorov-Smirnov, which is used to quantify a distance between the empirical distribution function of the sample and the cumulative distribution function of the reference distribution, or between the empirical distribution functions of two samples (Tredoux and Durrheim, 2006). Cross-tabulation allows for 2 variables to be measured simultaneously, with one variable equating to the sum of the other, where the number of rows and columns are multiplied to provide the total number of cells within the table.

3.10 Validity and reliability

Efforts were made to enhance the reliability of the questionnaire. The reliability of the research instrument was measured by Cronbach's alpha coefficient. A questionnaire is regarded as reliable if the Cronbach's alpha coefficient is within the range of 0.7 to 0.9 (Sharma, 2016). The Cronbach's alpha coefficient of this study is 0.8 which is within the acceptable range. It can therefore be concluded that the measurements of the questionnaire for study are consistent. This makes the findings of the study to be reliable.

3.11 Limitations of the Study

The participants for this study included the employees who worked on the shop floor. This means that the results obtained would only be applicable to employees who were working on the shop floor of the manufacturing company concerned and cannot be generalized to a larger population of employees without further investigation and research. It does however provide a generalizability into insights on how employees utilize the wellness initiatives available to them and how this in turn impacts on the level of absenteeism from work, which ensures that the study has a level of generalisability.

3.12 Summary of Chapter

This chapter described the methodology that was employed in this study in order to answer the research questions. The research design, population and sampling were discussed alongside the data collection and data analysis techniques. In view of the above, the chapter that follows presents and analyses the findings of the study.

CHAPTER FOUR: DATA PRESENTATION AND STUDY OUTCOME

4.1 Introduction

This chapter discusses the research instrument by analysing the results obtained from the pilot study and the actual study; after which it provides insights into the various characteristics associated with the sample. A detailed analysis of the descriptive and inferential statistics used for the study is presented.

4.2 Participants' Characteristics

4.2.1 Participants' Gender

The first portion of the questionnaire sought the demographical information of the sample set.

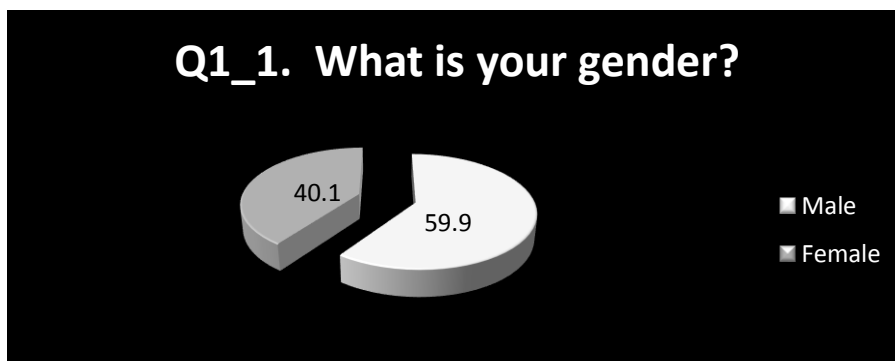


Figure 4.1: Gender Distribution

Out of the 394 participants who were part of the study, 236 were male and 158 were female. Thus, 59.9% of the research participants were male while 40.1% were female.

4.2.2 Participants Age Groups

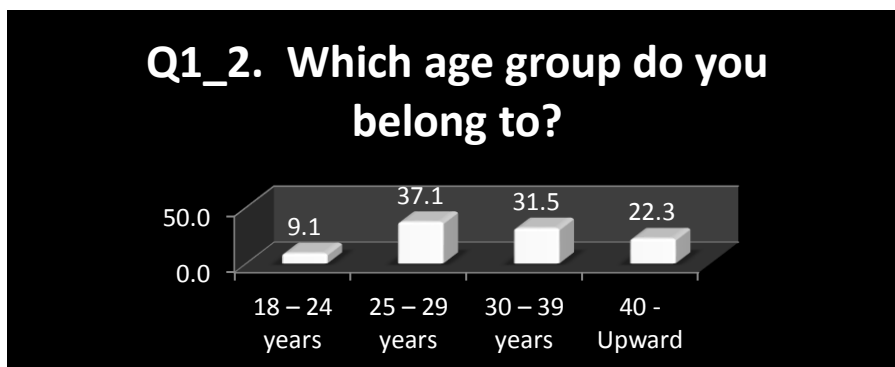


Figure 4.2: Age Distribution

The above Figure 4.2 indicates that out of the 394 participants who participated in the study, 36 (9.1%) participants were between the age of 18 to 24 years old, 146 (37.1%) participants were between the age of 25 to 29 years old, 124 (31.5%) participants were between the age of 30 to 39 years old and 88 (22.3%) participants were 40 years old and older.

4.2.3 Participants' Marital Status

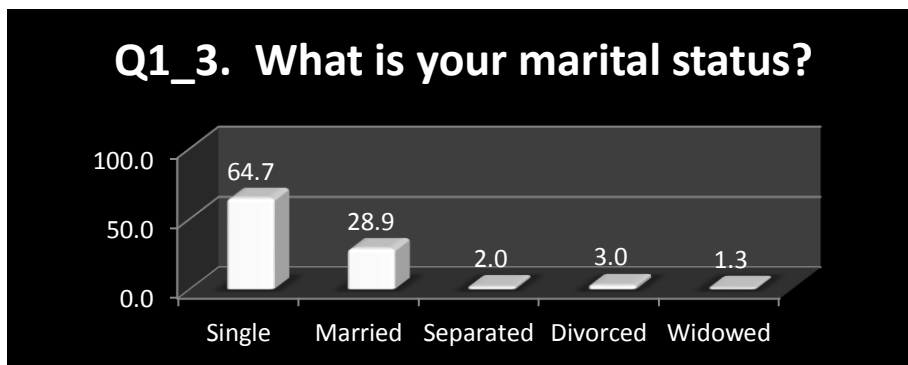


Figure 4.3: Marital Status

Out of the 394 participants, 255 (64.7%) were single, 114 (28.9%) were married, 8 (2%) were separated from their spouses, 12 (3%) were divorced and 5 (1.3%) were widowed.

4.2.4 Participants' Level of Education

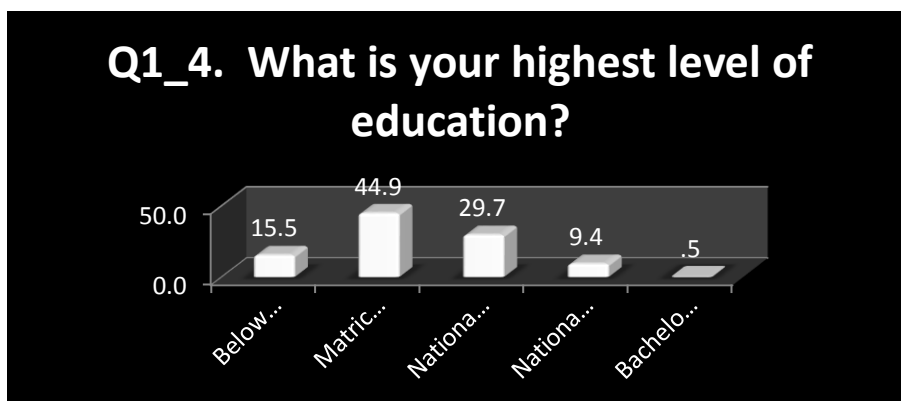


Figure 4.4: Education Level of Participants

Out of the 394 participants who took part in the study, 61 had not passed their matric, 177 were in possession of their matric certificate, 117 had their national certificate, 37 had their national diploma in the relevant qualification and 2 had a bachelor's degree or Bachelor of Technology in the relevant qualification.

4.2.5 Department Distribution

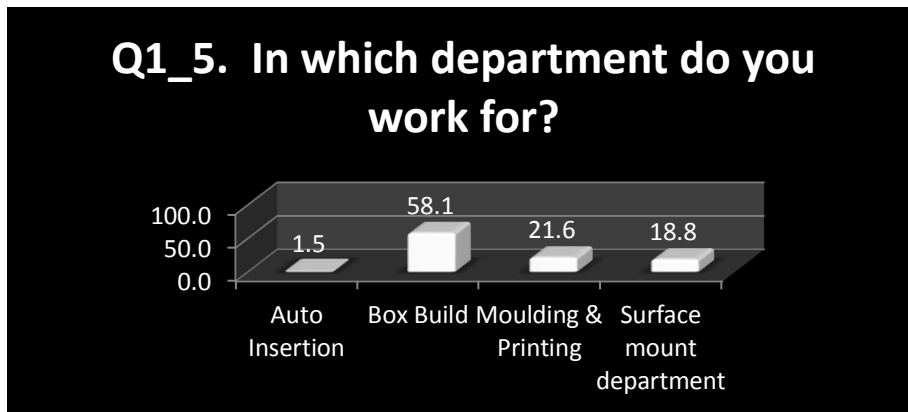


Figure 4.5: Department Distribution

Out of the 394 participants, 6 worked in the auto insertion department, 229 worked in the box build department, 85 worked in the moulding and printing department, while 74 worked in the surface mount department.

4.2.6 Length of Service in the Current Position

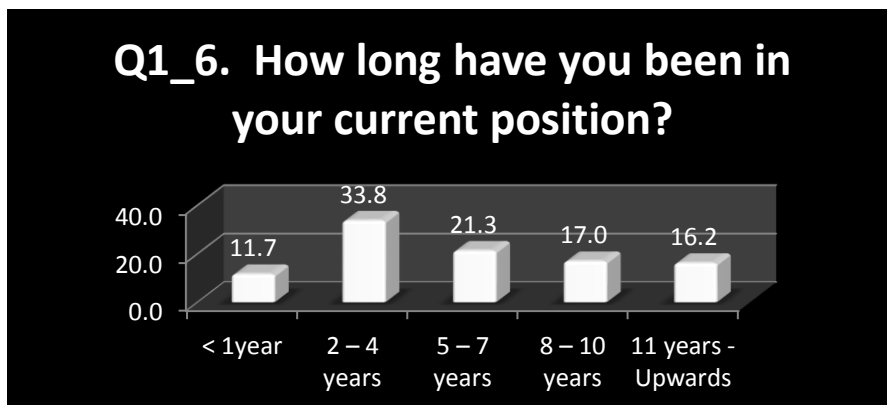


Figure 4.6: Duration of Employment

Out of the 394 participants interviewed, 46 had been employed by Altech UEC for less than a year, 133 had been with the organisation for 2 to 4 years, 84 had been employed by Altech UEC for 5 to 7 years, 67 had been employed by Altech UEC for 8 to 10 years and 64 had been employed by Altech UEC for 11 years or longer.

4.27 Employment Status

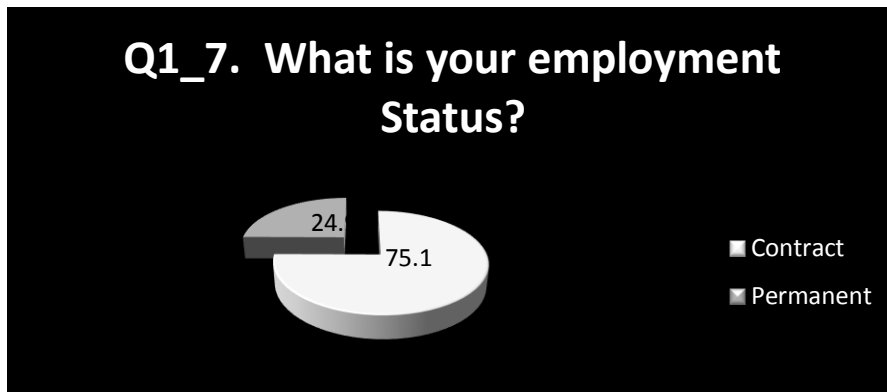


Figure 4.7: Participants' Employment Status

Out of the 394 employees interviewed, 296 were employed by Altech UEC on a contractual basis, while 98 employees were on a permanent basis.

4.3 Data Reduction Methods

Tests of normality were carried out to determine if the sample drawn from the population was evenly and normally distributed. These assumptions of univariate normality ensure that there is an even distribution of any given random variable within the sample (Shapiro and Wilk, 1965). Kolmogorov-Smirnov and Shapiro-Wilk normality tests were carried out to determine the normality of the sample, of which both tests produced a significant value of .000. This is less than 0.001 and therefore proves that the data were not normally distributed, which also requires non-parametric tests for the analysis of the collected data.

The Cronbach alpha for all items used in the questionnaire (N= 32) is .803. This suggests an acceptable level of consistency and reliability for the questionnaire. As suggested by the Item-Total Statistics, the following items in the questionnaire would have had a Cronbach's Alpha significance value of 0.7 or higher, if deleted:

- Q 2. 2 - Q 2.4 -Q 2.5 -Q 3.1 - Q 3.2 - Q 3.3
- Q 3.5.1 - Q 3.5.2 - Q 3.5.3 - Q 3.5.4 - Q 3.5.5 - Q 3.6.1
- Q 3.6.2 - Q 3.6.3 - Q 3.6.4 - Q 3.7 - Q 3.8 - Q 5.1
- Q 5. 2 - Q 5.3 - Q 5.4 - Q 5.5 - Q 5.6 - Q 5.7
- Q 5.8 - Q 5.9

From the results obtained, it can therefore be concluded that all the items were kept as no items caused a level of internal inconsistency within the questionnaire. As the questionnaire proved

to be non-parametric in nature, a Kruskal-Wallis factor analysis was used to determine the significance of the results obtained and this was broken down into the following factors:

4.3.1 Gender vs. The Use of Facilities

One of the things that the researcher aimed to establish was to find out who accesses the services at the “Life” Health Clinic more, between the males and female employees. Thus, the participants were asked to rate the facilities provided by Altech UEC. There was a significant difference in the respondents’ gender, and their rating of Altech UEC (Pty) Ltd employee facilities provided for staff: “Life” Health Clinic ($H(1) = 4.781, p = 0.029$). Table 4.1 summarises the findings in this regard.

Upon examination of the cross tabulation

Q1_1. What is your gender? * Q3_5_1. Rate the below Altech UEC (Pty) Ltd employee facilities provided for our staff: “Life” Health Clinic

Count

Table 4.1: Gender vs. The Use of Facilities

| | Q3_5_1. Rate the below Altech UEC (Pty) Ltd employee facilities provided for our staff: “Life” Health Clinic | | | | | Total |
|-----------------------------|--|------------------|---------|--------------|-------------------|-------|
| | Not at All Satisfactory | Not Satisfactory | Neutral | Satisfactory | Very Satisfactory | |
| Q1_1. Male | 47 | 64 | 60 | 25 | 40 | 236 |
| What is your gender? Female | 47 | 36 | 48 | 8 | 19 | 158 |
| Total | 94 | 100 | 108 | 33 | 59 | 394 |

Males were more likely to find them very satisfactory. In this view, 83 out of 158 (52.5%) of the females were dissatisfied and in total, 131 out of 158 (82.9%) females did not express satisfaction. Only 27 out 158 (17.1%) females were satisfied and in total ,75 out of 136 (55.1%) were not dissatisfied. Male participants who were dissatisfied were 111 out of 236 (47%) while

65 out of 236 (27.5%) were satisfied. The remaining male participants 60 out 236 (25.5%) were neutral.

4.3.2 Age vs Access to Information

The research was aimed at finding out, in terms of their age, whether it was the younger or older employees who accessed information on the news board. The reasons for doing this were to find out if the usage of such facilities had anything to do with the age or gender of the employees. There was a significant difference in the respondents' age and the findings revealed that the company news board provided enough information which they required to understand the current business status and the organisational culture ($H(3) = 32.450, p < 0.0001$).

Upon examination of the cross tabulation

Q1_2. Which age group do you belong to? * Q2_4. Do you find the company news board providing enough information that you require to understand the current business status and the organisational culture?

Count

Table 4.2: Age vs. Access to Information

| | Q2_4. Do you find that the company's news board provides enough information for you to understand the state of the company | | | | | Total |
|---|--|-------|--------|----------|-------------------|-------|
| | Strongly Agree | Agree | Unsure | Disagree | Strongly Disagree | |
| Q1_2. Which age group do you belong to? 18 – 24 years | 6 | 5 | 4 | 11 | 10 | 36 |
| 25 – 29 years | 8 | 57 | 50 | 19 | 12 | 146 |
| 30 – 39 years | 24 | 59 | 24 | 12 | 5 | 124 |
| 40 - Upward | 15 | 42 | 20 | 9 | 2 | 88 |
| Total | 53 | 163 | 98 | 51 | 29 | 394 |

The research participants aged 18 to 24 years that were in agreement that the company provides enough information to understand the state of the company were 11 out of 36 (30.6%) while 21 out of 36 (58.3%) were in disagreement. The remaining 4 out of 36 (11.1) of this age group were unsure. The participants of age group 25 to 29 years that were in agreement were 65 out of 146 (44.5%) while 31 out of 146 (21.2%) were in disagreement. The remaining participants of the age group 25 to 29 years were not sure. There were also participants aged 30 to 39 years that took part in the study of which 83 out of 124 (66.9%) were in agreement and 17 out of 124 (13.7%) were in disagreement. Thus, 24 out of 124 (19.4%) were unsure. The participants aged above 40 years that were in agreement were 57 out of 88 (64.8%) and 11 out of 88 (12.5%) were in disagreement. The remaining 20 out of 88 (22.7%) were in not sure. The older the respondent, the more likely they were to agree.

4.3.3 Marital Status vs Access to Medical Services

This question sought to establish who accessed medical services, between the married and unmarried people. There was a significant difference in the respondents' marital status and the feeling that industrial psychologists would improve their well-being ($H(4) = 16.060, p = 0.003$).

Upon examination of the cross tabulation

Q1_3. What is your marital status? * Q3_6_4. Do you feel these free medical services improve your well-being: Industrial Psychologist?

Count

Table 4.3: Marital Status vs. Access to Medical Services

| | | Q3_6_4. Do you feel these free medical services improve your well-being: Industrial Psychologist | | | | | Total |
|------------------------------------|-----------|--|----------|-----------|------------|------------|-------|
| | | Very Much | Somewhat | Undecided | Not Really | Not at All | |
| Q1_3. What is your marital status? | Single | 92 | 32 | 29 | 26 | 76 | 255 |
| | Married | 63 | 10 | 11 | 4 | 26 | 114 |
| | Separated | 2 | 0 | 2 | 2 | 2 | 8 |
| | Divorced | 6 | 0 | 0 | 4 | 2 | 12 |
| | Widowed | 0 | 0 | 1 | 0 | 4 | 5 |
| Total | | 163 | 42 | 43 | 36 | 110 | 394 |

A total of 124 out of 255 (48.6%) of single research participants were feeling very much and somewhat that the free medical services improve their wellbeing while 29 out of 255 (11.4%) were undecided. The remaining 102 out of 255 (40%) were not really and not at all feeling that the free medical services improve their wellbeing. Married participants that were feeling very much and somewhat that the free medical services improve their wellbeing were 73 out of 114 (64%) while 11 out of 114 (9.6%) were undecided. The remaining 30 out of 114 (26.3%) married participants were not really and not at all feeling that the free medical services were improving their wellbeing. Only 8 participants were separated of which 2 (25%) were not really feeling that the medical services improve their wellbeing while 4 (50%) were feeling very much and somewhat that the free medical services improves their wellbeing. The remaining 2 out of 8 (25%) were undecided if the free medical services improves their wellbeing. The widowed participants were the least represented, as they were only 5. The widowed participants that were not at all feeling that the free medical services were 4 out of 5 (80%) while 1 out of 5 (20%) were undecided. Widowed people were more likely not to believe this statement at all.

4.3.4 Employees' Working Posture and their Departments

There was a significant difference in the respondents' department and whether they stand or sit, in their job ($H(4) = 20.656, p < 0.0001$).

Upon examination of the cross tabulation

Q1_5. In which department do you work? * Q2_3. In your line job, do you work while standing or sitting?

Count

Table 4.4: Employees' working posture and their departments

| | | Q2_3. In your line job, do you work standing or sitting? | | Total |
|--|--------------------------|--|---------|-------|
| | | Standing | Sitting | |
| Q1_5. In which department do you work for? | Auto Insertion | 2 | 4 | 6 |
| | Box Build | 209 | 20 | 229 |
| | Moulding and Printing | 17 | 68 | 85 |
| | Surface Mount department | 55 | 19 | 74 |
| Total | | 283 | 111 | 394 |

Participants working in the auto insertion were 6 of which 2 (33.3%) worked while standing and 4 (66.7%) worked while sitting. The majority of participants (209 out 229 or 91.3%) from the box build department were working while standing while 20 out of 229 (8.7%) worked while seated. Participants from the moulding and printing that worked while standing were 17 out of 85 (20%) while 68 out of 85 (80%) worked while sitting. Surface mount department participants that worked while sitting were 19 out 74 (25.7%) and 55 out of 74 (74.3%) worked while standing. Auto insertion and moulding and printing were more likely to sit, whereas box build and surface mount were more likely to stand.

4.3.5 The Relationship between the Medical Services Offered with the Employees' job

There was a significant difference in the respondents' department and the feeling that HIV test improves their well-being ($H(4) = 21.899, p < 0.0001$).

Upon examination of the cross tabulation

Q1_5. In which department do you work? * Q3_6_1. Do you feel these free medical services improve your well-being: HIV test?

Count

Table 4.5: The Relationship between the Medical Services Offered with the Employees' Job

| | Q3_6_1. Do you feel these free medical services (HIV testing) improve your well-being: | | | | | Total |
|--|--|----------|-----------|------------|------------|-------|
| | Very Much | Somewhat | Undecided | Not Really | Not at All | |
| Q1_5. In which department do you work? | | | | | | |
| Auto Insertion | 2 | 0 | 0 | 2 | 2 | 6 |
| Box Build | 107 | 27 | 28 | 30 | 37 | 229 |
| Moulding and Printing | 56 | 19 | 0 | 3 | 7 | 85 |
| Surface mount department | 46 | 2 | 8 | 10 | 8 | 74 |
| Total | 211 | 48 | 36 | 45 | 54 | 394 |

Participants from the auto insertion that felt very much that free medical services improve their wellbeing were 2 out of 6 (33.3%) while 4 out of 6 (66.7%) were feeling not really and not at all that the free medical services enhances their wellbeing. Box build participants totalling 134 out of 229 (58.5%) were feeling very and somewhat that the free medical services where

enhancing their wellbeing while 28 out of 229 (12.2%) were undecided. The remaining box build participants of 67 out of 229 (29.3%) were not really and not at all feeling that the free medical services were improving their wellbeing. Moulding and printing participants that were feeling somewhat and very much that the free medical services were improving their wellbeing were 75 out of 85 (88.2%) while 10 out 85 (11.8%) were feeling not really and not at all that the free medical services enhanced their wellbeing. Participants from surface mount department that felt somewhat and very much that the free medical services improved their wellbeing were 48 out of 74 (64.9%) whilst 8 out of 74 (10.8%) were undecided. The remaining 18 out of 74 (24.3%) were feeling that the free medical services were improving their wellbeing. Auto insertion was more likely not to feel that this was a significant contributor to their well-being, as compared to other departments.

4.3.6 The Relationship between the Medical Services Offered with the Employees' Job

There was a significant difference in the Box Build department employees and the feeling that an industrial psychologist would improve their well-being ($H(4) = 13.069, p = 0.011$).

Upon examination of the cross tabulation

Q1_5. In which department do you work? * Q3_6_4. Do you feel these free medical services by improve your well-being: Industrial Psychologist cross tabulation?

Count

Table 4.6: The Relationship between the Medical Services Offered with the Employees' Job

| | Q3_6_4. Do you feel these free medical services improve your well-being: Industrial Psychologist | | | | | Total | |
|--|--|----------|-----------|------------|------------|-------|-----|
| | Very Much | Somewhat | Undecided | Not Really | Not at All | | |
| Q1_5. In which department do you work? | Auto Insertion | 2 | 4 | 0 | 0 | 0 | 6 |
| | Box Build | 80 | 20 | 25 | 24 | 80 | 229 |
| | Moulding and Printing | 45 | 14 | 8 | 6 | 12 | 85 |
| | Surface mount department | 36 | 4 | 10 | 6 | 18 | 74 |
| Total | | 163 | 42 | 43 | 36 | 110 | 394 |

Employees from the auto insertion that felt very much and somewhat that free medical services from industrial psychologist were improving their wellbeing were 6 out of 6 (100%). Thus, there were no employees from the auto insertion that were undecided or were not really and not at all feeling that the free medical services from the industrial psychologist were improving their wellbeing. Participants from box build that felt very much and somewhat that the free medical services from the industrial psychologist were enhancing their wellbeing were 100 out of 229 (43.7%) whilst 104 out of 229 (45.4%) felt not really and not at all that free medical services from the industrial psychologist were enhancing their wellbeing. Only 25 out of 229 (10.9%) participants from box build were undecided. Mould and printing participants that felt very much and somewhat that the free medical services from the industrial psychologist were 59 out of 85 (69.4%) and 8 out of 85 (9.4%) were undecided. The remaining 18 out of 85 (21.2%) of the participating employees from the mould and painting were not really and not at all feeling that the industrial psychologist was offering services that were enhancing their wellbeing. Participants from surface mount department that very much and somewhat felt that services from industrial psychologist were enhancing their wellbeing were 40 out of 74 (54.1%) while 10 out of 74 (13.5%) were undecided. The other remaining participants from the surface mount department of 22 out of 74 (29.7%) were not really and not at all feeling that the free medical services from an industrial psychologist were enhancing their wellbeing. Employees from auto insertion department were more likely to think that industrial psychologists would enhance their well-being followed by employees from the mould and painting department.

4.3.7 Training and Development Offered for Different Departments

There was a significant difference in the respondents' department, and thinking they received sufficient training and development to perform their job ($H(4) = 16.580, p = 0.002$).

Upon examination of the cross tabulation

Q1_5. In which department do you work? * Q5_5. Do you think you receive sufficient training and development to perform your job?

Count

Table 4.7: Training and Development Offered for Different Departments

| | | Q5_5. Do you think you receive sufficient training and development to perform your job? | | | | | Total |
|--|--------------------------|---|----------|---------|-------|----------------|-------|
| | | Strongly disagree | Disagree | Neutral | Agree | Strongly agree | |
| Q1_5. In which department do you work for? | Auto Insertion | 4 | 0 | 2 | 0 | 0 | 6 |
| | Box Build | 24 | 43 | 46 | 78 | 38 | 229 |
| | Moulding and Printing | 13 | 11 | 14 | 27 | 20 | 85 |
| | Surface mount department | 8 | 8 | 14 | 26 | 18 | 74 |
| Total | | 49 | 62 | 76 | 131 | 76 | 394 |

Participants from auto insertion that were in disagreement that they receive adequate training and development to perform their job were 4 out of 6 (66.7%) while 2 out of 6 (33.3%) were undecided. Thus no research participants from the auto insertion were in agreement that they were receive sufficient to perform their job. Participating employees from box build that were in disagreement that they were receiving adequate training and development were 77 out of 229 (33.6%) while 116 out of 229 (50.7%) were in agreement. Thus, 46 out 229 (20.1%) were neutral. Moulding and printing employees that were in disagreement were 24 out of 85 (28.2%) while 47 out of 85 (55.3%). Surface mount department employees that were in disagreement were 16 out of 74 (21.6%) whilst 44 out of 74 (59.5%). The findings reveal that employees from the auto insertions were the more likely to disagree that they were receiving adequate training.

4.3.8 Length of Service in the Current Position vs Working Posture

There was a significant difference in the number of years that a respondent had been in their position, and whether they generally work while standing or sitting ($H(4) = 27.507, p < 0.0001$)

Upon examination of the cross tabulation

Q1_6. How long have you been in your current position? * Q2_3. In your line job, do you work while standing or sitting?

Count

Table 4.8: Length of Service in the Current Position vs Working Posture

| | Q2_3. In your line job, do you work standing or sitting? | | Total | |
|--|--|---------|-------|-----|
| | Standing | Sitting | | |
| Q1_6. How long have you been in your current position? | < 1year | 19 | 27 | 46 |
| | 2 – 4 years | 107 | 26 | 133 |
| | 5 – 7 years | 58 | 26 | 84 |
| | 8 – 10 years | 52 | 15 | 67 |
| | 11 years - Upwards | 47 | 17 | 64 |
| Total | | 283 | 111 | 394 |

Participants that had been in the current position for less than a year that worked while standing were 19 out of 46 (41.3%) whilst 27 out of 46 (58.7%) worked while sitting. Participating employees that had worked for 2 to 4 years in current position that worked standing were 107 out of 133 (80.5%) and 26 out of 133 (19.5%) worked while sitting. Participants that had been in their current position for 5 to 7 years working standing were 58 out of 84 (69%) whilst 26 out of 84 (31%) worked in their line job sitting. Participating employees that had been in their current position for 8 to 10 years while working standing were 52 out of 67 (77.6%) whilst 15 out of 67 (22.4%) working while sitting. There were also participants that had been in their current position for over 10 years of which 47 out of 64 (73.4%) worked while standing and 17 out of 64 (26.6%) worked while sitting. People who have been in their current position for less than a year were more likely to work sitting.

4.3.9 Length of Service in the Current Position vs Treatment in the Workplace

There was a significant difference in the number of years that a respondent had been in their position, and the feeling that they were treated professionally in the workplace ($H(4) = 19.071$, $p = 0.001$)

Upon examination of the cross tabulation

Q1_6. How long have you been in your current position? * Q4_3. Do you feel that you are treated professionally in the workplace? Cross-tabulation.

Count

Table 4.9: Length of service in the current position vs. treatment in the workplace

| | Q4_3. Do you feel that you are treated professionally in the workplace? | | | | | Total |
|--|---|-----------|-----------------------|--------|-------|-------|
| | Almost Always | Sometimes | Every Once in a While | Rarely | Never | |
| Q1_6. How long have you been in your current position? | | | | | | |
| < 1 year | 24 | 13 | 4 | 5 | 0 | 46 |
| 2 – 4 years | 36 | 62 | 8 | 12 | 15 | 133 |
| 5 – 7 years | 36 | 5 | 8 | 14 | 21 | 84 |
| 8 – 10 years | 11 | 28 | 0 | 18 | 10 | 67 |
| 11 years - Upwards | 11 | 32 | 4 | 9 | 8 | 64 |
| Total | 118 | 140 | 24 | 58 | 54 | 394 |

Participants that had worked for less than a year who felt that almost always and sometimes they are treated professionally were 37 out of 46 (80.4%) while 4 out of 46 (8.7%) felt they were treated professionally once in a while. The remaining participants that had been in their current position for less than a year believed rarely and never had they been treated professionally. The participating employees that had been in their current position for 2 to 4 years that believed that almost always and sometimes they are treated professionally were 98 out of 133 (73.7%) whilst 27 out of 133 (20.3%) were of the opinion that rarely and never were they treated professionally. The remaining of 8 out of 133 (6%) were of the perception that every once in a while they were treated professionally. The results further reveal that 41 out of 84 (48.8%) of employees that had worked in their current position for 5 to 7 years almost always and sometimes are treated professionally and 8 out of 84 (9.5%) believed once in a while they were treated professionally. Thus, 35 out of 84 (41.7%) were of the view that rarely and never were treated professionally. Participants that had been in their current position for 8 to 10 years that were of the view that almost always and sometimes they were treated professionally were 39 out of 67 (58.2%) while 28 out of 67 (41.8%) believed that rarely and never were they treated professionally. Participating employees that had been in their current position for above 10 years who believed that almost always and sometimes they were treated professionally were 43 out of 64 (67.2%) and 17 out of 64 (26.6%) were of the perception that rarely and never were

treated professionally. Thus, the remaining participants of 4 out of 64 (6.3%) were of the perception that once in a while they were treated professionally.

4.3.10 Medical Aid vs Treatment in the Workplace

There was a significant difference in whether or not they had medical aid, and the belief that they were treated with respect in the work environment ($H(1) = 4.735, p = 0.030$).

Upon examination of the cross tabulation.

Q3_4. Do you have medical aid? * Q5_9. Do you feel that you are treated with respect in the work environment? Cross-tabulation

Count

Table 4.10: Medical aid vs. treatment in the workplace

| | Q5_9. Do you feel that you are treated with respect in the work environment? | | | | | Total |
|--------------------------------|--|----------|---------|-------|----------------|-------|
| | Strongly disagree | Disagree | Neutral | Agree | Strongly agree | |
| Q3_4. Do you have medical aid? | | | | | | |
| Yes | 5 | 4 | 8 | 12 | 12 | 41 |
| No | 82 | 32 | 97 | 74 | 68 | 353 |
| Total | 87 | 36 | 105 | 86 | 80 | 394 |

The research participants with medical aid that were in disagreement that they were treated with respect in the work environment were 9 out of 41 (22%) while 24 out of 41 (58.5%) were in agreement. The remaining participants constituting 8 out of 41 (19.5%) were neutral. The participants without medical aid that were in disagreement were 114 out of 353 (32.3%) and 142 out of 353 (40.2%). Participants without medical aid that were neutral were 97 out of 353 (27.5%). Employees with medical aid were more likely to be in agreement in comparison to employees without medical aid.

4.4 Descriptive and Inferential Statistics

4.4.1 Workplace Design

Table 4.11: Do you work rotating shift patterns that alternate between 4 days – dayshift and 4 nights - nightshift?

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | Yes | 366 | 92.9 | 92.9 | 92.9 |
| | No | 28 | 7.1 | 7.1 | 100.0 |
| | Total | 394 | 100.0 | 100.0 | |

It was found that 92.9 % of the participants worked alternate shifts rotating patterns that alternated between 4 days and 4 nights, while 7.1 % of participants did not work alternate shift rotating patterns that alternated between 4 days and 4 nights. The median for Q2.1 was 1 and the standard deviation was 2.21. The cumulative percentages of the respondents who worked rotating shift patterns that alternated between 4 days and 4 nights. There was a skewness of 3.3 and kurtosis of 9.2 to the distribution of the data.

Table 4.12: Are you happy with the job that you are doing?

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|------------------|-----------|---------|---------------|--------------------|
| Valid | Very Happy | 139 | 35.3 | 35.3 | 35.3 |
| | Sometimes Happy | 99 | 25.1 | 25.1 | 60.4 |
| | Neutral | 108 | 27.4 | 27.4 | 87.8 |
| | Not Happy | 30 | 7.6 | 7.6 | 95.4 |
| | Not at All Happy | 18 | 4.6 | 4.6 | 100.0 |
| | Total | 394 | 100.0 | 100.0 | |

The data showed that 35.3% of the participants were very happy with their present jobs, 25.1% of the participants were only sometimes happy with their jobs and 27.4% of the participants were neutral on the topic, while 7.6% were not happy and 4.6% were extremely unhappy with the job they were required to do. The majority of the participants were happy in their job as this was indicated by the cumulative 60.4%. The median for Q2.2 was 2 and the standard deviation was 1.67. The data for this question had a skewness of 0.63, while the kurtosis for the distribution of the data was -0.37. A positive value of skewness confirms that the views of the

participants are largely concentrated to the left and a negative kurtosis value entails a flatter distribution of the views of the participants (Saunders *et al.*, 2009). Thus, the views of the participants are not normally distributed.

Table 4.13: In your line job, do you work while standing or sitting?

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------|-----------|---------|---------------|--------------------|
| Valid | Standing | 283 | 71.8 | 71.8 | 71.8 |
| | Sitting | 111 | 28.2 | 28.2 | 100.0 |
| | Total | 394 | 100.0 | 100.0 | |

It was found that 71.8% of the participants stood for the duration of their job, while 28.2% spent the duration of their job sitting. A larger portion of the participants spent most of the time standing while doing their job. The median for Q2.3 was 1 and the standard deviation was 1.67. The distribution of the data had a skewness of 0.97, while the kurtosis of the distribution was -1.05.

Table 4.14: Do you find the company’s news board provides enough information that you require to understand the current business status and the organisational culture?

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------|-----------|---------|---------------|--------------------|
| Valid | Strongly Agree | 53 | 13.5 | 13.5 | 13.5 |
| | Agree | 163 | 41.4 | 41.4 | 54.8 |
| | Unsure | 98 | 24.9 | 24.9 | 79.7 |
| | Disagree | 51 | 12.9 | 12.9 | 92.6 |
| | Strongly Disagree | 29 | 7.4 | 7.4 | 100.0 |
| | Total | 394 | 100.0 | 100.0 | |

Upon analysis of the data, 13.5% of the participants strongly agreed that the news board of the company provided a comprehensive overview of the company, while 41.4% agreed with this statement and 24.9% was unsure of this. 12.9% disagreed with the question, while 7.4% was in strong disagreement with the question. The cumulative percent of 54.8% indicated that a large portion of participants was in agreement with the notion. The median for Q2.4 was 2 and the

standard deviation for the data was 1.67. The distribution of the data had a skewness of 0.58 and a kurtosis of -0.32, meaning the views of the participants are not normally distributed.

Table 4.15: Does the quarterly staff meeting by the senior management provide you with sufficient information based on future business and developments?

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------|-----------|---------|---------------|--------------------|
| Valid | Strongly Agree | 36 | 9.1 | 9.1 | 9.1 |
| | Agree | 136 | 34.5 | 34.5 | 43.7 |
| | Unsure | 108 | 27.4 | 27.4 | 71.1 |
| | Disagree | 66 | 16.8 | 16.8 | 87.8 |
| | Strongly Disagree | 48 | 12.2 | 12.2 | 100.0 |
| | Total | 394 | 100.0 | 100.0 | |

The data showed that 9.1% was in strong agreement with the statement being made, while 34.5% agreed and 27.4% was unsure. 16.8% of the participants disagreed with the question, while 12.2% were in strong disagreement with the question. The cumulative percentage of 43.7% indicated that a larger portion of the participants believed that the quarterly staff meeting held by management to discuss future developments was helpful. The median for Q2.5 was 3 and the standard deviation for this question is 1.67. The skewness of the distribution of the data was 0.346, while the kurtosis of the data was -0.77.

4.4.2 Services and Employee Wellness Initiatives

Table 4.16: Do services offered by Altech UEC SA (Pty) Ltd meet your service expectation from a company?

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|--------------------------|-----------|---------|---------------|--------------------|
| Valid | Almost Always | 70 | 17.8 | 17.8 | 17.8 |
| | Sometimes | 164 | 41.6 | 41.6 | 59.4 |
| | Every Once in a While | 45 | 11.4 | 11.4 | 70.8 |
| | Rarely | 57 | 14.5 | 14.5 | 85.3 |
| | Never | 58 | 14.7 | 14.7 | 100.0 |
| | Total | 394 | 100.0 | 100.0 | |

A total of 17.8% of the participants believed that their service expectations were almost always met by Altech UEC, while 41.6% felt that this was sometimes the case and 11.4% felt that it was done once every so often. 14.5% felt that their service expectations were rarely met, while 14.7% believed that their needs were never met by Altech UEC. A larger portion of the participants felt that their needs were met on a regular basis, as the cumulative percent of 59.4 is an indication of this. The median for Q3.1 was 2, while the standard deviation was 11.39. The skewness of the distribution of the data was 0.54, while the kurtosis of the distribution of the data was -0.94.

Table 4.17: How do you feel about wearing Altech UEC (Pty) Ltd branded uniform?

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|------------|-----------|---------|---------------|--------------------|
| Valid | Very Proud | 90 | 22.8 | 22.8 | 22.8 |
| | Proud | 122 | 31.0 | 31.0 | 53.8 |
| | Neutral | 115 | 29.2 | 29.2 | 83.0 |
| | Not Proud | 16 | 4.1 | 4.1 | 87.1 |
| | Very Bad | 51 | 12.9 | 12.9 | 100.0 |
| | Total | 394 | 100.0 | 100.0 | |

It was found that 22.8% of all the participants was immensely proud to wear the uniform bearing the Altech UEC brand, 31% was fairly proud, while 29.2% was also fairly proud to be in the company uniform. 4.1% of participants was not proud to be in the company uniform, while 12.9% of participants felt very bad to be in the company uniform. The cumulative percentage of 53.8% indicated that there was a greater feeling of pride in wearing the company uniform, than there was bad feeling about wearing the company uniform. The median for Q3.2 was 2 and the standard deviation was 11.39. The skewness of the distribution of the data was 0.63, while the kurtosis of the distribution was -0.42.

Table 4.18: Do you use Altech UEC (Pty) Ltd value added services for staff discounts on services such as Altech Auto Page; Altech Netstar, AON insurance, free decoder field trial sample etc.?

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------------------|-----------|---------|---------------|--------------------|
| Valid | Almost Always | 22 | 5.6 | 5.6 | 5.6 |
| | Sometimes | 69 | 17.5 | 17.5 | 23.1 |
| | Every Once In a While | 19 | 4.8 | 4.8 | 27.9 |
| | Rarely | 24 | 6.1 | 6.1 | 34.0 |
| | Never | 260 | 66.0 | 66.0 | 100.0 |
| | Total | 394 | 100.0 | 100.0 | |

The percentage of individuals who always made use of the value-added services for staff discounts was 5.6%, while the percentage of individuals who often made use of the value-added services provided by staff discounts was 17.5%. Individuals who made use of these services every once in a while, was 4.8%, while those who rarely made use of these services was 6.1% and the percentage of the participants who never made use of value added services was 66%. The majority of participants did not make use of value added services at all, as these services could be too expensive for them to afford. The median for this question was 5, while the standard deviation was 11.39. The skewness of distribution of the data was -1.08, while the kurtosis was -0.5.

Table 4.19: Do you have a medical aid?

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------|-----------|---------|---------------|--------------------|
| Valid | Yes | 41 | 10.4 | 10.4 | 10.4 |
| | No | 353 | 89.6 | 89.6 | 100.0 |
| | Total | 394 | 100.0 | 100.0 | |

Only 10.4% of the participants had medical aid, while 89.6% did not have it. The majority of the participants did not have medical aid as it could be too expensive, or not within their pay grade. The median for this question was 2, while the standard deviation was 11.39. The skewness of the data was -2.06, while the kurtosis was 4.8.

Table 4.20: Rate the below Altech UEC SA (Pty) Ltd employee facilities provided for our staff: “Life” Health Clinic

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------------|-----------|---------|---------------|--------------------|
| Valid | Not at All Satisfactory | 94 | 23.9 | 23.9 | 23.9 |
| | Not Satisfactory | 100 | 25.4 | 25.4 | 49.2 |
| | Neutral | 108 | 27.4 | 27.4 | 76.6 |
| | Satisfactory | 33 | 8.4 | 8.4 | 85.0 |
| | Very Satisfactory | 59 | 15.0 | 15.0 | 100.0 |
| | Total | 394 | 100.0 | 100.0 | |

A percentage of 23.9% of the participants was not at all satisfied with the health clinic facility that was provided by the company, while 25.4 % was not satisfied with the clinic and 27.4% had no feelings regarding the health clinic. In the same way, 8.4% found the health clinic satisfactory, while only 15% found it entirely satisfactory. The cumulative percentage of 49.2% indicated that a larger portion of individuals was unsatisfied with the services offered by the health clinic in Altech UEC. The median for Q 3.5.1 was 3, while the standard deviation for this question was 11.39. The skewness of the data for this question was 0.43, while the kurtosis for this question was -0.87.

Table 4.21: Rate the below Altech UEC (Pty) Ltd employee facilities provided for our staff: Fedics Canteen

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------------|-----------|---------|---------------|--------------------|
| Valid | Not at All Satisfactory | 22 | 5.6 | 5.6 | 5.6 |
| | Not Satisfactory | 48 | 12.2 | 12.2 | 17.8 |
| | Neutral | 62 | 15.7 | 15.7 | 33.5 |
| | Satisfactory | 90 | 22.8 | 22.8 | 56.3 |
| | Very Satisfactory | 172 | 43.7 | 43.7 | 100.0 |
| | Total | 394 | 100.0 | 100.0 | |

A total of 5.6% of the participants were not at all satisfied with the canteen services offered by the company, while 12.2% of participants was not satisfied by the services offered. 15.7% of the participants had no feelings regarding the canteen services, while 22.8% found the canteen services to be satisfactory and 43.7% was entirely satisfied by the canteen services being offered. The cumulative percentage of 66.5% indicated that the participants were generally satisfied by the canteen services being offered. The median for this question was 4 and the standard deviation was 11.39, while the skewness of the distribution of the data was -0.08 and the kurtosis were -0.51.

Table 4.22: Rate the below Altech UEC SA (Pty) Ltd employee facilities provided for our staff: Lockers

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------------|-----------|---------|---------------|--------------------|
| Valid | Not at All Satisfactory | 39 | 9.9 | 9.9 | 9.9 |
| | Not Satisfactory | 44 | 11.2 | 11.2 | 21.1 |
| | Neutral | 47 | 11.9 | 11.9 | 33.0 |
| | Satisfactory | 78 | 19.8 | 19.8 | 52.8 |
| | Very Satisfactory | 186 | 47.2 | 47.2 | 100.0 |
| | Total | 394 | 100.0 | 100.0 | |

It was found that 9.9% of the participants was not at all satisfied with the lockers that were available for use and 11.2% was not satisfied. 11.9% of the participants had no feelings regarding the lockers available at work, while 19.8% found them to be satisfactory and 47.2% found them to be entirely satisfactory. 67% of the participants was satisfied with the lockers. The median for Q 3.5.3 was 4, while the standard deviation was 11.39. The skewness of the distribution of data was -0.86 and the kurtosis of the distribution was -0.62.

Table 4.23: Rate the below Altech UEC SA (Pty) Ltd employee facilities provided for our staff: CIRO Vending Machines

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------------|-----------|---------|---------------|--------------------|
| Valid | Not at All Satisfactory | 39 | 9.9 | 9.9 | 9.9 |
| | Not Satisfactory | 51 | 12.9 | 12.9 | 22.8 |
| | Neutral | 66 | 16.8 | 16.8 | 39.6 |
| | Satisfactory | 57 | 14.5 | 14.5 | 54.1 |
| | Very Satisfactory | 181 | 45.9 | 45.9 | 100.0 |
| | Total | 394 | 100.0 | 100.0 | |

There was only 9.9% of the participants which was not at all satisfied with the vending machine facilities available, 12.9% was not satisfied and 16.8% of the participants had no feelings regarding the vending machine facilities at work. 14.5% was satisfied with the vending machine services, while 45.9 % was entirely satisfied with the vending machine facilities. The cumulative percent of 60.4% indicated that most of the participants were wholly satisfied with the vending machines available at work. The median was 4, while the standard deviation was 11.39. The skewness of the data was -0.67, while the kurtosis of the distribution of the data was -0.94.

Table 4.24: Rate the below Altech UEC SA (Pty) Ltd employee facilities provided for our staff: Intra-web services for payroll queries.

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------------|-----------|---------|---------------|--------------------|
| Valid | Not at All Satisfactory | 78 | 19.8 | 19.8 | 19.8 |
| | Not Satisfactory | 72 | 18.3 | 18.3 | 38.1 |
| | Neutral | 78 | 19.8 | 19.8 | 57.9 |
| | Satisfactory | 51 | 12.9 | 12.9 | 70.8 |
| | Very Satisfactory | 115 | 29.2 | 29.2 | 100.0 |
| | Total | 394 | 100.0 | 100.0 | |

Only 19.8% of participants was not entirely satisfied with the services provided for payroll queries, while 18.3 % of the participants was dissatisfied by the intra-web services provided for payroll queries. A total of 19.8% of the participants had no feelings regarding the services

provided for payroll queries, while 12.9% was satisfied and 29.2% was entirely satisfied with the services provided. There was a greater difference in the cumulative percentage of the participants who were satisfied and those who were not, but there was a greater number of participants who were satisfied with these services than those who were not. The median for this question was 3, while the standard deviation was 11.39 and the skewness of the distribution of data was -0.06, while the kurtosis was -1.42.

Table 4.25: Do you feel these free medical services improve your well-being: HIV test

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|------------|-----------|---------|---------------|--------------------|
| Valid | Very Much | 211 | 53.6 | 53.6 | 53.6 |
| | Somewhat | 48 | 12.2 | 12.2 | 65.7 |
| | Undecided | 36 | 9.1 | 9.1 | 74.9 |
| | Not Really | 45 | 11.4 | 11.4 | 86.3 |
| | Not at All | 54 | 13.7 | 13.7 | 100.0 |
| | Total | 394 | 100.0 | 100.0 | |

A total of 53.6% of the participants felt that the free medical services provided in the form of HIV testing greatly impacted on the state of their health, while 12.2% felt it had some form of impact on their health and 9.1% was unsure of the impact that HIV testing had on their wellbeing. About 11.4% felt that free HIV testing offered by Altech UEC did not have much of an impact on improving their health, while 13.7% felt that it had no kind of impact on their health whatsoever. A total of 65.7 % of the participants was in favour of HIV testing improving their health, which indicates that the majority of the participants were in favour of free HIV tests being offered at work. The median for this question was 1, while the standard deviation was 11.39. The skewness of the data was 0.82, while the kurtosis for this test was -0.91.

Table 4.26: Do you feel these free medical services improve your well-being: Eye test

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|------------|-----------|---------|---------------|--------------------|
| Valid | Very Much | 233 | 59.1 | 59.1 | 59.1 |
| | Somewhat | 39 | 9.9 | 9.9 | 69.0 |
| | Undecided | 28 | 7.1 | 7.1 | 76.1 |
| | Not Really | 34 | 8.6 | 8.6 | 84.8 |
| | Not at All | 60 | 15.2 | 15.2 | 100.0 |
| | Total | 394 | 100.0 | 100.0 | |

A large total of 59.1% of the participants felt that eye tests offered at their work place improved their well-being immensely and 9.9% felt it had some kind of impact on their wellbeing, while 7.1% was unsure if this impacted on their wellbeing in any way. 8.6% of the participants felt that the eye tests did not have much of an impact on their health, while 15.2% was of the opinion that free eye tests done at their work place did not impact on their health whatsoever. 69% of the participants felt that the eye tests had a positive impact on their health, which is indicated by the cumulative percentage of 69%. The median for Q3.6.2 was 1, while the standard deviation was 11.39. The skewness of the distribution of the data was 0.96, while the kurtosis of the data was -0.73.

Table 4.27: Do you feel these free medical services improve your well-being: Flu Vaccine

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|------------|-----------|---------|---------------|--------------------|
| Valid | Very Much | 212 | 53.8 | 53.8 | 53.8 |
| | Somewhat | 48 | 12.2 | 12.2 | 66.0 |
| | Undecided | 28 | 7.1 | 7.1 | 73.1 |
| | Not Really | 32 | 8.1 | 8.1 | 81.2 |
| | Not at All | 74 | 18.8 | 18.8 | 100.0 |
| | Total | 394 | 100.0 | 100.0 | |

It was found that 53.8% of the participants felt that the flu vaccines given at their work place had a positive impact on their wellbeing, while 12.2% of the participants felt that the flu vaccines had some kind of effect on their wellbeing and 7.1% of participants was unsure of the impact that flu vaccines had on their health. About 8.1% of the participants was of the opinion

that flu vaccines did not have much of an impact on their health, while 18.8% of the participants felt that the flu vaccines had no impact on their health. The cumulative percentage of 66% is an indication that a larger number of participants felt that the flu vaccines did have an impact on their health. The median for Q3.6.3 was 1, while the standard deviation for this question was 11.39 and the skewness of the distribution of the data was 0.79, while the kurtosis of the data was -1.05.

Table 4.28: Do you feel these free medical services improve your well-being: Industrial Psychologist

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|------------|-----------|---------|---------------|--------------------|
| Valid | Very Much | 163 | 41.4 | 41.4 | 41.4 |
| | Somewhat | 42 | 10.7 | 10.7 | 52.0 |
| | Undecided | 43 | 10.9 | 10.9 | 62.9 |
| | Not Really | 36 | 9.1 | 9.1 | 72.1 |
| | Not at All | 110 | 27.9 | 27.9 | 100.0 |
| | Total | 394 | 100.0 | 100.0 | |

The percentage of the participants who felt that the presence of an industrial psychologist as a medical service greatly impacted on their health was 41.4% and those who felt that it had some form of impact was 10.7%. Those who were unclear of the impact of an industrial psychologist was 10.9%. The percentage of the participants who were doubtful about the impact of an industrial psychologist on their health was 9.1%, while the percentage of those who felt it had no impact was 27.9%. The cumulative percentage of 52% indicated that there were more participants who felt the presence of an industrial psychologist as impacting on their health, than those who felt it had no impact. The standard deviation for this question was 11.39, while the median was 2 and the skewed distribution of the data was 0.28, while the kurtosis of the distribution was -1.63.

Table 4.29: Do you take part in the company's social club?

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|--|--|-----------|---------|---------------|--------------------|
| | | | | | |

| | | | | | |
|-------|-----------------------|-----|-------|-------|-------|
| Valid | Almost Always | 18 | 4.6 | 4.6 | 4.6 |
| | Sometimes | 40 | 10.2 | 10.2 | 14.7 |
| | Every Once in a While | 6 | 1.5 | 1.5 | 16.2 |
| | Rarely | 34 | 8.6 | 8.6 | 24.9 |
| | Never | 296 | 75.1 | 75.1 | 100.0 |
| | Total | 394 | 100.0 | 100.0 | |

The percentage of the participants who made use of the company's club almost all the time was 4.6%, while 10.2% of the participants only made use of it on certain occasions and 1.5% of them made use of it once in a while. A total of 8.6 % of the participants rarely made use of the social club, while 75.1 had never made use of it before. The percentage of participants who had never made use of this amenity was 75%. This could be due to a number of reasons, which will be discussed in Chapter 5. The median for Q 3.7 was 5, while the standard deviation was 11.39 and the skewness of the distribution of data was -1.8, while the kurtosis of the distribution of the data was 1.74.

Table 4.30: Do you take part in the volunteering for the company's social Initiatives of helping charitable projects?

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------------------|-----------|---------|---------------|--------------------|
| Valid | Almost Always | 24 | 6.1 | 6.1 | 6.1 |
| | Sometimes | 71 | 18.0 | 18.0 | 24.1 |
| | Every Once In a While | 19 | 4.8 | 4.8 | 28.9 |
| | Rarely | 47 | 11.9 | 11.9 | 40.9 |
| | Never | 233 | 59.1 | 59.1 | 100.0 |
| | Total | 394 | 100.0 | 100.0 | |

Only 6.1% of participants always volunteered for social initiatives, while 18% occasionally volunteered and 4.8% volunteered on a less regular basis, with 11.9% of participants rarely volunteering and 59.1% of participants never volunteered for social initiatives. The cumulative percentage of 71% shows that a large number of participants did not take part in charity drives and social initiatives that were sponsored by the company. The median for this was 5, while the standard deviation for this question was 11.39. The skewness of the data was -0.96, while the kurtosis of the distribution was -0.67.

4.4.3 Operational Standards

Table 4.31: Do you think your manager is qualified enough for the position?

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------------------|-----------|---------|---------------|--------------------|
| Valid | Very Much Qualified | 166 | 42.1 | 42.1 | 42.1 |
| | Slightly Qualified | 44 | 11.2 | 11.2 | 53.3 |
| | Neutral | 116 | 29.4 | 29.4 | 82.7 |
| | Not Much Qualified | 24 | 6.1 | 6.1 | 88.8 |
| | Not at All Qualified | 44 | 11.2 | 11.2 | 100.0 |
| | Total | 394 | 100.0 | 100.0 | |

The results of the study showed that 42.1% of the participants felt that their manager was in possession of the relevant qualifications, while 11.2% felt that the manager of their department had some of the relevant qualifications and 29.4% of participants remained neutral on the topic. About 6.1% of the participants believed that their manager lacked the necessary qualifications for his position, while 11.2% felt that their manager did not have any of the necessary qualifications for his position. The cumulative percentage of 53.3 is an indication that a large portion of participants felt that their manager was substantially qualified for the position. The median for this question was 2, while the standard deviation for this question was 0.92. The skewness of the distribution of the data was 0.59, while the kurtosis of the distribution was -0.8.

Table 4.32: Do you think your line manager is capable of leading your department?

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|------------|-----------|---------|---------------|--------------------|
| Valid | Very Much | 197 | 50.0 | 50.0 | 50.0 |
| | Somewhat | 85 | 21.6 | 21.6 | 71.6 |
| | Undecided | 39 | 9.9 | 9.9 | 81.5 |
| | Not Really | 30 | 7.6 | 7.6 | 89.1 |
| | Not at All | 43 | 10.9 | 10.9 | 100.0 |
| | Total | 394 | 100.0 | 100.0 | |

A total of 50% of the participants believed that their manager was very capable of leading their department and 21.6% felt that their manager was only somewhat capable of leading their department, while 9.9% was undecided on this question, 7.6% of the participants felt that their

manager was not entirely suited for the role, while 10.9% felt that their manager was not capable of the position at all. A larger portion of the participants felt that their manager was capable of leading the department. The cumulative percentage of 71.6 was proof of this. The median for this question was 1.5, while the standard deviation was 0.92. The skewed distribution of the data was 1.05, while the kurtosis of the data was -0.23.

Table 4.33: Is it important for you to work in a world class high technology facility?

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------------------|-----------|---------|---------------|--------------------|
| Valid | Very Important | 268 | 68.0 | 68.0 | 68.0 |
| | Somewhat Important | 44 | 11.2 | 11.2 | 79.2 |
| | Neutral | 51 | 12.9 | 12.9 | 92.1 |
| | Not Very Important | 20 | 5.1 | 5.1 | 97.2 |
| | Not at All Important | 11 | 2.8 | 2.8 | 100.0 |
| | Total | 394 | 100.0 | 100.0 | |

The majority of the sample felt that a world class technology facility place was important to work in, with a percentage of 68 rating it as highly important. This was followed by 11.2% of the participants, who rated it as having some kind of importance, while 12.9% of the participants were neutral on the topic and 5.1% of participants saw it as not important. A total of 2.8% of the participants listed it as having no importance at all. The median for Q4.4 was 1, while the standard deviation was 0.92, the skewness of the distribution of the data was 1.58, while the kurtosis of the data was 1.52.

Table 4.34: Are you aware of the company's systems, standards, policies and procedures?

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|------------------|-----------|---------|---------------|--------------------|
| Valid | Very Much Aware | 163 | 41.4 | 41.4 | 41.4 |
| | Somewhat Aware | 111 | 28.2 | 28.2 | 69.5 |
| | Undecided | 17 | 4.3 | 4.3 | 73.9 |
| | Not Really | 58 | 14.7 | 14.7 | 88.6 |
| | Not at All Aware | 45 | 11.4 | 11.4 | 100.0 |
| | Total | 394 | 100.0 | 100.0 | |

A total of 41.4% of the participants felt acutely aware of company's policies, standards and systems, while 28.2% felt that they had some level of awareness on these issues. About 4.3% of the participants was undecided on their level of awareness, while 14.7% of the participants felt that they were not as aware as they should and 11.4% felt that they were not aware of the company's standards, policies and procedures. The cumulative percent of 69.5% is an indication of the fact that a large part of the sample was appropriately aware of the company's policies, procedures and standards. The median for this question was 2, while the standard deviation for the question was 0.92. The skewness of the data distribution was 0.8, while the kurtosis of the data was -0.8.

Table 4.35: The systems, standards, policies and procedures help to improve your work experience.

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------|-----------|---------|---------------|--------------------|
| Valid | Strongly Agree | 86 | 21.8 | 21.8 | 21.8 |
| | Agree | 135 | 34.3 | 34.3 | 56.1 |
| | Neutral | 90 | 22.8 | 22.8 | 78.9 |
| | Disagree | 61 | 15.5 | 15.5 | 94.4 |
| | Strongly Disagree | 22 | 5.6 | 5.6 | 100.0 |
| | Total | 394 | 100.0 | 100.0 | |

It was found that 21.8% of the participants strongly agreed with the statement that the company's policies, standards and procedures assisted them in improving their work experience, while 34.3% of the participants agreed with this statement. About 22.8% of the participants remained neutral on the topic, 15.5% disagreed to some extent, with the statement, while 5.6% of the participants strongly disagreed with the statement that the company's policies, standards and procedures improved their work experience. There was a larger group of participants who felt that their work experience had been improved by the company's policies, standards and procedures, which was indicated by the cumulative percent of 56.1%. The median for this question was 2, while the standard deviation for the question was 0.92. The skewness of the distribution of the data was 0.45, while the kurtosis of the distribution of the data was -0.65.

4.4.4 Employee Reward and Recognition

Table 4.36: Do you feel that you are graded correctly for the pay you receive?

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------|-----------|---------|---------------|--------------------|
| Valid | Strongly disagree | 114 | 28.9 | 28.9 | 28.9 |
| | Disagree | 97 | 24.6 | 24.6 | 53.6 |
| | Neutral | 86 | 21.8 | 21.8 | 75.4 |
| | Agree | 57 | 14.5 | 14.5 | 89.8 |
| | Strongly agree | 40 | 10.2 | 10.2 | 100.0 |
| | Total | 394 | 100.0 | 100.0 | |

Only 28.9% of the participants strongly disagreed with the statement that they had been graded correctly in terms of what they were being paid, 24.6% disagreed with the statement and 21.8% remained neutral on the question. A total of 14.5% of the participants believed that they were receiving the correct salary grade, while only 10.2% of the sample strongly agreed with the statement. It is clear that the majority of the participants were in disagreement with the statement as 53.6% of the participants either strongly disagreed or disagreed with the statement. A minority of the research participants (24.7%) were therefore in agreement that they were receiving the correct salary grade. The median for Q5.1 was 2, while the standard deviation was 2.01.

Table 4.37: Do you feel that a production bonus will improve your attendance?

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------|-----------|---------|---------------|--------------------|
| Valid | Strongly disagree | 43 | 10.9 | 10.9 | 10.9 |
| | Disagree | 33 | 8.4 | 8.4 | 19.3 |
| | Neutral | 48 | 12.2 | 12.2 | 31.5 |
| | Agree | 106 | 26.9 | 26.9 | 58.4 |
| | Strongly agree | 164 | 41.6 | 41.6 | 100.0 |
| | Total | 394 | 100.0 | 100.0 | |

It was found that 10.9% of the participants strongly disagreed with the statement that a production bonus would improve their attendance, 8.4% of the participants had a level of

disagreement with the statement. About 12.2% of the participants remained neutral on the question, 26.9% of them agreed with the statement to a certain level, while 41.6% strongly agreed with the statement. Upon reviewing the cumulative percentage, 68.5% shows that there was a greater degree of agreement than disagreement, with the statement. The median for Q5.2 was 4, while the standard deviation was 2.01. The skewness of the distribution of the data was -0.91, while the kurtosis for the distribution of the data was -0.41.

Table 4.38 Do you feel that an attendance incentive will improve your punctuality and attendance?

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------|-----------|---------|---------------|--------------------|
| Valid | Strongly disagree | 36 | 9.1 | 9.1 | 9.1 |
| | Disagree | 32 | 8.1 | 8.1 | 17.3 |
| | Neutral | 59 | 15.0 | 15.0 | 32.2 |
| | Agree | 119 | 30.2 | 30.2 | 62.4 |
| | Strongly agree | 148 | 37.6 | 37.6 | 100.0 |
| | Total | 394 | 100.0 | 100.0 | |

Only 9.1% of the participants strongly disagreed that an attendance incentive would improve their punctuality and attendance, 8.1% disagreed with the statement, 15% was neutral on question, 30.2% agreed with the question and 37.6% strongly agreed with the question. The cumulative percentage of 67.8% indicated that the majority of the participants believed that an incentive would improve punctuality and attendance to work. The median for this question was 4, while the standard deviation for Q5.3 was 2.01.

Table 4.39: Do you feel that being a permanent employee will improve your attendance and punctuality?

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-------------------|-----------|---------|---------------|--------------------|
| Valid | Strongly disagree | 43 | 10.9 | 10.9 | 10.9 |
| | Disagree | 38 | 9.6 | 9.7 | 20.6 |
| | Neutral | 69 | 17.5 | 17.6 | 38.2 |
| | Agree | 101 | 25.6 | 25.7 | 63.9 |
| | Strongly agree | 142 | 36.0 | 36.1 | 100.0 |
| | Total | 393 | 99.7 | 100.0 | |
| Missing | System | 1 | .3 | | |
| Total | | 394 | 100.0 | | |

Only 10.9% of the participants strongly disagreed that becoming a permanent employee would improve their attendance and punctuality, 9.7% disagreed with the statement, 17.6% chose to remain neutral on the question, 25.7% agreed with the question, while 36.1% strongly agreed that becoming permanently employed by Altech UEC would improve their punctuality and attendance. A cumulative percentage of 61.8% indicated that a larger number of the participants agreed with the idea of improving punctuality and attendance through making employees permanent additions to the workforce. The median for Q5.4 was 4, while the standard deviation for this question was 2.01. The skewness of data distribution within the question was -0.7, while the kurtosis of the distribution was -0.68, meaning the views of the participants were not normally distributed.

Table 4.40: Do you think you receive sufficient training and development to perform your job?

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------|-----------|---------|---------------|--------------------|
| Valid | Strongly disagree | 49 | 12.4 | 12.4 | 12.4 |
| | Disagree | 62 | 15.7 | 15.7 | 28.2 |
| | Neutral | 76 | 19.3 | 19.3 | 47.5 |
| | Agree | 131 | 33.2 | 33.2 | 80.7 |
| | Strongly agree | 76 | 19.3 | 19.3 | 100.0 |
| | Total | 394 | 100.0 | 100.0 | |

Only 9.1% of the participants strongly disagreed that an attendance incentive would improve their punctuality and attendance, 8.1% disagreed with the statement, 15% was neutral on question, 30.2% agreed with the question and 37.6% strongly agreed with the question. The cumulative percentage of 67.8% indicated that the majority of the participants believed that an incentive would improve punctuality and attendance to work while a minority of 17.3% of the participants were in disagreement. The median for this question was 4, while the standard deviation for Q5.3 was 2.01. The skewness of the distribution of the data was -0.89, while the kurtosis for the distribution of the data was -0.26, meaning the views of the employees that took part in the study were not normally distributed.

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-------------------|-----------|---------|---------------|--------------------|
| Valid | Strongly disagree | 43 | 10.9 | 10.9 | 10.9 |
| | Disagree | 38 | 9.6 | 9.7 | 20.6 |
| | Neutral | 69 | 17.5 | 17.6 | 38.2 |
| | Agree | 101 | 25.6 | 25.7 | 63.9 |
| | Strongly agree | 142 | 36.0 | 36.1 | 100.0 |
| | Total | 393 | 99.7 | 100.0 | |
| Missing | System | 1 | .3 | | |
| Total | | 394 | 100.0 | | |

Only 10.9% of the participants strongly disagreed that becoming a permanent employee would improve their attendance and punctuality, 9.7% disagreed with the statement, 17.6% chose to remain neutral on the question, 25.7% agreed with the question, while 36.1% strongly agreed that becoming permanently employed by Altech UEC would improve their punctuality and attendance. A cumulative percentage of 61.8% indicated that a larger number of the participants agreed with the idea of improving punctuality and attendance through making employees permanent additions to the workforce. Only a minority of 20.6% of the research participants were in disagreement that becoming permanent employee would enhance their attendance and punctuality. The median for Q5.4 was 4, while the standard deviation for this question was 2.01. The skewness of data distribution within the question was -0.7, while the kurtosis of the distribution was -0.68.

Table 4.40: Do you think you receive sufficient training and development to perform your job?

| | | Frequen cy | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------|---------------|---------|------------------|-----------------------|
| Valid | Strongly disagree | 49 | 12.4 | 12.4 | 12.4 |
| | Disagree | 62 | 15.7 | 15.7 | 28.2 |
| | Neutral | 76 | 19.3 | 19.3 | 47.5 |
| | Agree | 131 | 33.2 | 33.2 | 80.7 |
| | Strongly agree | 76 | 19.3 | 19.3 | 100.0 |
| | Total | 394 | 100.0 | 100.0 | |

The percentage of participants who strongly disagreed that they received sufficient training was only 12.4%, while 15.7% disagreed with the question and 19.3% chose to remain neutral on the question. About 33.2% agreed with the statement, while 19.3% strongly agreed with the statement. A cumulative percentage of 52.5% agreed with the question, which indicates that the majority of participants felt sufficiently trained to carry out the tasks that were expected of them. Only a minority of 28.7% were in disagreement that they received sufficient training and development to execute their jobs competently. The median for this question was 4, the skewness of the distribution of the data was -0.4, while the kurtosis of the distribution was -0.94.

Table 4.41: Do you feel that more training and development will improve your ability to grow in your department?

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------|-----------|---------|------------------|-----------------------|
| Valid | Strongly disagree | 36 | 9.1 | 9.1 | 9.1 |
| | Disagree | 12 | 3.0 | 3.0 | 12.2 |
| | Neutral | 38 | 9.6 | 9.6 | 21.8 |
| | Agree | 133 | 33.8 | 33.8 | 55.6 |
| | Strongly agree | 175 | 44.4 | 44.4 | 100.0 |
| | Total | 394 | 100.0 | 100.0 | |

The results showed that 9.1% of the participants strongly disagreed that additional training and development would improve their ability to grow within their department, only 3% disagreed

with the question and 9.6% chose to remain neutral. In the same way, 33.8 % of the participants agreed with the statement being made in the question, while 44.4% of them strongly agreed with the fact that additional training would help them grow in their department. A total of 78.2% of participants agreed with the statement, which indicated their willingness to receive additional training and development. The median for this question was 4, while the standard deviation for the question was 2.01. The skewness of the data distribution was -1.34, while the kurtosis of the distribution was 0.9.

Table 4.42: Do you feel that the employee of the month award or the best bright idea award motivates you to contribute more to the organisation?

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------|-----------|---------|---------------|--------------------|
| Valid | Strongly disagree | 47 | 11.9 | 11.9 | 11.9 |
| | Disagree | 35 | 8.9 | 8.9 | 20.8 |
| | Neutral | 44 | 11.2 | 11.2 | 32.0 |
| | Agree | 150 | 38.1 | 38.1 | 70.1 |
| | Strongly agree | 118 | 29.9 | 29.9 | 100.0 |
| | Total | 394 | 100.0 | 100.0 | |

Only 11.9% of the participants was in strong disagreement with the question, 8.9% had a degree of disagreement with the statement, 11.2% remained neutral on the question and 38.1% had a degree of agreement with the statement, while 29.9% was in strong agreement. It is obvious that there is a larger degree of agreement with the statement that an employee of the month award, or the best bright idea award would motivate employees to contribute more frequently to the company. The median for this question was 4, while the standard deviation for this question was 2.01. The skewness of the distribution was -0.85, while the kurtosis of the distribution was -0.42.

Table 4.43: Are you happy at your place of work in the department that you are currently in?

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------|-----------|---------|---------------|--------------------|
| Valid | Strongly disagree | 59 | 15.0 | 15.0 | 15.0 |
| | Disagree | 24 | 6.1 | 6.1 | 21.1 |
| | Neutral | 107 | 27.2 | 27.2 | 48.2 |
| | Agree | 113 | 28.7 | 28.7 | 76.9 |
| | Strongly agree | 91 | 23.1 | 23.1 | 100.0 |
| | Total | 394 | 100.0 | 100.0 | |

A total of 15% of the participants strongly disagreed that they were happy with the department in which they worked, 6.1% disagreed with this statement, while 27.2% remained neutral. At least 28.7% agreed with the question, while 23.1% was in strong agreement with the question. The cumulative percent of 51.8% indicated that a large portion of the participants was in agreement with the statement. The median for Q5.8 was 4 and the standard deviation for the data was 2.01. The distribution of the data had a skewness of -0.52 and a kurtosis of -0.72.

Table 4.44: Do you feel that you are treated with respect in your work environment?

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------|-----------|---------|---------------|--------------------|
| Valid | Strongly disagree | 87 | 22.1 | 22.1 | 22.1 |
| | Disagree | 36 | 9.1 | 9.1 | 31.2 |
| | Neutral | 105 | 26.6 | 26.6 | 57.9 |
| | Agree | 86 | 21.8 | 21.8 | 79.7 |
| | Strongly agree | 80 | 20.3 | 20.3 | 100.0 |
| | Total | 394 | 100.0 | 100.0 | |

In total, 22.1% of the participants strongly disagreed with the notion and felt that they were not treated with respect in their work environment, 9.1% disagreed with the statement and 26.6% remained neutral on the question. At least 21.8% of the participants believed that they were adequately respected in the workplace. It is clear that the majority of participants did not disagree with the statement, as the cumulative percent in agreement was 42.1%. The median for Q5.9 was 3, while the standard deviation was 2.01. The skewness of the distribution of the data was -0.2, while the kurtosis of the distribution was -1.19.

4.5 Summary of Chapter

This chapter provided a comprehensive examination of the responses provided by the participants. In terms of the pilot study, this chapter showed how reliability was ensured through analysis and adjustments made as a result of the pilot study. In terms of the reduction techniques, the chapter discussed the data reliability and the use of the Kruskal-Wallis factor analysis. The chapter also discussed the characteristics of the main sample and deliberated on the descriptive and inferential statistics of each research question. Normality tests were provided and brief explanations were provided under each research question, based on the statistics quoted. The next chapter provides a comprehensive discussion of the results while relating them to the relevant literature.

CHAPTER FIVE: DISCUSSION OF FINDINGS

5.1 Introduction

The previous chapter four presents findings only while this chapter presents a discussion of the findings. A discussion of the results was done in the context of relevant literature as a way of explaining the results. The 10 factors considered in relation to the research questions that were discussed in the data analysis include the following:

- Work place design
- Services and employee wellness initiatives
- Operational standards
- Employee reward and recognition

The research findings have been considered against the literature, which is presented as a form of support and explanation for the findings that were presented. The chapter concludes by summarizing each discussion and provides a brief overview into the following chapter that will be discussed.

5.2 Workplace Design

There were several aspects covered under the topic of workplace design. The findings of the study revealed that there was a significant difference in the respondents' age, while the company news board provided enough information that the respondents required to understand the present business status and the organisational culture. One of the questions that the participants were asked was if they found the company news boards providing sufficient information for them to understand the current status of the business and the organisational culture currently in use by the company. The cross tabulation carried out in the statistical software programme SPSS revealed that there was a significant result obtained for the difference between this question and the question regarding the age group of the respondents. The study found that it was the older groups of employees who were in agreement with the statement, which indicates that it is the older employees who make use of the notice board available at work.

The above finding confirms White (2016), who noted that the younger employees of the millennial generation do not use the conventional means of communication like the notice boards, instead, they prefer to use technological means such as social media or email. Kasheer (2015) also found that the level of communication that the management has with its workforce has a direct effect on the trust that an employee has for management, thus, if management is unable to effectively communicate with the subordinates, they will begin to lose the trust they have for the management and the company. Kitic, Stankovic, Cvijovic and Cvetkovic (2015) found that for a successful business environment and a happy workforce, trust between the employees and the company is integral and a lack of trust could negatively impact on a number of areas, one such area being the level of absenteeism within the workforce. Thus, in order for the company to promote an environment of trust between employees and the company, it is essential for the company to implement methods of communication that cater for all age groups as a means of ensuring that all employees are adequately informed on all aspects of business. This can be done by keeping the notice board and implementing more advanced methods of communication, such as the implementation of a weekly email system informing employees of business updates and joining a social media platform that allows for employees to stay up to date at any given time.

The findings of the study indicated a significant difference in the respondents' department and whether they do their work while standing or sitting. Similarly, there was also a significant difference in the number of years that the respondents had been in their positions and whether they do their work while standing or sitting. The results showed that there was a significant relationship between the departments in which the employee belonged and whether they spent most of their time standing or sitting. There was also a significant relationship between the years of experience possessed by the employees and whether they did their jobs while standing or sitting. The employees who belonged to the auto insertion and moulding departments indicated that they spent a great deal of time sitting, while the employees from the box build and surface mound departments spent a great deal of their time at work standing.

Ergoton (2011) found that sitting for extended periods of time at work that can result in illness and fatigue in employees, because of spending a large part of their day inactive, as a result of sitting. Employees who were most likely to remain absent from work, were those who spent most of their working day on their feet. In the same way, Silveira (2012) found that individuals who spent a large amount of their day standing and doing activities that were physically

strenuous in nature, were more likely to take leave and remain absent from work, in order to recuperate and deal with the stress associated with the arduous physical activity. The reason for the significance of the results obtained from the four departments mentioned could be as a result of the workload and what was required from the employees of each department.

The Health and Safety Authority of Ireland (2011) found that there needed to be a balance between sitting and standing while working. It was found that the wellness programmes present within the work environment should include aspects of physical activity to keep employees in a relatively well state of health and management should innovate and re-evaluate the ways in which employees needed to be positioned to complete and carry out their daily tasks. One way that this can be done for the company that was used in the study, is to have employees suggest ideas on how the design of their work environment could be improved and how they think this would affect the level of absenteeism within the workplace.

The high percentage of employees who did work 4 days day-shift and 4 nights nightshift in question 2.1 indicates that a large majority of the sample require the additional hours of work. This could be linked to the employees' need for recognition within the workplace, as Oyer (2004) found that individuals strived to be recognized by management in the hope of being rewarded for additional effort. If a company provided a rewards programme as a sub sector of the wellness programme, this could motivate employees to optimise their performance in the work place, as Ho and Yeung (2015) found that an incentive increased employees' interest in terms of working shifts and attending training programmes. Allowing employees additional shifts could also increase employee morale and a decrease in the level of absenteeism (Oyer, 2004), as the results of the study indicated 60.4% of the participants highlighting a high level of happiness with their job. According to Hermann and Rockoff (2012), this can be associated with a satisfactory work environment and a low level of absenteeism.

Due to the nature of the work carried out by the shop-floor employees, it was found that a larger percentage of them spent their working day standing, with a few of them working whilst sitting. The work being carried out by these individuals could be linked to this, as Park, Lee and Kim found that due to the nature of the work being carried out by individuals, they are required to maintain a position that optimizes the work being carried out. However, Ebben (2003) found that this should not be the case, as it is the needs of the employees that should be catered for first. In this view, it is recommended that companies create a work environment that allows for

a balance of physical activity. The large number of participants who disagreed with the statement about working while sitting or standing could be linked to the results obtained from the cross tabulation linking the age of employees to the attention given to the noticeboard. Arins (2013) also found that the convenience in the placement of a noticeboard could also be the reason why the individuals did not pay attention to it. Zhang and Ventakesh (2013) emphasised the use of multiple forms of communication to accommodate employees, as having a unimodal form of communication limits the audience it reaches, thereby creating a breach in the communication between the company and certain groups of employees. The majority of the participants also found the quarterly staff meeting to be helpful, 27.4% was unsure of whether it was helpful or not, while 20.3% did not find it helpful. This could be due to several reasons. Domagalski (2014) found that employees prefer the use of simplified grammar and language which made understanding the crux of a sentence easier and meetings that catered for the lowest level of education within the workforce (generally, a matric level pass) also assisted in ensuring that the meeting was understood by everyone in attendance.

5.3 Services and Employee Wellness Initiatives

There was a significant difference in respondents, in terms of gender and their rating of Altech UEC SA (Pty) Ltd employee facilities provided for staff: “Life” Health Clinic. Similarly, there was a significance in the results obtained in the cross tabulation, pertaining to gender and how the “Life” Health Clinic facilities were rated by the employees. The results showed that male employees were more likely to find the services provided by the “Life” Health Clinic more satisfactory than their female counterparts. There was a larger number of males interviewed across the workshop floor from which the sample was taken, with males accounting for 59.9% of the sample. The study showed that while the total percentage of males (27.5%) who found the services to be satisfactory was higher than that of the females (16.5%), the total percentage of females (52.5%) who found the services to be unsatisfactory was higher than that of the males (47%) who found the services to be unsatisfactory.

Shop floor work tends to be laborious and often not seen as fit for women (World Development Report, 2012), thus, this could be the reason why there were more males represented in the sample of the population of interest, than the number of females. Martin and Barnard (2013) found that females are often discriminated against by organizational practices and services, one such service being wellness programmes that are offered by the company in question. Martin

and Barnard (2013) further found that services and aspects of a wellness programme may be targeted at male employees more than the females, thus, the services provided in the Altech UEC programme may be targeted more at the male employees than the female, since the males tended to dominate gender within the manufacturing shop-floor environment. This could be the reason why male employees found the services more satisfactory than the females, as the services offered were of greater help to them than it was to the females.

The World Development Report (2012) found that females who experience gender discrimination within the work environment are more likely to be absent from their place of employment and often look for employment elsewhere, or within another field, to avoid being discriminated against. Thus, it is important for the company to implement measures that counteract this. The first aspect that needs to be addressed is interacting with the female employees and creating an aspect of the wellness programme that caters for their specific needs. Martin and Barnard (2013) also noted that services such as obstetric doctor consultations during health clinics and the creation of female support groups within the work environment could assist in increasing the morale of female employees and this in turn decreases the level of absenteeism from female employees. In relation to the overall level of dissatisfaction, this could be as a result of the lack of services which should cater for the needs of all of the employees and it is therefore the duty of the company to increase the number of services provided to the employees (Abdullah and Lee, 2012).

The findings of the study also indicated a significant difference in the respondents' marital status and their feeling that industrial psychologists would improve their well-being. The cross tabulation carried out revealed a significant result between the two and the cross tabulation displayed that when cross tabulating the marital status of a participant with the rating they gave to the ability of the health service of an industrial psychologist to improve their wellbeing, it was the widowed group which felt that these services were of no help at all in improving their wellbeing. The overall results that are accounted for by the widows however, is 1.2% and it was found that 52% of the participants were of the opinion that the help services offered by the industrial psychologist was helpful, while 10,9% was undecided and 37.1% did not believe that these services were helpful at all. Again, 64.7% of the total population was single, which can be attributed to the results obtained, as 48.6% of single participants felt the health services offered by the industrial psychologist were helpful, while 41.5% did not feel the same.

Veldsman (2013) indicated that modern day psychological and industrial psychological training and development strategies can be geared towards the younger generation and require a greater level of participation and dedication from the individuals who are a part of the training and developing course. One of the reasons why single participants had a greater affinity for the services rendered by the industrial psychologist was that they had more time to dedicate towards participation in the activities set by an industrial psychologist. Doucet and Merla (2007) found that married couples and employees with family responsibilities are unable to dedicate the required time and effort that is sometimes expected of them within a working environment and thus, are not as active within the work environment as necessary. Single individuals may not have the same amount of family responsibility and are therefore able to dedicate more time and energy towards the work environment, which could attribute to the findings from the cross tabulation.

The research of Carnelly, Wortman, Bolyer and Burke (2006) found that individuals who have lost a spouse tend to go through a personality transition as a means of coping with the grief and feelings of despair and depression. This usually involves feelings of pessimism and an adjustment to life without a spouse. This could attribute to 80% of the widows represented in the sample having a negative opinion of the services being offered by the industrial psychologist. In this view, Carnelly *et al.*, (2006) found that widows also struggle with the added responsibilities that they assume after losing a spouse, which means that their work responsibilities then get neglected and any additional services on offer are not made full use of. It is suggested by Veldsman (2013) that industrial psychologists adjust their methods to appeal to a diverse employee population, in order to adequately accommodate all employees and their needs. This can be done by conducting training sessions over multiple sessions to smaller groups of individuals, to ensure full participation by all employees involved. Employees should also be allowed consultation sessions with the industrial psychologist on a one-on-one basis, should they require it. Furthermore, services offered by the industrial psychologist should be in a form that allows for individuals to work on the material at their own pace, but within a set time period.

The findings of the study also showed a significant difference in respondents' department and the feeling that HIV test improves their well-being. There was also a significant difference in respondents' department and the feeling that an industrial psychologist would improve their well-being. The cross tabulation carried out displayed significant results between the question

regarding the HIV tests that were provided to employees, as part of the wellness programme and the department that the employee worked for. The results showed that the box building department employees were more likely to believe that the HIV tests offered to employees were more likely to improve their wellness. The overall results showed that across all departments, 65.7% of the employees felt that HIV tests had a positive impact on their wellness, while 9% was unsure of how they felt about this question. In addition, 25,4% of the participants felt that it had no impact on their wellness. These results showed that the services offered as part of the wellness programme were appropriately utilised by employees. This is not consistent with the results gathered by Fruendlich (2015), who found that employees were reluctant to make use of the services being offered by a company in conjunction with its wellness programme. Fruendlich (2015) found that this was due to the lack of knowledge on the part of employees, who believed that these services were an additional fee which they had to provide in order to use the services being offered and thus, chose not to make use of them.

A reason for this could be a miscommunication between employees and management, on the various aspects of a wellness programme that are covered by the company. Sansom (2015) found that employees in more rudimentary roles and departments, such as the box build and auto insertion departments, tend to rely on direct communication from management in all aspects that are related to a company and require a more direct form of communication that allows them to be instantaneously updated with information as it occurs. By doing so, it allows employees to take several minutes out of their usual work schedule to have a series of tests and services performed within the work environment, instead of having to take the day off to have these services done somewhere else.

While HIV testing is available for free at most clinics, the process itself can be rigorous and time consuming, as the Department of Health South Africa (2015) explains that there can be an extensive waiting period to be tested due to the volume of people at any given clinic across the country. This could also require employees to take the day off from work, to have these services provided to them out of the work environment. Thus, by providing services such as HIV testing within a work environment, it allows individuals to utilise the services within a matter of minutes, instead of having to wait several hours to access these services at a clinic (Department of Health South Africa, 2015).

There were also significant results found in the cross tabulation that compared the opinion of employees in the auto insertion, box build, moulding and surface mount departments, as well as their views on whether they believed the industrial psychologist and all the associated services proved to be helpful in improving the state of their wellbeing. Much like the results discussed in the previous cross tabulation, the results across all four departments were favourable, as 52% felt that the services offered by the industrial psychologist positively impacted on their wellbeing, 10.9% was unsure and 37.1 % felt that the services offered by the industrial psychologist had no impact on their wellbeing. These results show that the moulding and printing department had a greater number of individuals who felt that the services provided by the industrial psychologist were of great help in improving their wellbeing, as 69.4% of the participants within this department felt that the services provided by an industrial psychologist were of benefit to their wellbeing, while 21.1% did not feel that this was the case. Sansom (2015) found that the location of a particular service being offered by a wellness programme is also integral to how much and how often it is used by employees. The location of the office of the industrial psychologist may be closer to the moulding and printing department, which is why they may be able to utilize it more effectively than those from other departments and are therefore able to gauge the effectiveness of the services provided by the industrial psychologist better than other departments (Sansom, 2015). It could also be that the services provided by the industrial psychologist were structured in a way that benefited the moulding and printing department more than anyone from other departments (Thornton, 2016).

The results of the study showed that 59.4% of the participants believed that all service expectations about the company were sufficiently met. This means that the employees had effectively been engaged by management (Piyachat, Chanongkorn and Panisa, 2014). Haden (2012) viewed service expectations from the employee perspective as services that allow for the growth of employees within their work environment and they contribute to a healthy and stimulating work environment. The study found that the satisfaction that the employees derive when their expectations are met by management can be seen as significant to favourable working conditions and satisfactory services being offered by the wellness programme (Shore and Barksdale, 1998). This means that employees are more likely to attend work and thus, ensure that there is a decreased level of absenteeism from the work force. Piyachat *et al.*, (2014) also indicated that should these favourable conditions continue within the factory, it could attract a larger pool of experienced and qualified individuals wishing to be employed by Altech UEC and these could then positively impact on the production of the company as a whole.

It was also reflected by the results of the study that while there was a larger number of participants satisfied with wearing the company's uniform, another large percentage of the participants was neutral on the matter. This contradicts the findings by Bendall (2004), who found that employees associated their uniform with a look of professionalism, neatness and organization. Uniforms also need to be practical and comfortable (Backhaus and Tickoo, 2004).

The results from the data collection process revealed that only 27.9% of the employees made use of work related benefits and discounts, while 72.1% of them did not. This, according to Sansom (2016), could be due the lack of awareness regarding the services that are available to them. Thus, it is the duty of the management to ensure that all employees are made aware of the benefits that they have available to them, as Sansom (2016) attributes low levels of usage to the lack of understanding by the employees. As a result, they do not utilise the services as much as they should. Should employees feel that no benefits are offered by their employers, it could create a feeling of dissatisfaction within the employees, thereby increasing the level of absenteeism within the work force, as a result of discontentment. Relating to this, the study found that only 10.4% of participants had medical aid, while 89.6% did not. This could be attributed to the costs associated with medical aid, as Gruber (1992) found that employees associate work based medical aid with high costs and thus, do not see having company mandated medical aid as viable and may therefore prefer other options. Marten (2001) found that this can negatively affect employee by increasing absenteeism, as employees then require the assistance of external services in relation to health associated problems, which may take longer to assist employees, as compared to the company approved services.

The low percentage of participants who made use of the "Life" Health clinic could be attributed to the lack of contextualization with regards to the services that were provided to employees. Bitner (1990) found that if the services of a wellness programme are not fully utilized by employees, this could increase the dissatisfaction that employees have with the company they work for, as the services being offered by the company do not meet the needs of the workforce. In the same way, Rath and Harter (2010) found that deterioration in employee health and wellness can negatively affect the productivity of a company, as an absent workforce due to health-related issues means the absence of optimum productivity within a company.

In contrast to the issues discussed above, the canteen services were found to be satisfactory by 66.5% of the participants. This shows that these services could be better equipped to deal with

the needs of the employees, as Haden (2012) found that employees use their recreational facilities such as the canteen, to gain connections with one another and create social connections with one another. Similarly, 67% of the employees was satisfied with the locker amenities provided by the company, as it correlates with the results obtained by Ramus (2001), who found that part of the environmental sustainability within the workplace is by providing amenities that match the needs of the work force and not the criteria of the business budget. The lockers can be seen as a practical and economical solution to providing employees with a place for their personal belongings and ensures that all responsibility lies with the employee as the Public Service Commission of South Africa (2012) found that valuable hours of productivity are lost when employees misplace their personal belongings within the work place and attempt to find it during company hours.

Additional services like the “CIRO” vending machines and the Intra-web services for payroll enquiries have been seen as satisfactory by the majority of the participants. This shows that these services have effectively been utilised by the employees and there is a greater number of employees who understand how to use them, than those who do not (Ramus, 2001). The Public Service Commission of South Africa (2012) found that employees who are able to effectively make use of the amenities available to them within their work environment have experienced a greater a level of job satisfaction than those who do not. As Swarnalatha and Sureshkrishna (2012) argued, job satisfaction is linked to employee absenteeism, meaning that an unsatisfied employee is more likely to stay away from work, than an employee who is content with his or her job. It is however the duty of the management to ensure that the amenities fall in line with the expectations of the workforce, for them to be fully utilised (Haden, 2012).

The study also investigated the health amenities that were offered to employees as part of the wellness programme that is available within the work environment. The results found an overall level of satisfaction with the health services offered to employees. These results could be because of the direct impact that the services offered have on the employees, as Spence (2015) found that services should cater for the needs of the employees and the tests and health services offered as part of the wellness programme provide employees with a fairly comprehensive view of the state of their health, as evidenced by the HIV testing which ensures that employees are always conscious of their HIV status and can thus adjust their lifestyle and habits. Similarly, the eye tests offered to employees provided them with an idea of how capable they are, of performing the tasks required of them at work, as the eye tests yield results that relate to how

well an employee is able to see and what might be the problem if it is not at a 100%, especially if eye tests are mandatory for employees within certain departments in the work place (Health and Safety Authority, 2009). Similarly, if people in certain departments are required to undergo psychological testing by the industrial psychologist, then the tests administered should be contextualized according to the demographics and educational levels of the work force (Sansom, 2016).

The sparse attendance at the social club by the shop floor employees, with only 14.8% in attendance, is significant for the social dynamics within the work place. The social club created by Altech UEC is a meeting between employers and employees, which happen on a fort night and the fees charged for both the employers and employees go towards recreational activities that members can participate in. The first reason for the lack of attendance could be the monthly fee of R15 that employees are expected to pay, as Thornton (2016) found that employees are unwilling to sacrifice parts of their salary for anything that they may not deem as essential or needed for the basic standard of living. The time that the club meets is after work and this could also be seen as unfavourable by some employees who value their personal time after work, or may have prior engagements that are more pressing in nature (Thornton, 2016). Another aspect may be the social dynamics at play, as employees may be unwilling or intimidated by the idea of spending time with their employers outside of their work environment. Thus, it is for managers to create an even dynamic environment with the employees and establish a fair and open relationship that does not lead to employees feeling intimidated (Sansom, 2016).

The data collected also revealed that only 21% of the participants was involved in charity work that was part of the company's social initiatives. Masterson, Lewis, Goldman and Taylor (2000) highlighted that social responsibility is an integral component for attracting employees to the company, as it displays a level of morality and responsibility towards the community in which the company is located. The results from this study contradict those by Masterson *et al.* (2000) who argued that employees actively participated in social responsibility initiatives as it displayed an active involvement with the community and encouraged employee morale by positively impacting on the reputation of the company within its community. Thus, the lack of participation from employees could have a negative impact on the image and reputation of the company, as it shows a disinterest and indifference on the part of employees when it comes to issues regarding the social responsibility of a company.

5.4 Operational Standards

There was a significant difference in the number of years that a respondent had been in their position, and the feeling that they were treated professionally in the workplace. The results showed that there was a significant outcome from the cross tabulation done, which suggested that there was a significance between the number of years that a participant had worked at the company and the professional treatment received within the work place. The results showed that on overall 65.5% of the participants felt well respected in the workplace, while 6.1% felt this was occasionally the case and 28.4% felt that they were not treated with respect in the workplace. The results indicated a generally harmonious and organized work environment to be in, as Qin, Zhang and Johnson (2015) found that employees treated with respect and understanding by management usually emulated this behaviour towards other employees, thereby making it a more pleasant work environment to be a part of. Qin *et al.* (2015) also found the fair and just treatment of employees created an environment of trust for the employees and created a balanced dynamic between the employer and the employee.

Thus, Altech UEC can be seen as a fairly pleasant work environment to be a part of and this decreases the need for employees to remain absent from work, as Tepper, Carr, Breaux, Geider, Hu and Hua (2009) found that employees who found themselves within a tense work environment were more likely to remain absent from work. The results obtained also showed that respect is not limited to one's experience with the company, but was a mutual feeling between all employees, which meant a decreased level of bullying within the work place. Barclay and Barclay (2011) found that employees who were new within the work environment were more at risk as a result of pre-existing social relations between employees.

What can be noted about this research question is the overall positivity of the results that were received, as no question had a higher percentage for the options that were in disagreement with the statement of the question. This could be attributed to the statements that were addressed, as it had a great deal to do with the employees' perceptions of management, as well as company policies and procedures. The above could be seen as experimenter bias, as participants may have had the perception or fear that their responses were going to be seen by members of management, therefore, this then affected the ways in which they responded to the questions in this regard (Tredoux and Durrheim, 2006).

The results could also be attributed to a fairly social and balanced relationship between management and their employees and thus, allows employees to make well informed decisions

regarding aspects of their employer, as the results showed that 53.3% of the employees saw their managers as competent for the position that they were placed in, while 71.6% of the participants rated their manager as well equipped to lead their respective departments. Babakus, Yavas, Karatepe and Avci (2003) found that full disclosure from management regarding the qualifications of managers, or the years of experience that they possess, encourages employee loyalty and a level of understanding between employees and management. In contrast, if the credentials of a manager do not match up to the requirements of their job, an employee is more likely to feel discouraged in the workplace, as this could appear as favouritism, or a level of injustice within the work place (Rice, Martin and Rathnappulige, 2009). This causes a higher level of mistrust and a loss of productivity within the workplace (Rice *et al.*, 2009).

The study found that the level of technological advancements within the workplace was of great importance to employees, as 79.2% rated this statement as important, while 12.9% was neutral on the topic and 7.9% felt that this was not important. This response rate indicates that employees have an awareness of how important technological advancements are within a factory. The more advanced a manufacturing facility is, the greater the level of productivity and the more efficiently work is carried out by the employees (Bhattacharyya, 2016). Thus, the response by the employees can be seen as an acknowledgement of this and it is then the responsibility of the company to live up to these standards as Hsia, Chang and Tseng (2014) found that a technologically modern and advanced company is more likely to attract employees with a high calibre of work experience and qualifications, which would positively impact on productivity. Hsia *et al.*, (2014) also noted that out of date equipment and machinery increase the chance of injury for the employee using it and thus, by modernizing a manufacturing company, it would effectively decrease the risk of injury for employees and in turn, decreases absenteeism levels as employees would not need to stay away from work as a result of injury.

It was also reflected by the results of the study, that the majority of the participants were aware of the company procedures. This was a positive result, as it shows awareness on the part of the employees, as to how the regulations and policies within the work environment impact on how they go about carrying out their work (Fombrun, 2005). The awareness of the company policy and procedure indicates that the policies of the company have been effectively implemented and company regulations are effectively upheld by management (Fombrun, 2005). Similarly, the strong agreement that the participants had with the statement in this regard indicated that employees also made regular use of the standard company procedures when carrying out their jobs and adhere to company policy. This shows that all policies and regulations implemented

by the company are easy to follow and appreciated by employees. The ease that these regulations provide allows employees to carry out their jobs efficiently, thereby increasing productivity (Nyathi and Jooste, 2008). Work related stress and ill-health in employees can also be attributed to the stress presented by the difficulty that an employee faces in trying to do their job, thus, an effective regulation and policy system ensures the preservation of employee health and decreases employee absenteeism (Heerkens, 2004).

5.5 Employee Rewards and Recognition

There was a significant difference in the respondents' departments and on whether they received sufficient training and development to perform their jobs. Analysis of the cross tabulation showed that there were significant results between the question about the department that an employee was a part of, and whether the participants felt that they had received a sufficient level of training to perform their jobs. The results showed that while 52.5 % of the total participants felt that they had received a sufficient level of training, members of the auto insertion department were of the opinion that the training that they received was not sufficient enough for them to perform their jobs. The auto insertion department only made up 1.5 % of the sample population and none of the members from this department answered favourably, which suggests that the department as a whole did not receive a sufficient level of training to effectively perform their jobs.

There could be a number of reasons for this. Firstly, larger departments such as the box build may receive preference when it comes to scheduling training and development programmes, while smaller departments such as the auto insertion could be neglected by the company (Park, Lee and Kim, 2015). Employees who do not receive sufficient training could also feel under-appreciated, which decreases employee morale and as Oladapo and Banks (2013) illustrate, a decrease in employee morale can result in a higher absenteeism rate, as employees try to avoid the tense and hostile environment within the work place. This can be resolved by the management, as programmes regarding training and development can be revised and adapted to include all members of the work force and therefore allow for the creation of programmes that target specific and specialized departments such as auto insertion within the company (Park *et al.*, 2015).

Secondly, there may be no training required within departments like auto insertion, due to the lack of innovation carried out in attempting to improve upon how duties within this department

are carried out. This may result in the stagnation of the skills of employees in this department (Hoxsey, 2010). This could also result in an unsatisfied pool of employees, which could lead to an increased level of absenteeism (Abdullah and Lee, 2012). Employees also joining the auto insertion department at entry level may struggle due to the lack of education and training associated with the department and thus, may defect to other companies or transfer departments (Park *et al.*, 2015). As a way of resolving this, the management could implement a training programme for beginners and task employees of the auto insertion department, with the task of innovating the ways in which they go about their jobs.

Despite the negative results from the auto insertion department, the overall rating for the training provided by the company is positive, which indicates the level of dedication the company has, to improve the skills and careers of their employees. To ensure that these levels of satisfaction are maintained, management can hold quarterly or annual meetings with employees to discuss ways in which training and development programmes can be improved, or what training activities need to be included and those that need to be excluded.

There was also a significant difference in whether or not the participants had medical aid, as well as the belief that they were treated with respect in the work environment. The results from the cross tabulation between the question regarding the respect that the employees received within the workplace and whether they had medical aid or not, were significant. The results showed that a large percentage of individuals with medical aid felt that they were respected within the work environment, as compared to those who did not have the medical aid. This could be associated with a social hierarchy which is linked to the financial status of the individuals, as only 41 individuals had medical aid, while 353 did not. This could suggest that these individuals could not afford medical aid and as a result, they felt as though they were less respected within the work place (Zimmerman, 2014). It was found by Zimmerman (2014) that the socio-economic status of an individual within the workplace can also be linked to financial wellness and prestige and as a result, places employees who are fairly well-paid to do higher up the socio-economic status, than those who do not earn well.

To rectify this, management can create a medical aid programme that has several options available for individuals and caters for the financial status of all the employees. This then ensures that the needs of all the employees are catered for and no individual does not have access to medical services (Johansson, Per, Palme and Mårten, 2002). There should also be workshops included as part of the wellness programme, to rectify any social hierarchies that

may have arisen and create a breakdown in the socio-economic divide between employees (Zimmerman, 2014). By ensuring that medical aid is provided to all employees, there is a decreased chance of absenteeism from employees, as the health needs of all employees would be catered for and with all employees treating each other with the same level of respect, it ensures a fair and equal work environment and reduces bullying in the work place.

A lack of respect is an indication of maltreatment within the workplace, which is associated with bullying within the workplace. The results of the study indicated that there is a fair level of disrespect within the workplace and bullying could be one of the aspects. Valentine, Fleischman and Godkin (2015) found that bullying within the workplace is associated with a number of health issues and can result in the bullied individuals being absent from work to avoid the disrespectful treatment being received from colleagues, as well as to address the health issues that this might have caused. In this view, wellness programmes need to effectively address this, in order to drop the rate of bullying within the workplace, while rigid procedures need to be put into place to penalize individuals found guilty of bullying (Valentine *et al.*, 2015).

It was revealed in the findings of the study, that 53.5% of the participants felt that they were not being paid the amount that they deserved for their respective jobs. Ho and Yeung (2015) attributed this to employees who feel that the company is not making use of their full potential and thus, feel that they are being underpaid. In the same way, 68.5% of the participants agreed with the statement that employees should receive a production bonus for excellent attendance. Oyer (2004) found that reward-based incentive does have the desired effect. However, the criteria for which the bonus is rewarded should be stringent enough for the reward being received to be well deserved by the recipient. Thus, it is for management to devise a fitting criterion for which the production incentive is awarded and should not just be based on attendance alone, as while it would help in decreasing absenteeism, it could also negatively impact on other areas (Ho and Yeung, 2015).

Participants felt that the attendance incentive would also assist in improving their attendance and punctuality. Ichiowski and Shaw (2003) highlighted that the introduction of an incentive-based system is not conducive to a consistently high level of attendance, as employees lose interest in the incentive and revert to their previous routine as the convenience of their current routine outweighs the benefits provided by the incentive being received. One way to counteract this would be to change the incentive being received on a monthly interest, this will then

maintain the interest of employees and work towards providing employees with a sufficient reward that justifies changing their current behavioural pattern (Oyer, 2004). The incentive received can also be based according to a pyramid system in which an employee is rewarded according to the level of attendance they hold, thus the higher the level of attendance, the higher the incentive (Ho and Yeung, 2015).

A large number of employees who participated in the study were employed on a contractual basis with no guarantee of being hired permanently. Of the total number of participants who were a part of the study, only 24.1% of them was employed on a permanent basis. Relating to this, it was found that 61.6% of the participants believed that becoming a permanent member of staff would assist with improving the level of attendance of each employee. Oldham and Cummings (1996) found that all employees look for companies which are able to offer them a level of job security and stability. If the company in question is unable to provide this, it gives employees nothing to strive towards and no incentive to attend work regularly and thus, discourages potential employees from becoming a part of the company. Thus, in order for this to change and to encourage dedication and loyalty from employees, the company must begin considering increasing the number of permanent employees within all departments associated with the shop-floor level (Oyer, 2004).

The high percentage of participants who agreed with the statement suggests that employees are open to training and development facilities, as well as workshops that can form part of the wellness programme within the work environment. Kehinde (2011) found that in order for an employee to be satisfied within their area of employment, there must be room for growth and development. One way in which this happens is if there are training and development programmes available within the workplace. When a company invests in the skills and talents of its workforce, it directly invests in higher levels of production and attendance, as employees grow and become better equipped to complete the work that is expected of them (Baumann and Stieglitz, 2014). Similarly, the implementation of an “employee of the month award” could also influence the level of attendance and employee input, as the results showed that 68% of the participants were of the opinion that an “employee of the month reward” or “best bright idea award” would encourage higher levels of input and contribution from employees. The positive feedback showed the willingness of employees to participate in incentive-based programmes, while it also showed that employees are willing to work with management to improve the productivity and efficiency of the company (Baumann and Stieglitz, 2014).

A total percentage of 51.8% of the participants stated that they were satisfied with their current department of employment, while only 21.1% were not. This works in favour of the company, as the satisfaction that the employees have for their department of employment can be linked to the capacity of the employee to perform efficiently within their job, as El-Nahas, Abd-El-Salam and Shawky (2012) found that job satisfaction is often higher when an employee is able to perform their job at optimum productivity and have a thorough understanding of what is expected of them. Thus, in order to maintain the job satisfaction of employees and maintain a high level of productivity, companies must ensure that employees are tested and placed within the departments that best suit their capabilities (Oyer, 2004).

Bullying could be a problem within the work environment, as the results for the question relating to whether employees felt that they were treated with respect or not, revealed that while 52.1% of employees felt they were treated with respect, 31.2 % did not and 26.6% remained neutral on the question. Bullying can pose a serious problem within the workplace and be detrimental to the productivity and attendance levels within a company. Dehue *et al.*, (2012) found that if an employee feels harassed and excluded from his or her work environment, it could lead to work-related stress and anxiety, which might also lead to higher levels of absenteeism, as employees seek help externally or stay away from work to avoid the hostility of their work environment. Valentine *et al.*, (2015) also found that bullying can also come from higher levels of management and this then affects a greater number of employees who are subjected to harassment from their superiors. To combat this and increase the levels of respect within the workplace, there needs to be weekly meetings within departments, to openly discuss any personal issues that employees might have with one another. There also needs to be workshops that educate employees on discrimination and what to do if they are confronted by it (Dehue *et al.*, 2012).

5.6 Summary of Chapter

This chapter discussed each research question and the relating factors that were established in the previous chapter. It looked at each factor in relation to previous literature on each factor and provided a recommendation on how to better improve upon the results that were achieved. It also looked at a summation of the results for each section and provided an explanation for each question and provided literature to support the findings and recommendations for each question. In view of that, Chapter Six concludes the study, having described the summary of the study, the following issues are described in this chapter: a summary of the findings, the

recommendations, which are based on the findings, the limitations of the study, as well as areas for further research. Finally, the conclusion to the study is also provided

CHAPTER SIX: CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

This study sought to determine whether the implementation of a wellness programme and the various aspects of a wellness programme would have a positive impact on the level of absenteeism within the technological manufacturing company, Altech UEC, SA. In order to achieve this, the study began by giving an overview of the study, highlighting the aims and objectives of the study in Chapter One. In order to provide a more understanding on the subject matter, Chapter Two deliberated on the literature relevant for the study. In order to answer the research questions, Chapter Three described the ways in which data were collected and analysed, bearing in mind the ethical considerations, which are mandatory in every research. Chapter Four presented the findings of the study, which were further discussed in Chapter Five. This chapter presents the conclusion and recommendations of the study based on key findings of the study.

6.2 Summary of Findings

The summary of the research findings are discussed in four segments that mirror the research questions or objectives of the study.

6.2.1 Absenteeism Trends and Influence of Work Design on Absenteeism

The first research question related to all aspects related to trends of absenteeism of shop-floor employees while the second research question was focussed on influence of work design on absenteeism of shop-floor employees. The two research questions were broken down into several subsections which dealt with the communication, ergonomics and organizational culture of the workplace. It was found that in order for employees to be able to communicate effectively with management, there needs to be a multimodal form of communication and that the organization of the physical aspects of the workplace could also impact on the health and safety of employees, which is why the workplace needed to be kept in a state of neatness and structure at all times. This study revealed that organisation aspects of the workplace can have an impact on absenteeism within the workplace, while an effective organizational culture and work place set up ensures a productive workforce.

6.2.2 Influence of Workplace Design on Absenteeism

The third research question related to the influence of workplace design on absenteeism of shop-floor employees. The research results indicated that employees did utilize the services that were provided to them as part of the wellness programme within the work place, and it was also found that participants felt these services had a positive impact on the state of their health, which in turn positively impacted on the level of absenteeism within the workplace. Services such as eye and HIV testing were found to be helpful in maintaining an overall state of wellbeing. Thus, for absenteeism to decrease at a more consistent pace, it is important for employers to include more services that address specific health areas, instead of a general and broad test that serves as an overview of an individual's health.

6.2.3 Effectiveness of Company's Operational Standards

The fourth research question dealt with the operational standards within a workplace and found that there was a well-balanced and fair relationship between members of management and their subordinates, which showed an efficient and productive work place. The technological advancements that were available for employees also proved to be sufficient, as the results from the data analysis showed that employees were satisfied with the technological advancements that were made within the workplace, while the employees did not have any issues with company uniform.

6.2.4 Influence of Rewards, Recognition and Training

The final research question looked at the rewards and recognition programme available for employees. The study found that employees responded positively to the inclusion of new aspects to the rewards programme, as a way of decreasing the absenteeism levels within the workplace. Employees welcomed the inclusion of incentive-based activities that recognized employees for their contribution to the level of productivity within the workplace. The overall conclusion of this research question would be to implement a rewards programme that effectively catered to the needs of the employees, while still ensuring that the programme has financial feasibility within the workplace.

The study was able to effectively conclude that wellness programmes do have a positive impact on the levels of absenteeism within the workplace, and through the use of collaborative efforts with the target population, will seek to implement the changes recommended by the study in the future, so as to better benefit the companies and employees as a whole. It has provided a

great deal of insights into how beneficial the inclusion of a wellness programme can be into decreasing absenteeism levels within the workplace. By embarking on a wellness programme, a company ensures an investment into the future of its employees and itself as well.

6.3 Recommendations of the Study

The results of the study have indicated that the wellness programmes provided were effective in curbing absenteeism, but more services should be included to address the diverse health needs of the employees. In this regard, it is suggested that the programmes should be delivered through various ways, for instance, doing health risk assessments, providing the employees with self-help education materials, as well as intensive individual counselling. In addition to this, the organisation could also invest in an on-site fitness centre, arrange relevant seminars and provide incentives to those who would have participated. To increase the effectiveness of the programmes, the organisation could also outsource individuals or companies which are specialists in the designing and administration of wellness programmes, in order to cater for the diverse personal health needs of the employees.

It is no doubt that employee morale goes a long way in decreasing absenteeism. It was noted that if employees are not healthy, they tend to frequently absent themselves from work, thereby affecting work productivity. In this way, management should invest in wellness intervention programmes which make the employees feel that they are being appreciated and cared about by the organisation, in terms of their health and well-being. This would increase job satisfaction and employee morale. If the employees are satisfied, they engage more in their work, thereby also improving customer satisfaction, reducing employee turnover and enhancing productivity. Thus, the organisation should invest in employee health in order to improve employee morale. Importantly, the wellness programmes should cater for all individuals, of all age groups. It was mentioned in the previous chapters that the programmes should be tailor-made to meet the individual needs of the employees.

To expand the point about providing incentives, it is important to note that incentives often boost employees' interest in their work and in this case, it would boost their interest in participating in wellness programmes. In this way, the organisation could a policy practice of paying employees for exercising at work and healthy vending. It could also introduce the use of gift cards and loyalty points, as well as the non-monetary incentives which include education information mentioned earlier in this section.

It was noted in the findings, that not all employees were able to afford the medical aid offered by their employer and did not make use of the social club that was available to employers and employees alike. The recommendations for these issues is therefore for employers to implement medical aid schemes with different levels of service coverage, according to the amount that is being paid in by employees. The social club should not include a high membership fee, in order to encourage participation from the employees.

While encouraging employees to participate in wellness programmes, it is important to set goals, in order to encourage adherence. The employees should be allowed to set their own goals regarding their future participation. In addition to that, it should be ensured that the goals are considered in line with the available resources which would better serve the employees. For instance, if the goal is to facilitate physical fitness, it means the organisation should have a convenient fitness centre with enough facilities which promote privacy and comfort, at a reasonable price, for the physical activities.

The findings of the study indicated that wellness programmes are provided for the employees. However, the outcomes of the programmes have not been, or are not being assessed or evaluated. It is essential to evaluate the effectiveness of the programmes being provided. The outcomes and the benefits derived from the wellness programmes should be measured, or at least making a follow up over time, so as to improve and understand the impact of these programmes on the employees. It is important to know the impact of the wellness interventions on productivity, on the management-employee relations, as well as on work satisfaction.

6.4 Limitations of the Study

This study focused on one organisation, to establish the ways in which wellness programmes could help reduce absenteeism. On that note, the findings of this study cannot be generalised in similar settings or similar organisations. The participants for this study included the employees who worked on the shop floor. This means that the results obtained would only be applicable to employees who were working on the shop floor of the manufacturing company concerned and cannot be generalized to a larger population of employees without further investigation and research. It does however provide a generalizability into insights on how employees utilize the wellness initiatives available to them and how this in turn impacts on the level of absenteeism from work, which ensures that the study has a level of generalizability.

6.5 Areas for Further Research

This was a quantitative study which sought to establish the effect of wellness programmes on absenteeism. A qualitative study could have enhanced the findings of the study, by investigating the views and opinions of the employees, regarding what they think should be done to reduce absenteeism from work. Again, the study could also have included the views of the management, probing them on what they think cause absenteeism, as well as their thoughts on how to improve this situation. In other words, this study was one-sided, as it only sought answers from the employee perspective. Further studies could focus on the management as well. As indicated in the recommendations, it is important to evaluate the effect of wellness programmes on the workplace. Thus, further studies could investigate this, in terms of how wellness interventions affect productivity.

6.6 Conclusion

This study has brought to the fore, the essence of wellness programmes in the workplace. It has been indicated that wellness programmes are a proactive and effective tool for simultaneously curbing employee absenteeism, as well as increasing job satisfaction and productivity. The results have thus shown that employers should not stand on the side-lines and hoping that the health of the employees will improve. Instead, they should invest in wellness interventions which should serve as guides to healthier lives for the employees. The health and wellness interventions should be aimed at helping to deal with the increasingly stressful lives being led by the employees. Even though there are no specific rules, and even though the benefits cannot be quantified, wellness interventions should be as effective as possible to benefit the employees. If well managed, the practices could boost organisational performance. However, it is important for organisations to ensure that wellness programmes are not used to substitute effective management. Rather, the process is a complex one which requires a multidisciplinary-approach from the management to the shop floor employees, and it has to be overseen by individuals who understand and know the drivers and would therefore follow an evidence-based technique. By multidisciplinary approach, it implies that the programmes do not work in isolation, but in support with other programme elements like educational workshops on how to manage stress, time management skills, as well as work-life balance. It is also important to mention that wellness programmes should not be made mandatory for all employees, as it would appear as a job requirement. Instead, employees should be encouraged to volunteer to participate in wellness interventions. Otherwise, if properly implemented, wellness programmes can be beneficial in reducing absenteeism.

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APPENDIX 1 : INTRODUCTORY LETTER

1st December 2015

Head of Graduate School of Business Studies & Leadership
University of KwaZulu-Natal
Westville Campus
Durban



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1 Montgomery Dr, Mount Edgecombe, 4300,
KwaZulu-Natal, South Africa, PO Box 54,
Mount Edgecombe, 4300, South Africa
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To Whom It May Concern

Dear Sir

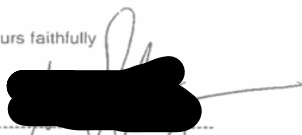
LETTER OF CONSENT TO UNDERTAKE RESEARCH IN "THE EFFECT OF WELLNESS PROGRAMMES ON SHOP-FLOOR EMPLOYEE'S ABSENTEESIM AT ALTECH UEC SA" AS A PART OF Mr. R RAMKAWAL MBA QUALIFICATION

Altech UEC S A, do hereby grant Mr. R Ramkawal permission, to conduct research on the "The effect of wellness programmes on shop-floor employee's absenteeism at Altech UEC S A", as part of his Master's studies in Business Administration (MBA).

We do request that all sensitive information which will be attained during the research studies be treated as confidential to Altech UEC S. A. We are pleased to be informed that the research is focused on the organization of Altech UEC S. A. Employee's, which will in return assist greatly in measurement of morale and motivation initiatives undertaken by the organization and assist with improving on these initiatives.

We do wish Mr. R Ramkawal all the success in completing his research study.

Yours faithfully


Mr Bill Staegemann
Human Resource Executive


Mr. Rajesh Ramkawal
Researcher

Altech UEC South Africa (Pty) Ltd • Reg No: 2008/022204/07
Directors: B Maatjens, PR Riskwotz, LM Sahaia, BFF Sitor, N Mabusea, MP Makolone, KM Ngqasheng, DJ Pamirichana
Company Secretary: Altron TMT Management Services (Pty) Ltd



APPENDIX 2: INFORMED CONSENT LETTER

INFORMED CONSENT

Good day,

My name is Rajesh Ramkawal. I am a student at the University of KwaZulu-Natal, and am currently completing my final year of the Masters programme in business administration degree.

I am currently conducting a research study which is focused on understanding the “The effect of wellness programme on shop-floor employees’ absenteeism at Altech UEC (Pty) Ltd, S.A.”. This study will assist management in understanding if the workplace wellness initiatives are effective in improving overall employee engagement, as a predictor of workplace absenteeism.

The study is conducted by use of a questionnaire, which has been developed to gather information from a broad spectrum of employees, to allow the research statement/hypothesis to be answered from a complete view of all employees of the business. The questionnaire will be purely for the use of the research study and each will be completely anonymous and none of the participant’s names will be disclosed in the release of the findings after interpreting the data gathered from the questionnaire

Please complete the questionnaire below concerning the workplace factors affecting absenteeism amongst shop floor employees at Altech UEC (Pty) Ltd, SA. The data from the questionnaire will provide insight into the effect of workplace factors on employee absenteeism.

| Designation | Names | E-mail | Contact No. |
|-------------|--------------------------|--|--------------|
| Researcher | Rajesh Manilall Ramkawal | Rajesh.Ramkawal@UEC.co.za | 083 679 0516 |
| Supervisor | Mr Alex Bozas | abozas@mweb.co.za | 082 334 4477 |
| HSSEC | Mariette Snyman | snymanm@ukzn.ac.za | 031 260 8350 |

I hereby confirm that I understand the contents of the document and the nature of the research project, and I consent to participating in the research project. I understand that I am at liberty to withdraw from the project at any time, should I so desire. I understand the intention of the research. I hereby agree to participate.

YES NO

APPENDIX 3: RESEARCH QUESTIONNAIRE

RESEARCH QUESTIONNAIRE

**THE EFFECT OF WELLNESS PROGRAMMEMES ON SHOP-FLOOR
EMPLOYEES' ABSENTEEISM AT ALTECH UEC (PTY) LTD, S.A**

Name (Optional):

Signature (Optional):

Please fill in the below questions by marking the preferred answer with an "X".

1. DEMOGRAPHICAL INFORMATION

1.1. What is your gender?

| | |
|------|--------|
| Male | Female |
|------|--------|

1.2. Which age group do you belong to?

| | | | |
|---------------|---------------|---------------|-------------|
| 18 – 24 years | 25 – 29 years | 30 – 39 years | 40 - Upward |
|---------------|---------------|---------------|-------------|

1.3. What is your marital status?

| | | | | |
|--------|---------|-----------|----------|---------|
| Single | Married | Separated | Divorced | Widowed |
|--------|---------|-----------|----------|---------|

1.4. What is your highest level of education?

| | | | | | |
|----------------------|-------------|-------------------------|---------------------|------------------------------|--------------------------------|
| Below Matric Pass | Matric only | National Certificate | National Diploma | Bachelor's Degree/B. Tech | Masters /Doc/Prof Degree |
|----------------------|-------------|-------------------------|---------------------|------------------------------|--------------------------------|

1.5. In which department do you work for?

| | | | | |
|----------------|-----------|--------------------------|-------------------------------------|-----------------------------|
| Auto Insertion | Box Build | Moulding and Printing | Materials Handling and Stores | Surface mount department |
|----------------|-----------|--------------------------|-------------------------------------|-----------------------------|

1.6. How long have you been in your current position?

| | | | | |
|---------|-------------|-------------|--------------|-----------------------|
| < 1year | 2 – 4 years | 5 – 7 years | 8 – 10 years | 11 years - Upwards |
|---------|-------------|-------------|--------------|-----------------------|

1.7. What is your employment Status?

| | |
|----------|-----------|
| Contract | Permanent |
|----------|-----------|

MAIN STUDY

2. WORKPLACE DESIGN

2.1. Do you work rotating shift patterns that alternate between 4 days – dayshift and 4 nights - nightshift?

| | |
|-----|----|
| Yes | No |
|-----|----|

2.2. Are you happy with the job that you are doing?

| | | | | |
|------------|--------------------|---------|-----------|------------------|
| Very Happy | Sometimes Happy | Neutral | Not Happy | Not at All Happy |
|------------|--------------------|---------|-----------|------------------|

2.3. In your line job, do you work standing or sitting?

| | |
|----------|---------|
| Standing | Sitting |
|----------|---------|

2.4. Do you find the company news board provide enough information you require to understand the current business status and the organisational culture?

| | | | | |
|----------------|-------|--------|----------|----------------------|
| Strongly Agree | Agree | Unsure | Disagree | Strongly Disagree |
|----------------|-------|--------|----------|----------------------|

2.5. Does the quarterly staff meeting by the senior management provide you with sufficient information based on future business and developments?

| | | | | |
|----------------|-------|--------|----------|-------------------|
| Strongly Agree | Agree | Unsure | Disagree | Strongly Disagree |
|----------------|-------|--------|----------|-------------------|

3. SERVICES AND EMPLOYEES WELLNESS INITIATIVES

3.1. Do services offered by Altech UEC (Pty) Ltd meet your service expectation from a company?

| | | | | |
|---------------|-----------|-----------------------|--------|-------|
| Almost Always | Sometimes | Every Once In a While | Rarely | Never |
|---------------|-----------|-----------------------|--------|-------|

3.2. How do you feel about wearing Altech UEC (Pty) Ltd branded uniform?

| | | | | |
|------------|-------|---------|-----------|----------|
| Very Proud | Proud | Neutral | Not Proud | Very Bad |
|------------|-------|---------|-----------|----------|

3.3. Do you use Altech UEC (Pty) Ltd value added services for staff discounts on services such as Altech Autopage; Altech Netstar, AON insurance, free decoder field trial sample etc?

| | | | | |
|---------------|-----------|-----------------------|--------|-------|
| Almost Always | Sometimes | Every Once In a While | Rarely | Never |
|---------------|-----------|-----------------------|--------|-------|

3.4. Do you have medical aid?

| | |
|-----|----|
| Yes | No |
|-----|----|

3.4. Please rate the below Altech UEC (Pty) Ltd employee facilities provided for our staff.

For each of the following question, please place a cross (x) below the number that corresponds with your confidence regarding the value added services for staff

| | Very Satisfactory | Satisfactory | Neutral | Not Satisfactory | Not at All Satisfactory |
|------------------------------|--------------------------|---------------------|----------------|-------------------------|--------------------------------|
| RATE SCALE | 5 | 4 | 3 | 2 | 1 |
| 3.4.1. "Life" Health Clinic | | | | | |
| 3.4.2. Fedics Canteen | | | | | |
| 3.4.3. Lockers | | | | | |
| 3.4.4. Ciro Vending Machines | | | | | |

| | | | | |
|---|--|--|--|--|
| 3.4.5. Intra-web Services for payroll queries | | | | |
|---|--|--|--|--|

3.5. Do you feel these free medical services improve your well-being?

| | Very Much | Somewhat | Undecided | Not Really | Not at All |
|--------------------------------|-----------|----------|-----------|------------|------------|
| 3.6.1. HIV test | | | | | |
| 3.6.2. Eye test | | | | | |
| 3.6.3. Flu Vaccine | | | | | |
| 3.6.4. Industrial Psychologist | | | | | |

3.6. Do you take part in the company social club?

| | | | | |
|---------------|-----------|-----------------------|--------|-------|
| Almost Always | Sometimes | Every Once In a While | Rarely | Never |
|---------------|-----------|-----------------------|--------|-------|

3.8. Do you take part in the volunteering for the company social initiative by helping charitable projects?

| | | | | |
|---------------|-----------|-----------------------|--------|-------|
| Almost Always | Sometimes | Every Once In a While | Rarely | Never |
|---------------|-----------|-----------------------|--------|-------|

4. Operational standards

4.1. Do you think your manager is qualified enough for the position?

| | | | | |
|----------------|-------------------------|---------|---------------|---------------------------|
| Very Qualified | Much Slightly Qualified | Neutral | Not Qualified | Much Not at All Qualified |
|----------------|-------------------------|---------|---------------|---------------------------|

4.2. Do you think your line manager is capable of leading the department you work at?

| | | | | |
|-----------|----------|-----------|------------|------------|
| Very Much | Somewhat | Undecided | Not Really | Not at All |
|-----------|----------|-----------|------------|------------|

4.3. Do you feel that you are treated professionally in the workplace?

| | | | | |
|---------------|-----------|-----------------------|--------|-------|
| Almost Always | Sometimes | Every Once in a While | Rarely | Never |
|---------------|-----------|-----------------------|--------|-------|

4.4. Is it important to you to work in a world class high technology facility?

| | | | | |
|----------------|--------------------|---------|--------------------|----------------------|
| Very Important | Somewhat Important | Neutral | Not Very Important | Not at All Important |
|----------------|--------------------|---------|--------------------|----------------------|

4.5. Are you aware of the company’s systems, standards, policies and procedures?

| | | | | |
|-----------------|----------------|-----------|------------|------------------|
| Very Much Aware | Somewhat Aware | Undecided | Not Really | Not at All Aware |
|-----------------|----------------|-----------|------------|------------------|

4.6. The systems, standards, policies and procedures help to improve your work experience.

| | | | | |
|----------------|-------|---------|----------|-------------------|
| Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|----------------|-------|---------|----------|-------------------|

5. Employee reward and recognition

On a scale of “strongly disagree” to “strongly agree”, please rate your answer to each statement.

| Dimension | Strongly disagree | Disagree | Neutral | Agree | Strongly agree |
|---|--------------------------|-----------------|----------------|--------------|-----------------------|
| 5.1. Do you feel that you are graded correctly for the pay you receive? | | | | | |
| 5.2. Do you feel that a production bonus will improve your attendance? | | | | | |
| 5.3. Do you feel that an attendance incentive will improve your punctuality and attendance? | | | | | |
| 5.4. Do you feel that being a permanent employee will improve your attendance and punctuality? | | | | | |
| 5.5. Do you think you receive sufficient training and development to perform your job? | | | | | |

| | | | | | |
|---|--|--|--|--|--|
| 5.6. Do you feel that more training and development will improve your ability to grow in your department? | | | | | |
| 5.7. Do you feel that the employee of the month award or the best bright idea award motivates you to contribute more to the organisation? | | | | | |
| 5.8. Are you happy at your place of work in the department that you currently are in? | | | | | |
| 5.9. Do you feel that you are treated with respect in the work environment? | | | | | |

6. GENERAL QUESTION

6.1. What changes could be implemented by the company to reduce employees' absenteeism?

.....

.....

.....

.....

.....

Your patience and commitment to participate in answering these questions is highly appreciated.

APPENDIX 4: ETHICAL CLEARANCE



17 December 2015

Mr Rajesh Manilal Ramkawal (210515645)
Graduate School of Business & Leadership
Westville Campus

Dear Mr Ramkawal,

Protocol reference number: HSS/1778/015M

Project title: The effect of wellness programmes on shop-floor employees' absenteeism at Altech UEC (Pty) Ltd, S.A.

Full Approval – Expedited Application

In response to your application received on 03 December 2015, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol have been granted **FULL APPROVAL**.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number.

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

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

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

Yours faithfully


.....
Dr Shenuka Singh (Chair)

/ms

Supervisor: Mr Alec Bozas
Academic Leader Research: Dr Muhammad Hoque
School Administrator: Ms Zarina Bullyraj

Humanities & Social Sciences Research Ethics Committee

Dr Shenuka Singh (Chair)

Westville Campus, Govan Mbeki Building

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APPENDIX 5: TURNITIN SUMMARY

The effect of wellness programmes on shop-floor employees absenteeism at Altech UEC SA (Pty) LTD

ORIGINALITY REPORT

| | | | |
|------------------|------------------|--------------|----------------|
| 2% | 2% | 0% | 1% |
| SIMILARITY INDEX | INTERNET SOURCES | PUBLICATIONS | STUDENT PAPERS |

PRIMARY SOURCES

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|----------|--|-----|
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| 3 | Submitted to Anglia Ruskin University Student Paper | <1% |
| 4 | gvha.v3.ca Internet Source | <1% |
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| 6 | ABDELMONEM, ALIAA and ALI QASIM, RANIA MOHMED. "A PSYCHOMOTOR PROGRAM TO DEVELOP POSITIVE THINKING SKILLS AND ITS IMPACT ON SELF CONFIDENCE IN OBESE CHILDREN", Ovidius University Annals, Series Physical Education & Sport/Science, Movement & Health, 2014. Publication | <1% |
| 7 | Submitted to London School of Marketing | |

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| | Student Paper | <1 % |
| 8 | Submitted to University of Lincoln Student Paper | <1 % |
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