UNIVERSITY OF KWAZULU-NATAL

ASSESSING THE EFFECTIVENESS OF THE EMPLOYEE WELLNESS PROGRAMME ON ADMINISTRATIVE STAFF AT THE UNIVERSITY OF KWAZULU-NATAL (WESTVILLE CAMPUS)

by

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DECLARATION

I, Othembele Dube declare that:

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ii) This dissertation/thesis has not been submitted for any degree or examination at any other university.

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DEDICATION

This thesis is dedicated to all the full-time working mothers who continue to push the boundaries for the betterment of themselves.

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This has been by far the most challenging project I have ever undertaken. I would have not made it on my own and, therefore, I would like to acknowledge and appreciate the following people:

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GLOSSARY OF ACRONYMS

- **BCEA** - Basic Conditions of Employment Act
- **EAP -** Employee Assistance Programme
- **EWP** - Employee Wellness Programme
- **MTD** - Mass Transit District
- **NDP** - National Development Plan
- **OHS** - Occupational Health and Safety Amended Act
- **REA** - Responsive Employee Assistance
- **SPSS -** Statistical Package for Social Sciences
- **UKZN -** University of KwaZulu-Natal
- **UPS** - United Parcel Service
- **WHO** - World Health Organisation
- **WWP** - Workplace Wellness Programme

ABSTRACT

Employees are said to be the heart of any organisation. It is argued that employers may benefit from employee wellness programmes to enhance productivity, reduce employee absenteeism and lower the costs of insurance and compensation. This particular study aims to assess the effectiveness of the current employee wellness programme in use at the University of KwaZulu-Natal, based on the Holistic Wellness and the Logic models developed by Els and de la Rey (2006), Das, Petruzzello as well as Ryan (2014), respectively. Els and de la Rey (2006) developed the Holistic Wellness Model as a form of reference for the construction of a valid and reliable inventory that assesses the wellness of employees within South African organisations. In order to understand how the existing Employee Wellness Programme has positively impacted on employees, this research study adopted a quantitative research approach utilising self-administered, closed-ended questionnaires which were completed by 248 administrative staff on the Westville campus. The reliability and validity of the measuring instruments used in the study were tested using factor analysis and Cronbach's alpha, respectively. Both descriptive and inferential statistics were used to process the data. The findings of the study indicated that the respondents are aware of the existence of the EWP and perceive it as a necessity. Furthermore, the findings indicated that respondents are not utilising the EWP; hence, they are not benefitting from it. One recommendation arising from the study is that UKZN may benefit from increasing their efforts in promoting the EWP to employees, and increasing the visibility of the programme across the five campuses. Furthermore, the majority of the respondents (64.4%) indicated that rewarding their participation in the EWP would encourage them to participate. Rewards should be used as an initial attraction to motivate individuals to participate in the programme. Arising from the study, it is recommended that the university regularly monitor and evaluate the programme in order to determine the effectiveness of the programme and introduce improvements. The other recommendation of the study is to promote the programme through the provision of rewards for participation.

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CHAPTER 1

INTRODUCTION

1.1 Introduction

The aim of this study was to evaluate and assess the effectiveness of the employee wellness programme on administrative employees at the University of KwaZulu-Natal (UKZN). The university has an employee wellness programme which it outsources via a referral procedure. The University of KwaZulu-Natal Employee Wellness (n.d) states that one of the UKZN's goals is to be the employer of choice, through keeping a healthy and engaged workforce, and through boosting staff morale as well as minimising stress. UKZN has an employee wellness programme (EWP) that aims to support employees to seek after an ideal condition of wellbeing and adjusted ways of life by guaranteeing that they assume expanded liability for their wellbeing, while guaranteeing that they accomplish individual significance and satisfaction (Employee Wellness, n.d). Wellbeing has advanced from being more than the absence of illness or infection, but implies a more proactive positivist approach. It is more than being physically healthy; rather, it is about being optimistic about what lies ahead, feeling worthy, appreciating life and being content with all spheres of your life. At the UKZN, employee wellness (n.d) regards wellbeing as the point at which people are able to review their general quality of life.

1.2 Background of the study

Mental health in South Africa is one subject that has been much spoken of in recent years. Often there are factors that lead people to develop mental illnesses; and some of those factors could be work-related. Mental health issues are normal in the working population, and speak to a developing worry, with its potential effect on employees, associated with lost efficiency; the wellbeing of the working environment; pay issues; and social government assistance frameworks (LaMontagne et al., 2014). When employees are not well

enough, they fail to deliver the best of their ability's work performance. There are numerous issues that could contribute to them not being well, including work stress, personal problems, family issues, health issues and so on. Therefore, it becomes the responsibility of the employer to implement the EWP to assist the employees with various problems that, if not addressed, could negatively affect their work. UKZN, as an employer, has assumed the responsibility of implementing an EWP. Hence the researcher is assessing its effectiveness. It is the researcher's genuine belief that every organisation relies on the employees to increase productivity, and if employees are not in their best state of wellness, they are not be able to increase productivity as per the employer's requirement, thereby creating losses for the employer. According to Lastowka (2014), as cited by Otuonye (2014:8), employee wellness programmes have been known to impact on profitability and absenteeism and can lead to a decrease in social insurance costs. Many organisations have adopted employee wellness programmes to encourage their employees to live healthier lifestyles and to assist with providing early detection and intervention for chronic illnesses. According to the University of KwaZulu-Natal's website (http://employeewellness.ukzn.ac.za/Homepage.aspx), in order as to accomplish its objective of being an 'institution of choice that draws in and holds academic and support staff of high stature', the University of KwaZulu-Natal has resolved to recognise the estimation of every individual worker by advancing their intelligent person, social and individual prosperity.

This study hopes to contribute to the existing body of knowledge, as there has been insufficient research on this subject at the University of KwaZulu-Natal, in particular. This study will not only benefit UKZN employees, but also the institution itself, as the findings can be used to measure whether their existing employee wellness programme is effective enough; and if not, how it can be improved. This study is to seeks to understand the point to which employees know and participate in the EWP provided by the university.

1.3 Focus of the study

The focus of the study was on the administrative staff on the UKZN Westville campus. The reason for the non-inclusion of the academic staff and other support staff was to keep the research sample relatively small, as well as anticipating that it might have been difficult to find academic staff due to their busy schedules; and there are a large number of support staff, and it would have been difficult to keep the research sample relatively small.

1.4 Rationale of the problem

As per the researcher's information, this is one of the first studies conducted at UKZN that looks at EWP, or at emotional EWP, specifically. Recent studies conducted at UKZN regarding EWP have focused on other issues, such as employee retention. (Ntuli, 2017) evaluated the effectiveness of academic staff retention strategies at UKZN. (Maharaj, 2011) conducted a study focusing on workplace stress at UKZN. In these studies, the focus was on all UKZN employees in general; and therefore, as a way of bridging the gap in research, this study has focused on assessing the effectiveness of EWP at UKZN. Neither of the previous studies none had an exclusive focus on administrative staff or EWP. Therefore, to bridge the gap, this study has focused on EWP at UKZN, looking only at administrative staff. Furthermore, the study was motivated by the researcher's personal interest in EWP as an employee who works in the EWP domain. It is essential to often assess the effectiveness of an EWP, so that it better serves the employees as it is intended to; hence the motivation to pursue this study.

1.5 Research problem

The paradox of the transformation of South African higher education, with its increasing student enrolments, demands for better curriculum responsiveness, and increasing pass and graduation rates, puts universities' resources, specifically the human resources, under considerable pressure and stress (Rensburg, 2013). In addition, higher education institution mergers, although undertaken with the best of intentions, have resulted in negative, unintended consequences for staff, and have resulted in high stress levels and

inefficiency, *inter alia.* Some organisations take the issue of employee wellness very seriously; whereas some do not. Our inputs (what we eat) and yield (how we work out) consistently influence our wellbeing, employment and general way of life (Otuonye, 2014: 22). 'Employee wellness is a global issue, which should be taken seriously by all employers. According to the Global Survey of Health Promotion and Workplace Wellness Strategies by Buck Consultants (2007), 86% of organisations in the United States uphold wellbeing programmes, yet just around one of every five managers outside the United States give wellbeing programmes. On the other hand, Sieberhagen, Pienaar and Els (2011) looked at the South African perspective on EWP. They argue that less than half of South Africa's top 100 organisations have EWPs. Considering the critical changes in the South African authoritative scene since the approach of the democratic government, the lack of EWPs in South Africa is disturbing on the grounds that change is a factor that significantly lessens health at work (Hillier et al., 2005, as cited by Sieberhagen et al., 2011). The elements of wellness programmes vary from company to company and by geographical location (Ngeno & Sma, 2014, 34). The increase in mental health awareness in South Africa prompted the researcher to be curious about the causes of some mental illnesses; and the lack of an emotional consideration in EWPs is an issue in the workplace. Therefore the researcher decided to study this aspect further, using UKZN as a sample site as it already has an existing EWP.

1.6 Research questions

- What are employees' perceptions of employee wellness?

- How is the employee wellness programme utilised?

- How do employees benefit from the employee wellness programme at the University of KwaZulu-Natal?

1.7 Research objectives

- to determine employees' perceptions of employee wellness;

- to examine the extent to which employees utilise the employee wellness programme and;

- to establish if employees are benefitting from the existing employee wellness programme at the university.

1.8 Significance of the study

Sieberhagen, Pienaar and Els (2011) outline that; EWPs are intervention strategies that the employer establishes to promote and inspire the wellbeing of employees in the work environment. It is significant for any organisation to review the viability of the EWP by determining the assumptions employees have about the programme and the purposes behind not participating in the programme. The university would benefit from this study since it will extricate the reservations and address the uncertainties that employees have about the programme and this should bring about an adjusted programme that would address the key issues and needs of the employees inside the EWP (Gie, 2017). This study will also serve as an evaluation tool for the university in order to measure their EWP, as well as possibly implement the recommendations that the research will put forward. Furthermore, whilst the programme benefits the people who are relieved of their work-related mental and emotional stresses, it also assists in producing motivated employees who help to address the strategic goals of the organisation, which further increases productivity.

1.7 Limitations of the study

In research, there is no study that is without its limitations. In this study, the limitations that were noted are as follows:

- UKZN has five campuses and only one campus was studied for convenience purposes, therefore compromising the effectiveness of the study. The responses and views were limited due to the sample size being small; therefore, it cannot be claimed that the sample was a sufficient representative of a target population (Sekaran & Bougie, 2013:252).The results cannot be generalised across the institution.

- The fact that the study was not conducted on UKZN's other four campuses has limited the size and scope of the study. This is considered a limitation because different campuses across UKZN may have a different opinion of the EWP and how it benefits/does not benefit them.

- Another limitation was the hesitance of certain employees to take part, notwithstanding being guaranteed of their anonymity; and some cited that they had participated in too many studies and could not participate anymore.

- Due to the researcher experiencing time constraints, the time given to respondents was short, and they were only given few days to complete the questionnaire. This may have impacted on their level of engagement with the questions in the questionnaire.

1.8 Chapter Outlines

Chapter One: This chapter provides a background to UKZN's EWP. It explains the rationale, the problem and the study objectives. The last part of the chapter provides a summary of the chapters that follow.

Chapter Two: This chapter reviews the literature on the concepts of employee wellness. Various models of employee wellness and different employee wellness policies in South Africa are reviewed. The chapter also reviews South African labour legislation as it addresses employee wellness. Furthermore, the chapter discusses the trends in employee wellness, as well as the frameworks and elements of employee wellness adopted by UKZN.

Chapter Three: This chapter is a methodology chapter and outlines the research design, approach and paradigm the study employed. It defines in detail the research sample, the instruments of data collection and the procedures of data analysis that were implemented to complete the study.

Chapter Four: This chapter presents the data and uses descriptive and inferential statistics to outline the results of the study.

Chapter Five: This chapter deliberates on the presented findings of the study. It looks at the outcomes for each variable on the questionnaire and the responses of the employees to each variable on the questionnaire. Research responses are analysed in detail and compared to the existing literature in order to ascertain whether the research was successful or not. Furthermore, this chapter discusses the findings of the study, draws conclusions and provides recommendations and possible solutions to improve certain areas identified in the study.

1.9 Summary

In summary, Chapter One introduced the study by providing some background to employee wellness concepts in general, and specifically to the administrative staff at UKZN. Furthermore the chapter defined the problem statement and identified the research objectives and questions which the study seeks to address. The chapter also discussed the adopted research design to conduct the study and defined key concepts that were used throughout the study. Finally, the chapter outlined each of the six research chapters, providing a brief overview of the focus of each chapter.

CHAPTER TWO

EMPLOYEE WELLNESS

2.1 Introduction

Employee wellness programmes are being recognised as a viable HR strategy. The benefits of a wellness programme to an 'ivory tower' such as UKZN cannot be overemphasised. The 2013 Workforce Reports revealed that there has been a global increase in organisational wellness programmes (Wein, 2015). This chapter provides insight on the general understanding of wellness programmes. To achieve this, the views of scholars concerning wellness programmes will be reviewed. Literature will also be reviewed on the various dimensions of employee wellness and the benefits of wellness to employees and organisations. The extensive review of literature on the subject will assist in understanding the effectiveness of the employee wellness programme on the administrative staff at the UKZN (Westville Campus).

The researcher reviewed and referred to the existing body of knowledge to explain different concepts that are related to employee wellness; to give guidance to what informs employee wellness; and to identify the gaps in literature.

2.2 History of employee wellness

Employee wellness programmes were first formed from fitness programme for senior managers and later progressed after World War II to offering types of assistance for all employees (Sparling, 2010; Khoury, 2014). By the 1970s, many employers focused on developing worksite health programmes (Khoury, 2014). However, in South Africa EWPs just began to emerge during the 1980s. The

Chamber of Mines of South Africa started them after it completed a practicality concentrate in the mining business in 1983 (Terblanche, 1992, as cited by Sieberhagen et al., 2011).

Thomas and Hodges (2006) summarise employee wellness into two types: a general or conceptual review, which may be brief or extended; and a systematic review, which provides evidence regarding best practice. According to Harlin (2013: 1), 'employee wellness programmes came about in the late 1970s in a form of an occupational safety and health movement as well as the movement of promoting worksite health. American employers, therefore, saw an opportunity to go beyond safety and find ways in which a culture of health in the workplace could be developed, and be able to drop costs of insured Americans who currently acquire their health care through their employers'.

When employees are not well cared for by the employer, they become demotivated and, sometimes, apathetic. Maslach, Schaufeli and Leiter (2001), as cited by Barkhuizen (2014: 3), state that many educators, for example, enter the field eager to teach, and only after they start teaching do they experience what so many other professional educators have encountered, and the fire to teach dwindles to just a spark. Without doubt, people often work hard and do too much when there are high expectations, thus leading to burnout when the expended effort does not yield the expected results. This is problematic.

2.3 Dimensions of wellness

Tongoi (2013) states that wellness is the health of individuals and groups in its optimum state. There are two central points of wellness: the acknowledgment of the fullest capability of an individual, mentally, socially, spiritually and financially; and the satisfaction of one's job desires in the family, network, place of worship, working environment and different settings. Then again, Last (2007) defines wellness as a term that behavioural scientists often use to define a condition of dynamic physical, mental, social, and

profound welfare that empowers an individual to live a life that they enjoy and to be able to reach their full potential. Wellness is regarded as an accurate term for the optimal wellbeing of the different areas. Wellness is an intricate process; while it contains personal elements (Robinson & McCormick, 2011), it also involves the collaboration of the individual with the social and physical environments. Therefore, Robinson and McCormick (2011) spread wellness past an individual to affect friends, family and the environment, including organisational commitment and retention of employees. There are several wellness areas that interrelate with one another while they influence all dimensions of health (Robinson & McCormick, 2011). They will be discussed individually, below.

2.3.1 Physical wellness

The physical wellness of the employee mostly entails their general health. Organisations have different benefits and programmes to ensure that their employees' health is well looked after. Organisations have employee benefits such as medical aid, gyms and so on. Allender, Colquhoun and Kelley (2011), and Ngeno and Sma (2014), have established that workplace health may result in job satisfaction and motivation, over and above the health benefits that may accrue to the employees. American institutions concluded that EWP have decidedly affected on the health and welfare of employees, which brought about the expansion in service deliver (Ngeno and Sma, 2014). Ncube (2018) explains that physical wellness is personal wellness and that an individual must effort towards optimum health, preserve a healthy lifestyle, avoid risky behaviours such as drinking and smoking and follow healthy habits.

2.3.2 Emotional wellness

According to Herman (2016: 8), the degree to which one is aware of, and able to accept, one's feelings is the tool by which emotional wellness is measured. This may include the degree to which one is feeling positive and excited about oneself and life. It is also a tool that measures the ability to control one's feelings and related behaviour in an appropriate manner, including the capacity to practically evaluate one's weaknesses. If employees are too stressed, they might experience emotional instability, which might limit their work performance. In some cases, an employee might experience severe stress, which may lead to mental illnesses. According to the

researcher's experience in the field of social work, people with mental illnesses are usually emotionally unstable, which causes difficulties in the workplace. Emotional wellness includes a person's ability to control or cope with personal feelings and knows to how to seek help and support when necessary, ability to be aware of one's emotions and recognise their feelings; emotional acceptance, which is understanding the normality of human emotion; and emotional management (Ncube, 2018).

2.3.3 Workplace wellness

Berry et al. (2010), as cited by Tongoi (2013), define workplace wellness as a sorted out, employer-supported programme that is intended to help employees (and in some cases their families) as they embrace and continue practices that decrease health risks, improve personal satisfaction, upgrade individual adequacy and advantage the organisation's bottom line. The employer, in pursuit of improving the wellness of the employees, executes an employee wellness programme. Tongoi (2013) states that work is becoming increasingly inactive, resulting in several lifestyle illnesses because of working life that is constantly changing. Obesity in the workplace is mostly caused by sitting all day and not actively moving. New technology has dimmed the divide between work and life. Consequently, people are generally working harder and longer hours, which often results in increased levels of stress, hence the need for intense stress management programmes. Increased levels of stress may potentially lead to increased employee turnover, absenteeism, burnout, declining quality of work and much more.

2.3.4 Financial wellness

According to the Wellness Management Policy (2013: 8), "financial wellness is the ability to maintain a fully developed and well-balanced plan for managing one's financial life that is integrated with personal values and goals". Lack of financial freedom may cause stress in employees; this is why they are employed. People look for employment in pursuit of financial freedom. Therefore, the employer must pay employees a reasonable income for the work they do. This forms a huge part of employee wellness. Companies provide incentives, bonuses, fringe benefits, and so on, to retain their employees and to keep them happy and satisfied, and loyal to the employer. Happy employees are well and strive to work better and harder to increase productivity. To ensure that employees are

financially well and secure, even after they leave employment, some employers make provisions for pension or provident fund contributions.

2.3.5 Spiritual wellness

"Spiritual wellness basically includes having a set of guiding principles, beliefs or values that directs the path of the life of an individual. It encompasses a great level of faith, hope, and commitment to one's beliefs that give a sense of meaning and purpose" (CDC, 2013 as cited by Dlamini, 2015:15). Some organisations have dedicated certain spaces as a place of worship. This helps employees to practise their faith and devotions whenever they want to, while they are at work (Wellness Management Policy, 2013: 8). Van Lingen and de Jager (2011) add that spiritual wellness includes coherence to self, morals and ethics that guide behaviour and decision-making. In support of this, Robinson and McCormick (2011) refer to spiritual wellness as a person getting in touch with themselves and their spiritual nature, which includes being able to anticipate, while their thoughts, feelings and emotions are respected and they are able to embrace the environment.

2.3.6 Occupational wellness/job satisfaction

When employees' feel stressed or overwhelmed at work, this may negatively effect on their job satisfaction and their overall wellness and productivity, and the general functioning of organisations. As employees' health and overall wellness suffers, organisations may have to spend excessive money on medical aid, which could negatively affect revenue, and may potentially lead to downsizing, or even liquidation. Most organisations offer EWPs to their employees as a means of fighting illnesses that result in either absenteeism or poor performance and loss of productivity on the job. When employees do not experience job satisfaction in their work, they become lazy and bored, and find excuses to be absent from work, or to be idle. Organisations that care about the occupational wellness of their employees work hard to keep the employees intellectually challenged. The Wellness Management Policy (2013: 8) defines intellectual wellness as the utilisation of personnel and learning resources to increase knowledge and improve employee skillset. Ncube (2018) argues that because individual's life is spent mostly at work, it is important for one to choose a career that offers valuable rewards.

Occupational wellness includes a workplace safety, on-going education, satisfying career, volunteering activities, and exercise (University of Nebraska-Lincoln, 2013).

2.3.7. Environmental wellness
Environmental wellness is the wellness dimension that looks one's ability to improve the personal satisfaction and way of life in the network while advancing healthy living, as well as laws and agencies to look after the physical environment. The person who is environmentally well thinks about the natural resources, purchases natural food and items, monitors vitality and appreciates investing energy in natural settings (Klautzer, Mattke and Greenberg, 2012). For example, an individual will rearrange his or her work area to be more productive. Environmental wellness means being considerate and caring for the environment. (Robinson & McCormick, 2011) argues that like all other creatures, humans live in an ecosystem that is a delicate environment, and we need to use resources respectfully and efficiently Environmental wellness is the acknowledgment of our interrelation with nature, which includes reusing and recycling; preservation and appreciation of nature; good air quality; and a positive workplace and attitude (University of Nebraska-Lincoln, 2013).

2.4. Approach to wellness
Wellness is defined as the ability to take full advantage of personal potential in every aspect of life. It is not just the absence of disease. The World Health Organisation (WHO) has established a framework that consists of five pillars as an approach to wellness. The five pillars of this framework include the socio-economic context; different exposure to risk factors; different vulnerability; different healthcare outcomes; and different consequences. The dynamic process of reaching mutual wellness resonates with the African philosophical principles of Ubuntu that says 'I am what I am because of who we all are' (Marais, 2013, as cited by Healthcare, 2030, the Road to Wellness: 15).

"To ensure that a culture of wellness is also established in communities and at work, we propose that, by 2025, employers should be incentivised to provide opportunities to employees to engage in physical exercise and to have access to information about healthy dietary practices" (NDP 2030: 304)

2.5 Benefits of employee wellness programmes

The employee wellness programme has benefits that could be enjoyed by both employers and employees. Organisations that have fully functional employee wellness programmes for their employees have experienced great benefits. Figure 2.1, below illustrates some of the benefits.

Figure 2. 1: Benefits of an employee wellness programme

http://www.fullspectrumbenefits.com/service/health-and-wellness-solutions/

2.5.1 Increased employee morale

Companies may improve employee morale by showing that they care about the wellbeing of employees and have their best interests at heart.

According to Panepento (2004), as cited by du Preez (2010: 75), "Companies find that the focus on employee wellness makes employees feel better and this result in higher morale. This then leads to a healthier working climate, making it pleasant to be at work – the people are friendly, motivated and able to deal with their stress much more effectively". Anderson (2008) highlights the importance of fostering healthy lifestyles in a work environment; which will result in healthier employees who are able to put more effort into their work and are able to function at a higher level. Through EWPs, employees' overall morale and engagement is increased.

2.5.2 Reduced employee sick time
Often, when people are going through tough times (physical and emotional) in their lives, their general health is affected; hence they take time off work. One of the benefits that emanate from the execution of EWPs in companies is the reduced sick leave that employees take. HR Pulse (2016) argues that, due to reduced productivity and with employee absenteeism costing South Africa's businesses billions each year, implementing employee wellness programmes can have significant financial benefits for businesses.

A study on an employee wellness programme was conducted at a United Parcel Service (UPS) Centre in Petaluma in California. In this study, Bloom (2008) noted that UPS experienced a decline in absenteeism, an escalation in productivity and morale, and a 60% decline in on-the-job injuries due to the implementation of the employee wellness programme. Likewise, Miller (2010), as cited in Swayze and Burke (2013), reported that healthy employees do not miss work as much as unhealthy employees; and employers value such employees the most.

Lary (2014) explains that wellness programmes in America have been reported to have the ability to decrease absenteeism by an average of two days per annum. This decline in absenteeism signifies a return on investment which may be credited to the wellness programme.

2.5.3 Improved company image

A company image is created by the way in which it manages and cares for its employees. The support of a wellness programme is another way in which companies can show how much they care about their employees, and this may improve the company image (Swayze & Burke, 2013).

2.5.4 Increased productivity levels

Healthier employees are most likely better prepared to fight fatigue and are able to better deal with the stresses that may emanate from the typical work environment (Isaacson, 2010). Productivity may also increase due to employees being highly motivated through the EWP.

2.5.5 Reduced presenteeism

Galvao et al. (2016), define presenteeism as being present at work, but not productive; which has a greater negative effect than absenteeism on the organisation. Presenteeism, when employees are always present at work but are not producing enough for the time spent at work, manifests in both physical and psychological anxiety.

2.5.6 Reduced staff turnover (higher commitment)

Companies that are failing to meet the needs of their employees usually experience a high staff turnover, which is expensive for the company (Poll, 2006, as cited by Swayze & Burke, 2013). Employee wellness programmes may assist with employee retention through addressing health issues, as health is one of employees' crucial needs. Employees may find it difficult to leave an employer who is committed to their holistic well-being. Certainly, increased employee commitment can result in lower turnover (Dyck & Neubert, 2008).

2.6. Addressing employee wellness through South African Labour Legislation.

2.6.1 Basic Conditions of Employment Amended Act of 1997 (BCEA)

The BCEA provides guidelines to employers in terms of providing for the wellness needs of their employees in the workplace. Chapters Two and Three of the BCEA address the regulation of working hours of employees, as well as leave that employees are entitled to. Both Chapters Two and Three of the BCEA ensure that employees are not over-worked and are granted enough time to rest. For example Section 7 of 1997, 8, states how every employer must regulate the working time of each employee. Furthermore, the BCEA guides employers in terms of minimum legislated leave days. Leave types included in the Act are annual leave, sick leave and family responsibility leave, amongst others. This is to ensure that employees receive enough time to rest, recuperate and take care of their family members. After employees return to work, they may feel energised and ready to be highly productive.

2.6.2 Occupational Health and Safety Amended Act, No. 181 of 1993 (OHS)

The OHS Act, No. 181 of 1993, aims to provide guidelines for the health and safety of the employee in the workplace. For example, Section 8 (1) of 1993, 8, addresses the duties of employers regarding employees' health and safety. The Act, however, also places some degree of responsibility on employees with regards to compliance with the employer's measures that have been set up for their health and safety.

2.6.3 Skills Development Amendment Act, No. 31 of 2003

The purpose of the Skills Development Amendment Act, No. 31 of 2003 is "to provide an institutional framework to devise and implement national, sector and workplace strategies to develop and improve the skills of the South African workforce; to integrate those strategies within the National Qualifications Framework contemplated in the South African Qualifications Authority Act, 1995; to provide for learnerships that lead to recognised occupational qualifications; to provide for the financing of skills development by means of a levy-grant scheme and a National Skills Fund; to provide for, and regulate, employment services; and to provide for

matters connected therewith". Employees who are afforded an opportunity to grow in the workplace through skills development become loyal to the employer and are happier and feel constantly intellectually challenged in their workplace.

2.7. Wellness Management Policy 2013

In 2013, The South African government established a Wellness Management Policy that guides employee wellness in the public sector. Wellness management was established after a realisation that the productivity of the entire organisation is highly impacted by the health and welfare of employees. It is imperative for organisations to enable their workforce to produce to the best of their ability, because they are the foundation of the organisation (Wellness Management Policy, 2013: 3).

The development of this policy is founded on the acknowledgement of the mutually supportive relationship between psycho-social factors and other health-related comportments, and their key roles in the workplace. "This policy serves as a comprehensive guide for public service organisations in addressing wellness issues in the public service world of work. It specifically provides guidelines on how to implement wellness management programmes in the workplace. Essentially, the policy seeks to reinforce and advance the effectiveness of existing services, programmes and infrastructure and introduce more interventions based on current developments in knowledge" (Wellness Management Policy, 2013: 3).

2.8. National Development Plan (NDP) Vision 2030

The NDP (2030) was developed in November 2011 by the South African government through the Ministry of the Presidency which put together the National Development Plan (2030) that was aimed at eliminating poverty and reducing inequality by 2030. Chapter 10 of the NDP addresses issues of health and health promotion in South Africa. This chapter was used as a cornerstone for this study, to address health and wellness of employees in institutions of higher learning.

2.9. Trends in employee wellness programmes in South Africa

According to Lalla (2018), there are trends in employee wellness in South Africa, as discussed below:

2.9.1 Prioritising total employee well-being

One of the first growing trends that has been noted in South Africa is that of employers who are making their employees a priority in the organisation, through attending to their wellness needs. Lalla (2018: 8) discusses five aspects of holistic health in employee wellness programmes: "the mind (psychological well-being); body (physical well-being); connections (social well-being); resources (financial well-being); and motivations (providing employees with a sense of greater purpose)". Prioritising employees is particularly significant to the millennial generation employees, who are said to comprise more than half the global workforce. Organisations are better able to build a workforce that is resilient and alert when they incorporate all fives aspects in order to deal with the challenging business environment.

2.9.2 Leveraging technology for improved employee well-being

Organisations need to look at their human resource processes and analyse how they embed well-being in the diverse and growing workforce that is the trademark of large organisations. (Lalla, 2018: 8). Employee wellness programmes should not be isolated, to be implemented by only the HR department; because if companies are not paying attention to the well-being of employees, their bottom line may be directly impacted by stress, burn-out, ill health and unproductivity.

2.10 The impact of an employee wellness programme on an organisation

In today's world of work, change is a constant. For companies to succeed and gain better competitive advantage, they need resilience and healthy employees. Gubler, Larkin and Pierce (2017: 3) explain that healthy employees are better able to deal with stress caused by the workload increase, work pressure and job insecurity. Healthy employees are progressively profitable, give a higher work yield, and adapt better to requests to work harder. (Goetzel & Shechter, 2011) argue that employers may benefit from an EWP through

reduced employee absenteeism, improved productivity and lower insurance and compensation costs. If companies invest in an EWP, they have a good return on investment, though this may not be measured immediately. Employee view the EWP as the employees as a benefit made by their organisation for their welfare and a sign of how much the organisation cares about its employees; and this perception has a potential to improve job satisfaction and increase employees' morale (CDC, 2012).

2.11 Theoretical models

The study was guided by two theoretical models; the holistic wellness model and the logic model. These models offer a comprehensive idea of wellness in the workplace and demonstrate how employee wellness programmes can better improve the lives of employees when they are well implemented.

2.11.1 The Holistic Wellness Model

The researcher has adopted the Holistic Wellness Model which was developed by Els and de la Rey (2006). The holistic wellness model contributes to the study by giving an in-depth comprehension of the idea of wellness in the workplace; and it involves a variety of components of the construct of wellness.
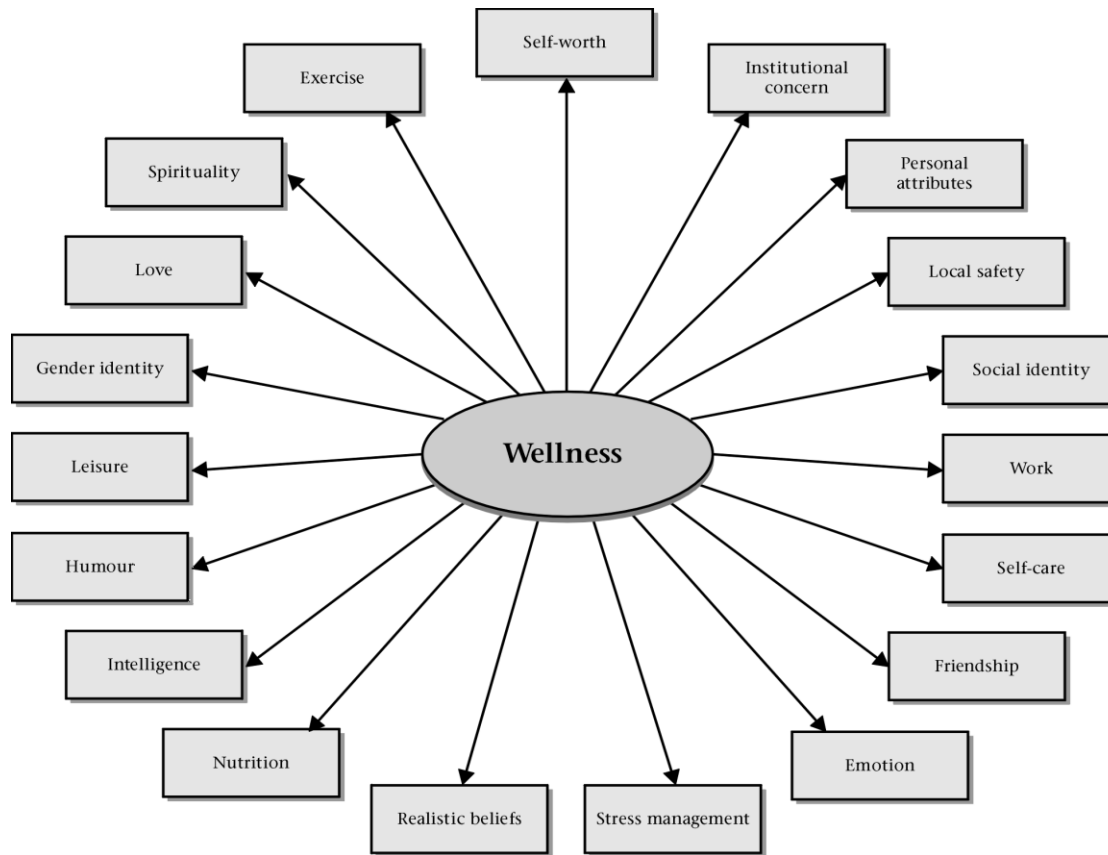
Figure 2. 2: Holistic Wellness Model

Source: Adapted from Els, D. A. and de la Rey, R.P. (2006). Developing a Holistic Wellness Model. **SA Journal of Human Resource Management**. Department of Human Resource Management University of Johannesburg. 53-54.

According to Els and de la Rey (2006: 54), the various dimensions of the Holistic Wellness Model are as follows: -

- **Self-worth:** is the ability to accept and be satisfied with who oneself.

- **Exercise:** is the ability to engage in regular physical activity to improve health and fitness.

- **Spirituality:** has to do with spiritual growth, religious activity and spiritual beliefs.

- **Stress Management:** is the ability to control and cope with stress to improve daily functioning.

- **Love:** refers to building and keeping lasting, and intimate, relationships as well the stimulation of growth.

- **Gender identity:** measures the positive attributions related to one's own gender as a source of strength and support.

- **Realistic beliefs**: set realistic expectations and draw fair conclusions on general life matters.

- **Leisure**: refers to the use of free time for enjoyment.

- **Humour**: is the ability to laugh at oneself and other humorous things.

- **Intelligence:** refers to comprehension, problem solving, and utilisation of skills.

- **Nutrition**: requires the perception of the value of a nutritious and balanced diet.

- **Emotion:** requires a regular and appropriate expression.

- **Friendship:** refers to being part of a relationship of mutual affection with others.

- **Self-care:** is the degree to which physical health is protected by preventative actions.

- **Work:** includes satisfaction with one's work, and the ability to use skills independently.

- **Social identity**: requires the individual to identify culture and gender as a source of strength.

- **Local Safety:** includes feeling safe within all your surroundings.
- **Institutional concern:** considers the government, education, future perspectives, other cultures and change as relevant health factors;
- **Personal attributions:** contribute towards happiness and wellness.

The holistic wellness model is an evidence-based model which provides insight into relative factors that are well utilised abroad as a clinical health model in an organisational setting.

2.11.2 The Logic Model
Shown below in Figure 2.3, is the logic model that was established to assist a mass transit district (MTD) management and its employees with an advanced workplace wellness programme (WWP) expansion and implementation. A logic model shows exactly how employee wellness programmes can improve the lives of employees when they are well implemented. The researcher used the knowledge in this model, as it has been tested and proven to be effective for employees.

According to Das et al. (2014: 3), the logic model assumes that "as a vital component of the community, the MTD requires a healthy, productive workforce". Das et al. (2014) further explain that the logic model has a socio-ecological perspective and different level issues, for example, intrapersonal, relational, institutional, and natural variables. Intrapersonal issues incorporate changing physical movement information, and relational cycles incorporate improving social help. Institutional components are fiscal and administrative support. Environmental factors consist of a fitness centre and a wellness committee.

Resources → **Activities** → **Outputs** → **Outcomes**

Resources	Activities	Outputs	Outcomes — Short-term	Outcomes — Long-term
Onsite Fitness Center • Dedicated for use by mass transit employees and families for a nominal fee • Mass transit district personal trainer	**Onsite Fitness Center** • One-on-one personal training meetings • Physical activity competitions based on Fitness Center Use	**Increased Fitness Center use by employees**	**Cognitive Processes** • Increased understanding of physical activity benefits • Increased problem solving abilities to overcome barriers to physical activity • Increased awareness of physical activity throughout the day • Developed an interest in health	Continued increase in usage of the Fitness Center Maintenance of physical health indicators: • Decreased blood pressure • Decreased body weight • Improved body composition • Improved glucose levels • Improved cholesterol levels
Employee Input and Direction • Support from administration • Fitness Committee, compromising mass transit district employees	**Employee Input and Direction** • Email Communication • Active Living Every Day classes	Mutual accountability between the mass transit district personal trainer and mass transit district employees	**Behavioral Processes** • Enlisted social support • Increased self-confidence • Reminded oneself to be more physically active • Engaged in more physical activity **Physical Health Changes** • Decreased blood pressure • Decreased body weight • Improved body composition • Improved glucose levels • Improved cholesterol levels	Maintenance of mental health indicators: • Improved perceived stress levels • Decreased fatigue • Improved sleep quality • Decreased pain • Improved functionality Reduction in medical claims
Promotions/Incentives • Modest financial resources based on Fitness Center membership	**Promotions/Incentives** • Incentives based on physical activity competitions • Self-assessments • Other: Miscellaneous activities as needed	Increased employee participation in additional worksite wellness programs	**Mental Health Changes** • Improved perceived stress levels • Decreased fatigue • Improved sleep quality • Decreased pain • Improved functionality	Reduction in sick time taken Reduction in presenteeism

Figure 2. 3: The Logic Model. Creating a healthier, more productive workforce through worksite physical activity: the Logic Model

2.12 The Employee Wellness Programme at the University of KwaZulu-Natal

The UKZN has an employee wellness programme in place for its employees. "As part of UKZN's goal of being an employer of choice, the university is always working towards keeping a healthy and engaged workforce, as well as minimising stress and boosting staff morale. The purpose of the Employee Wellness Programme at UKZN is to care for its employees and help them pursue an optimum state of health and balanced lifestyles by ensuring that they take greater responsibility for their health whilst ensuring that they achieve personal meaning and fulfilment" (University of Kwa-Zulu Natal [UKZN] Employee Wellness Programme, n.d: 1).

According to Martin Seligman, as cited by the University of Kwa-Zulu Natal Employee Wellness Framework (n.d: 4), a leading authority in the field of positive psychology sees wellbeing as subjective because that is when people judge their overall quality of life. Wellbeing has evolved to more than the absence of disease or sickness but rather to a more proactive, positivist approach.

According to UKZN Employee Wellness (n.d), UKZN aims to inform, empower and promote its employees through proactive wellbeing initiatives, by supporting them with the essential facts and equipping them with the necessary tools to live a balanced healthy lifestyle and enhance employee wellness. UKZN Employee Wellness (n.d) describes wellbeing as the point at which people are able to review their general quality of life. Wellbeing is more than being physically healthy, but optimistic about what lies ahead, feeling worthy, appreciating life, and being content with all spheres of your life.

2.12.1 UKZN wellness programme principles

UKZN promotes a **proactive approach**, where employees drive their own overall wellbeing and the university provides opportunities to facilitate this, for example, annual health screenings, awareness and educational workshops, financial education and physical activities. It also promotes a **responsive approach**, where the university will provide employee assistance services to employees such as counselling and other forms of employee support/assistance.

2.12.2 Employee wellness framework and elements

UKZN has adopted the PERMA theory, as shown in Figure 2.4, as their employee wellness framework to guide the employee wellness programme in the institution. There are five building blocks, which enable flourishing wellbeing: positive emotion; engagement; relationships; meaning and accomplishment.
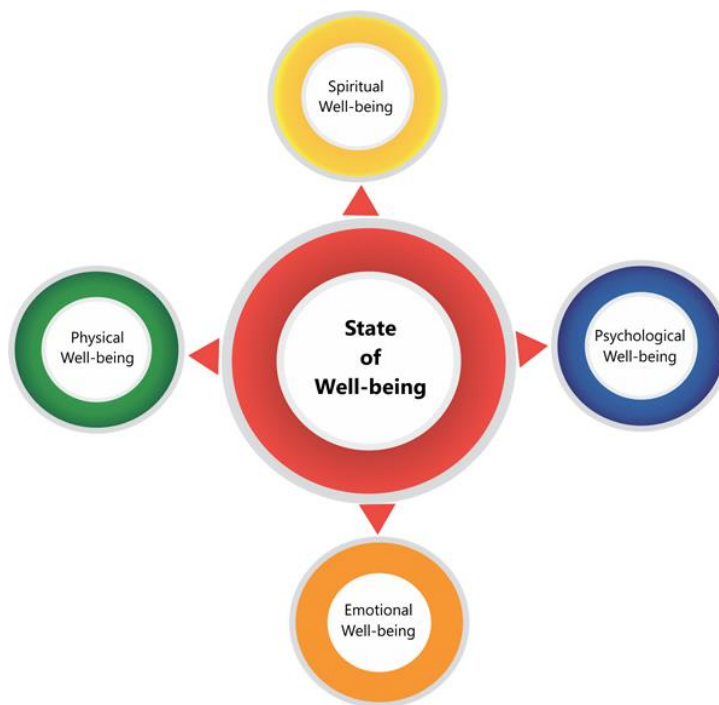
Figure 2. 4: PERMA theory

Source: retrieved from http://employeewellness.ukzn.ac.za/Homepage.aspx

2.12.2.1 Building Blocks of Wellness - PERMA

- **Positive Emotions** - Within limits, we can raise our positive feeling about the past (for instance, by refining appreciation and absolution), our good feeling about the present (for instance, by enjoying physical joys and care) and our good feeling about the future (for instance, by building expectation and confidence).

- **Engagement** - Engagement is an involvement with which somebody completely conveys their abilities, qualities and consideration for a difficult task.

- The experiences that contribute to well-being are frequently amplified through our **Relationships.** That is, relations to others can give life purpose and meaning.

- **Meaning** - A feeling of significance and reason can be gotten from having a place with, and serving, an option that could be greater than oneself.

- **Accomplishment** - Individuals seek after accomplishment, fitness, achievement, and authority for the good of its own, in an assortment of spaces, including the working environment, sports, games and interests.

Nebrida and Dullas (2018: 30) summarise the literature on the PERMA model. They explain that having positive emotion alone cannot promote wellbeing, because it is hard to evoke it alone. Engaging in a relationship without the presence of positive emotions, without any purpose or meaning and accomplishment, will not promote a positive relationship. Having positive relationships without engaging is impossible. Having a sense of meaning in life without positive emotions and accomplishment is nonsense and accomplishing things without the other four elements is impossible. Thus, one factor alone cannot work by itself to promote wellbeing. The pillars are interrelated or have a direct relationship with each other and work together to promote the totality of wellbeing or happiness of an individual. According to Baily (2018), the PERMA model often focuses on developing the managers'

ability to look after their team's wellbeing. Baily further argues that the model should be considering something else, rather than putting more responsibility onto the shoulders of managers, which may, potentially, be detrimental to their own and others' wellbeing. What Baily (2018) is pointing out may be the limitation of the PERMA model. Baily (2018:1) recommends that 'perhaps we could focus on a move towards teams that self-manage'.

2.12.3 Responsive employee assistance (REA)

As part of a response to employee wellness challenges, the university utilises an employee assistance programme provided by an independent service provider. These services include assessments, counselling, and referrals for additional services. Employees experiencing personal and/or work-related concerns may utilise these services. The REA aims to assist employees with various work-related and personal problems.

The figure, below, shows the referral system that has been drawn by the employee wellness office within the university. The university does not have an in-house facility for the emotional wellbeing of employees; instead it refers employees to outside service providers, for example, the Advice Desk for the Abused.

FLOW DIAGRAM OF THE REFERRAL MODEL

LINE MANAGER INVOLVED	SELF REFERRAL
Performance Challenge	Self Referral approach via Employee Wellness webiste
Discussion with Line Manager	Self Assessment
Line Manager refers the challenge to Human Resources	Self Referral
Human Resources debrief and refer to Employee Wellness website	Depression
Relevant Resource Accessed Challenge Addressed	Contact Relevant Service Providers

Figure 2. 5: Flow diagram of the referral model at UKZN

Figure 2.5, above, illustrates the referral model that is used at UKZN to assist employees to access employee wellness programme services. This model is unique to UKZN. The model is divided into two categories, where employees access the service through the involvement of the line manager; or via self-referral.

2.13 Summary

UKZN encourages employees to own their health and wellness journey; make use of the self-referral process of employee assistance; and educate themselves around health and wellbeing, by making use of the information provided on the employee wellness website,

and other reliable external sources. The self-determination theory, as cited by Ryan and Deci (2017: 4), suggests that "wellness is achieved when an individual feels that she/he possesses physical strength, emotional energy, and cognitive liveliness, which together comprise a set of interconnected affective experiences – referred to as 'vigour' (vitality)". Vigour enables an individual to have internal and external coping resources to deal with the challenges of daily life without experiencing chronic stress and depression or other symptoms.

CHAPTER THREE
RESEARCH METHODOLOGY

3. 1 Introduction

The methodology of the study is presented in this chapter. It is vital that a proper methodology is engaged to yield results that give answers to the research question/s and fulfil the research objectives. Aspects to be discussed in this chapter include the construction of the questionnaire, its validity and reliability, and ethical issues. This chapter also addresses the research approach that was used, the population and sample size. Furthermore, this chapter looks at the data collection strategy, and gives a brief overview of the process data analysis.

3. 2 Aims and objectives of the study

This study is aimed at assessing the effectiveness of the employee wellness programme on UKZN employees. The university has an existing employee wellness programme; therefore, the study will focus on the programme's influence on the emotional wellness of employees. Below are the study objectives:

- to determine employees' perceptions of employee wellness;
- to examine the extent to which employees utilise the employee wellness programme; and
- to establish if employees are benefitting from the existing employee wellness programme at the university.

3. 3 Research design

Creswell (2013) describes research design as the technique a researcher uses to address the research problem. In this study, the researcher used a case study of administrative employees on the UKZN Westville campus. There are three types of research methodologies that could be utilised in a research study: qualitative, quantitative and mixed methods. However, for this particular study, a quantitative methodology was employed. Terrell (2016) describes quantitative methodology as a study that is deductive in nature, as the results from the study can be used test the hypothesis that has been stated from the beginning. The results collected from the quantitative research were utilised to make generalisations about ideas to a greater degree and to predict future results.

A quantitative research approach is the type of approach that fundamentally processes the variables which are correlated with the knowledge and views (Barnham, 2010). The outcomes accumulated from the quantitative research were used to make generalisations about ideas to a greater degree, anticipating future outcomes and furthermore examining causal connections. This research has employed the quantitative research design which use statistics to respond to the research questions and provide more understanding of the problem; hence, it is a quantitative research approach (Alvesson & Sandberg, 2011). Connolly (2007), as cited by Rahman (2017), points out that in the quantitative method, data analysis consumes less time compared to other methods as it utilises statistical software, such as the SPSS. Furthermore, this method allowed the researcher to collect a large amount of data from a sizable population within the administrative staff. It also allows for easy comparison, since standardised data is mostly based on a questionnaire, which also allows for more control of the research process (Saunders et al., 2009).

Qualitative research is described by Denzin and Lincoln (2005), as cited by Oun and Bach (2014:253) as "a method of inquiry employed in many different academic disciplines, traditionally in the social sciences, but also in market research and further contexts". Furthermore, qualitative research methods investigate and offer responses to inquiries of how, where, what, when and why an individual would act with a particular goal in mind toward a particular issue. Qualitative research permits the researcher to discover

the participants' inner experience, and to discover how meanings are shaped through and in culture (Corbin & Strauss, 2008, as cited by Rahman, 2017). The researcher had time constraints; hence this method was not suitable for this study as it comprehensive and detailed.

Lastly, mixed methods are understood as the combination of both qualitative and quantitative methods. Terrell (2012:255) argues that "Mixed-method studies have emerged from the paradigm wars between qualitative and quantitative research approaches to become a widely used mode of inquiry". Terrell further argues that using mixed methods requires an understanding of each research method and the ability to comprehend and translate results from the various strategies. The advantage of using mixed-methods is that they have qualities that balance the shortcomings of both quantitative and qualitative research. However, it is quite a complex method and requires more time and resources to plan and implement.

3. 4 Research approach
Research studies may be exploratory or descriptive in nature. Sekaran and Bougie (2013) describe exploratory study as the study that is attempted when very little is identified about the current circumstances; or no data is available on how comparative issues or research issues have been settled previously. An exploratory study is largely associated with qualitative research design. Furthermore, "Exploratory studies are also necessary when some facts are known, but more information is needed for developing a viable theoretical framework" (Sekaran & Bougie, 2013:120).

Sekaran and Bougie (2013) describe a descriptive study as one that is embarked on in order to establish and be able to characterise the qualities of the factors of interest in a situation. They further explain that 'the goal of a descriptive study is to offer to the researcher a description of relevant aspects of the phenomena of interest from an individual, organisational, industry-oriented, or other perspective'. The researcher in this study has applied a descriptive research approach as it is more suitable for quantitative research

and more favourable and effective in addressing the research phenomenon. The descriptive approach was also suitable for this study because of its attempt to collect quantifiable information that was used for statistical analysis of the population sample.

3. 5 Research paradigm

A research paradigm places emphasis on the nature of knowledge and the development of knowledge. It contains key postulations concerning the way the world is viewed by the researcher (Saunders, Lewis & Thornhill, 2007: 101). Wahyuni (2012) suggests that the quality of any study is rooted in the truthfulness and transparency of the research philosophy and approaches employed in the study, rather than in the supremacy of any single paradigm. Wahyuni further explains that the adoption of the most suitable research design, strategies, approaches, data collection instruments and techniques affects the quality of the findings of a researcher.

The research philosophies employed in a given enquiry thus enable the processes, design, strategies, and techniques to be applied in the investigation of a given construct (Saunders, Lewis & Thornhill, 2009). The four main research philosophies are: positivism; interpretivism (Saunders et al., 2009); realism (Bryman & Bell, 2011), and pragmatism (Creswell, 2009). Below is a summary of the four main philosophies, compared by assumptions, which was adapted from Saunders et al. (2012).

Table 3.1: Four main philosophies compared by assumptions (adapted from Saunders et al., 2012)

	Pragmatism	Positivism	Realism	Interpretivism
Ontology- Researcher's view on nature	External, multiple, most appropriate view chosen for answering the research question.	External, objective and independent of social actors.	Objective, exists independent of human thought or knowledge about their existence (realism) but interpreted through social conditions (critical realism)	Subjective, socially constructed, may alter, multiple.
Epistemology- Researcher's view on acceptable knowledge	Depending on the research question, either or both, detectable phenomena and abstract implications can give satisfactory information	Only observable phenomena enable the production of facts and credible data. Focuses on causality and law-like generalisations.	Observable phenomena provide credible data and facts. Incomplete information implies errors in sensations (authenticity) or phenomena make sensations which are open to misinterpretations (critical realism). Focuses on explanations within a context.	Subjective meanings and social phenomena. Concentrate on subtleties of circumstance and its world, emotional implications provoking activities.
Axiology- Researcher's view on role of values in research	Large role on values in interpreting results. A researcher takes both an objective	Value-free research with the researcher being objective and independent of the data.	Value-laden research, because the researcher is biased concerning world view, cultural experiences and background, which	Value-bound and subjective. The researcher is part of what is researched and cannot be separated.

	and subjective view.		affect the research.	

3.5.1 Positivism

The positivism paradigm is directed by the philosophies of objectivity, knowability and deductive logic. Levers (2013) argues that the postpositivist paradigm is abstracted as having an objectivist epistemology and critical realist ontology. Positivism also requires researchers to be unbiased and to abandon their values in a pursuit of objective, practical and knowable truth. The positivist paradigm was employed as it was found to be more relevant to this study, because it seeks to unveil knowledge, and used questionnaires. In trying to comprehend the employees' perceptions and knowledge of EWP, as well as the use and impact of the programme, the researcher adopted this objectivist stance. Therefore, for this study, the positivist research philosophy was adopted, in which the researcher is regarded as being independent of the research and is not affected by the matter of the research (the social actors).The positivist research philosophy uses theories that exist to formulate some hypotheses, which are tested and verified, partly or in whole; or refuted (Saunders et al., 2009:113). Comte (1856) hypothesised that experimentation, perception and reason dependent on experience should be the reason for understanding human conduct and, in this way, the main genuine methods for expanding information and human comprehension. In its unadulterated structure, the logical technique includes a cycle of experimentation that is utilised to investigate perceptions and answer questions. This approach allows the researcher to search for the cause and impact of relationship in nature (Kivunja, 2017). The approach is well suited for this study as it allows for the interpretation of observations in relation to facts or measurable units (Fadhel, 2002). The main aim of the paradigm is to allow descriptions and varied forecasts based on measurable results. The research was executed in a purely objective manner, where the researcher did not interfere with the data and maintained an objective position, thus contributing to the credibility of the data and the facts generated from this study. A

designed questionnaire was utilised to collect quantitative data from a sizeable sample, from which generalisations about the employee wellness programme at UKZN were developed. These generalisations can be used to improve the employee wellness programme, and how employees perceive it and benefit from it.

3.6 Sampling and sampling technique

Sampling is defined by Bhattacherjee (2012:65), as the "statistical process of choosing a subsection (sample) of a population of interest for purposes of making observations and statistical inferences about that population". Sampling employs two different techniques: probability (random) sampling and non-probability (non-random) sampling. Sampling is an important process in research. As Bhattacherjee (2012: 65) explains: "We cannot study entire populations because of feasibility and cost constraints, and hence, we must select a representative sample from the population of interest for observation and analysis".

3.6.1 Probability sampling

"Probability sampling is a technique in which every unit in the population has a chance (non-zero probability) of being selected in the sample, and this chance can be accurately determined" (Bhattacherjee, 2012:67). Within probability sampling there are different sampling techniques: simple random sampling; systematic sampling; stratified sampling; cluster sampling; matched-pairs sampling; and multi-stage sampling. These sampling techniques are described below:

- In this study, **simple random sampling** was chosen. Alvi (2016) defines this type of sampling as a sampling where each and every element of the population has an equal chance of being selected in the sample. The researcher chose this sample to avoid any possibility of sampling biases. The population belonged to different departments within the university. A sample population was randomly selected from their departments and colleges. Each had an equal chance of selection. This method was utilised because it permitted the researcher to sum up the discoveries and guaranteed that all applicable parts in

the gathering were mulled over as they are fitting and significant inside the setting of the examination. This method could be applied efficiently, and it yielded good information for the given sample size (Sekaran & Bougie, 2013).

- Probability sampling also includes **systematic random sampling,** which, according to Acharya et al. (2013), is when the selection of the first subject is done randomly and then the subsequent subjects are selected by a periodic process. A systematic random sample is one in which each kth item is chosen; k is dictated by dividing the quantity of items in the testing outline by the ideal sample size. "An initial starting point is selected by a random process, and then every kth number on the list is selected" (Acharya et al., 2013: 331).

- According to Acharya et al. (2013: 331), in "**stratified random sampling** data is divided into various sub-groups (strata) sharing common characteristics like age, sex, race, income, education, and ethnicity". A random sample is taken from each strata. A cluster random sample is a two-advance cycle in which the whole population is secluded into groups, typically geographic regions or districts like villages, schools, wards, blocks, etc. It is more commonly used in epidemiologic research than in clinical research. The cluster sample is more suitable for bigger samples. It could be used in a large national survey.

- Multiphase sampling is regarded as **cluster sampling** which is more complex than the cluster sampling that was discussed in the previous paragraph. "Here the population is structured into groups; then groups are selected randomly and then the participants are randomly selected in these groups (an equal number is selected per group). A part of the information is collected from the whole sample and part from the sub-sample" (Acharya et al., 2013: 332). A multifaceted form of cluster sampling is one in which at least two degrees of units are inserted, one in the other. It involves the repetition of two basic steps – listing and sampling. They argue that at each stage the cluster gets tinier in size and at long last, subject inspecting is finished. At times, exceptional wording is utilised for different phases of inspecting.

3.6.2 Non-probability sampling

The second sampling technique is called non- probability (non- random) sampling. Acharya, et al. (2013:332) define non-probability samples as those in which 'the probability that a subject is selected is unknown and results in selection bias in the study'. Non-probability sampling is divided into different categories, including convenience/purposive sampling; quota sampling; snowball sampling; etc.

- According to Acharya et al. (2013), **convenience/purposive** sampling is the most frequently used sampling method, where a sample is selected based on convenience for the researcher. In purposive sampling, respondents are often selected because they are in the right place at the right time.
- **Quota sampling** is the sampling procedure that guarantees that a specific attribute of a populace test will be spoken to the specific degree that the agent wants (Acharya et al., 2013).
- **Snowball sampling** is defined as the sampling procedure where the first respondents are picked by likelihood or non-likelihood strategies, and afterward, extra respondents are gotten by data gave by the underlying respondents (Acharya et al., 2013).

For the purpose of this particular study, the researcher has used probability sampling; within which simple random sampling was used to randomly select respondents. Simple random sampling is a strategy where each individual has an equivalent possibility of being chosen in the example from the populace. Information is picked utilising arbitrary number tables or a PC produced rundown of irregular numbers. It should likewise be possible by lottery strategy, utilising money notes, etc (Acharya et al., 2013). Terrell (2016: 69) adds to this definition by stating that 'random samples are generally used in quantitative studies where we are trying to identify the sample that represents, as closely as possible, the population it was selected from'. The UKZN provided the researcher with the list departments with administrative staff on campus and the questionnaire was sent to over 300 of them. Upon the return of the completed questionnaires, the researcher randomly selected 248 questionnaires.

3.7 Location of the study

The study was conducted at the University of KwaZulu-Natal, Westville Campus, which is one of five campuses, and is located in Westville, Durban.

3.8 Sample size

Sekaran and Bougie (2013) describe population as the total sum of individuals, objects, matters or associates that are classified according to similar characteristics. The sample size of 248 was established by using the Raosoft sample size calculator. The total number of administrative staff members at the Westville Campus of the UKZN is currently 695 (UKZN Institutional Intelligent, personal communication, 3 Sept, 2019). These may be broken down by department, as shown in Table 3.1. Terrell (2016) states that the construction of an ideal sample involves finding the population you want to work with, which would mean considering everyone that could possibly be used as the subject for the study. The administrative employees at the Westville Campus in UKZN were target population of this study; they comprise of male and female employees of all ages and occupations within administration. The administrative employees were the population chosen from amongst other groups of employees because the researcher believed they would be easier to access compared to other groups of employees, e.g. academics. The study objectives, population size, cost and time limitations, and the amount of discrepancy and inconsistency in the population, must be considered when determining the sample size (Sekaran & Bougie, 2013).

Table 3. 2: UKZN Administrative staff - Westville campus

Department name	Number of staff
Finance	43
Deputy vice-chancellor (research)	88
Corporate relations	27
Human resources	34
Student services	103
Institutional planning & governance	173
Miscellaneous	3
Registrar's office	224
Grand Total	**695**

3.9 Data collection strategies

Data is collected through primary data collection in quantitative studies. The main methods of quantitative data collection include questionnaires/surveys, interviews, focus groups, observation and document reviews. In this study, the main tool used to collect data was questionnaires with closed-ended questions. Questionnaires are separated into two methods – surveys and tests. Kabir (2016) defines survey questionnaires as questions that measure separate variables, and questionnaires with questions that measure separate variables; while test questionnaires are questions that are aggregated into either a scale or index. The researcher chose to use a survey questionnaire on this study, where data was collected from the randomly selected respondents who, in their individual capacities, were subjected to a quantitative questionnaire. Some employees required assistance from the researcher with regards to the interpretation of the questions. Respondents were selected randomly from each department/college in the university. The questionnaires were self-administered by the respondents.

3.10 Questionnaire construction

The construction of questionnaire refers to gathering data about the specific topic through means of statistics. When a questionnaire is correctly created and administered reliably, it can provide valuable data about any given subject. In constructing the questionnaire for this study, the researcher used variables in the study to ask questions that would provide answers to the actual problem. The set of questions that are established for the respondents are described as the questionnaire and are generally within closely defined selections (Dura & Driga, 2011). In this study the researcher developed questions that were linked to the variables of the study using an established questionnaire from the study that was conducted by Dlamini (2015). The questions were presented in a sequence to assist respondents to answer them effortlessly. The questions were close-ended with limited response options, using a Likert scale. Nemoto and Beglar (2014) define a Likert scale as a psychometric scale that has various categories from which respondents decide to

demonstrate their suppositions, perspectives, or emotions about a specific issue. The benefit of utilising a questionnaire is that it costs less to collect data and it can be done in less time, compared to other methods of data collection (Srikanth & Doddamani, 2013).

The questionnaire was structured and categorised into four sections: Section A looked at acquiring biographic information of the respondents. Section B was linked to the first objective. Section C was linked to the second objective, and Section D was linked to the third objective. All the questions were closed-ended questions with limited response options. Below is the demonstration of the link between the items in the questionnaire and the research objectives: -

- Objective One: Items 1, 2 and 3 in the questionnaire were intended to determine employees' perceptions of employee wellness.
- Objective Two: Items 4, 5, 6, 7, and 8 in the questionnaire were formulated to examine the extent to which employees utilise the employee wellness programme.
- Objective Three: Items 9 and 10 in the questionnaire were used to establish if employees are benefitting from the existing employee wellness programme at the university.

3.11 Administration of questionnaires
Generally directed as paper-and-pencil instruments, over the previous decade, questionnaires have been progressively regulated through the Internet by specialists craving a more productive and more affordable strategy for data collection (Birnbaum, 2004, as cited by Brock et al., 2010). The questionnaire was a self-administered paper-and-pencil questionnaire and respondents were given pages of a questionnaire to complete on their own and in their own time.

3.12 Collection of questionnaire
Questionnaires were distributed to all the administrative staff who could be reached and were collected after a few days.

3.13 Pilot study

According to (Thabane et al. 2010:1, cited by Morin, 2013) the objective of a pilot study is to survey the practicality of the proposed investigation to evade possibly unfortunate outcomes of leaving on a huge report, which might 'suffocate' the entire exploration exertion. In addition, a pilot study was conducted to test the questionnaire and to guarantee that it was not unclear and that the inquiries were clear and surely known by the respondents. The pilot study was conducted with a few of the administrative employees at the University. The pilot study established that the questionnaire was reliable and valid, thus no adjustments to the questionnaire were necessary. Respondents in the pilot study found the questions easy to understand. Therefore, the questionnaire remained the same and was used for the entire study.

3.14 Recruitment of the study respondents

The recruitment of the respondents for research involves selecting the respondents or sampling the target population. Confirming that sampling principles are not compromised, respondents must be objectively recruited. Respondents were selected dependent on their capacity to be a piece of the segments of the idea (Vaitkevicius & Kazokiene, 2013). A total of 248 respondents were randomly selected in their individual capacity and subjected to a quantitative questionnaire. The targeted employees were given hard copies of the questionnaire during a meeting, and individually in some cases.

3.15 Reliability and validity

Bhattacherjee (2012: 56) defines reliability as "the degree to which the measurement of a construct is consistent". The most significant characteristics of accuracy are **reliability** and **validity**. Reliability is calculated by the same subject through the use of numerous measurements, and 0.70 or greater is reflected as an 'acceptable' measurement of reliability.

Table 3.2 shows the Cronbach's alpha score for the relevant items in the questionnaire.

Table 3. 3: Cronbach's alpha score

Section	Variables	No. of Items	Cronbach's Alpha
B	Knowledge	2	0.686
C	Participation	5	0.647
D	Impact	2	0.645

For all the sections, the Cronbach's alphas are all below the recommended 0.07 level. This guarantees satisfactory, reliable scores for these sections of the research.

Bhattacherjee (2012, 58) describes validity as "the extent to which a measurement adequately represents the underlying construct that it is supposed to measure". Factor analysis, which was used, is a statistical method which aims to reduce of data and it can be utilised in survey research, where the researcher desires to analyse a small sum of hypothetical factors through a number of questions.

Table 3.2 summarises the results of the KMO and Bartlett's tests. The prerequisite is that Kaiser-Meyer-Olkin measure of sampling suitability ought to be more than 0.50; and Bartlett's test of Sphericity should be below 0.05. All the conditions were satisfied for the application of factor analysis.

Table 3. 4: KMO and Bartlett's tests

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.836
Bartlett's Test of Sphericity	Approx. Chi-Square	722.587
	Df	45
	Sig.	0.000

3.16 Administration of the questionnaire

The respondents' self-administered the questionnaires. Some employees were assisted by the researcher who translated the questionnaires and explained what the study was all about. The questionnaires were delivered by hand because it was the most efficient method, as respondents were all able to complete the questionnaires in their own time; and it was a cost effective.

3.17 Data analysis

Data analysis is instrumental in organising data that has been collected from different sources (Agresti & Kateri, 2011). Data analysis filters the important information from the enormous set of data; and it also validates the key factors as it provides a significant foundation to important decisions (Agresti & Kateri, 2011). Data analysis is significant because, with the help of proper statistical management, it ensures that the conclusion of the research is free from human bias (Agresti & Kateri, 2011). Therefore, it is safe to conclude that data analysis is a vital process for the researcher and the study (Agresti & Kateri, 2011).

To capture the responses from the questionnaires, the SPSS computer programme was used. This was done to interpret and analyse the information from various perspectives or approaches so as to make suggestions corresponding to the difficult proclamation. Based on the outcomes of the data, observations were made, and recommendations were put together, followed by a conclusion. The data has been analysed in this study through the use descriptive and inferential statistics. The researcher applied descriptive techniques (pie charts and bar graphs) to present unprocessed information that was collected from the field. The quantitative data that was collected is presented through descriptive statistics and using graphs, cross-tabulations and other figures. According to Sekaran and Bougie (2010), there are three measurements of central tendency: the mean, the median, and the mode.

- The mean, or the average, is a measure of central tendency that offers a general picture of the data without unnecessarily inundating one with each of the observations in a data set.
- The median is the central item in a group of observations when they are arrayed in either an ascending or a descending order.
- The mode: Sometimes a set of observations may not lend itself to a meaningful representation through either the mean or the median; however, it can be signified by the most frequently occurring phenomenon.

The researcher also used inferential statistics in the form of factor analysis as a data reduction strategy. Bhattacherjee (2012) defines it as a data reduction technique that is utilised to measurably total countless watched estimations (things) into a littler arrangement of surreptitiously (dormant) factors called factors, in light of their fundamental bivariate connection designs. Dalgaard (2008) explains the concept of inferential statistics as the statistics that create statistical results that aid the researcher to draw interpretations from a sample. Inferential statistics are concerned with making predictions or inferences about a population from observations and the analysis of a sample. Inferential statistics are procedures that allow researchers to infer or generalise observations, from samples to the larger population from which the samples were selected. Inferential techniques will include the use of correlations and chi square test values, which are interpreted by means of p-values.

3.18 Ethical considerations

Ethics essentially refers to 'the rules or standards for governing the relationship between people to benefit all concerned, with shared respect for the needs and wants of all individuals involved' (Singer, 2011: 13). The UKZN research office issued the ethical clearance for the study. The researcher followed all appropriate research guidelines to guarantee that the privacy and confidentiality of the respondents is kept, and that standards were upheld with absolute integrity. Respondents were given an opportunity to decide whether or not they wanted to be part of the study and, they were assured of the anonymity of their identities. The respondents were furnished with enough information (which also included how the study will benefit the university, promote the welfare of people and avoid bias)

before choosing to take an interest in the study. Informed consent was issued to the respondents and they signed it, consenting to participate in the study. Furthermore, the respondents were made aware that the study carried no potential harm physically and psychologically. If there would be any harm, it would not be intentional.

3.19 Summary

This chapter discussed the research methodology applied in the study, which consists of the design of the study, sampling methods and sample size, the selection of respondents and techniques of data collection. The population for this study was also clearly defined and an explanation on how the sample was calculated and drawn was provided. Further to this, details of the data collection method and how the research instrument was designed were outlined in this chapter. The data generated by the questionnaire was analysed by the researcher using descriptive and inferential statistics and both types of statistics have been discussed in this chapter. Furthermore, the measures to ensure reliability and validity of the instruments have been detailed; and the ethical considerations were discussed. The next chapter will present the results from the respondents' responses.

CHAPTER FOUR

PRESENTATION OF RESULTS

4.1 Introduction

Chapter four presents the findings obtained from the data collected. Through the use of the Statistical Package for Social Sciences (SPPS version 26.0), responses from the data collected were analysed. The results are presented in the form of descriptive statistics using graphs, cross-tabulations and figures. Inferential techniques, including correlations and the chi-square test, were also used to show the associations between the variables. A p-value of less than 0.05 was regarded as statistically significant.

4.2 The sample and reliability scores

A total of 300 questionnaires were distributed and 248 were completed and returned, giving a response rate of 82.6 %. The reliability scores of all variables were above the recommended Cronbach's alpha value, indicating that the results are acceptable and consistent. Table 4.1 shows the reliability scores of the variables assessed in this study.

Table 4. 1: The reliability scores. EWP = Employee Wellness Programme

Section	Variable	Number of Items	Cronbach's Alpha
B	Knowledge of EWP	2	0.686
C	Participation on EWP	5	0.647
D	Impact of EWP	2	0.645

4.3. Section A: Demographic profiles of the respondents

4.3.1 Age and gender

Overall, the ratio of males to females is approximately 1:1 (45.6%: 54.4%) (p = 0.162). In the age category of 31 to 40 years, 49.4% were male; while 36.3% of males were between the ages of 31 and 40. This category of males (aged 31 to 40) formed 16.5% of the total sample. By age, there is a significant difference in the distribution (p < 0.001). Table 4.2, below, shows the age and gender profiles of the respondents.

Table 4. 2: The gender distribution of respondents by age.

		Gender		Total
		Male	Female	
21 - 30	Count	24	30	54
	% within Age	44.4%	55.6%	100.0%
	% within Gender	21.2%	22.2%	21.8%
	% of Total	9.7%	12.1%	21.8%
31 - 40	Count	41	42	83
	% within Age	49.4%	50.6%	100.0%
	% within Gender	36.3%	31.1%	33.5%
	% of Total	16.5%	16.9%	33.5%
41 - 50	Count	29	48	77
	% within Age	37.7%	62.3%	100.0%
	% within Gender	25.7%	35.6%	31.0%
	% of Total	11.7%	19.4%	31.0%
61 - 60	Count	18	14	32
	% within Age	56.3%	43.8%	100.0%
	% within Gender	15.9%	10.4%	12.9%
	% of Total	7.3%	5.6%	12.9%
> 60	Count	1	1	2
	% within Age	50.0%	50.0%	100.0%
	% within Gender	0.9%	0.7%	0.8%
	% of Total	0.4%	0.4%	0.8%
Total	Count	113	135	248
	% within Age	45.6%	54.4%	100.0%
	% within Gender	100.0%	100.0%	100.0%
	% of Total	45.6%	54.4%	100.0%

4.3.2. Race of respondents

Approximately two-thirds of the respondents were African (62.9%), followed by Indians (29.8), with the smallest groupings being Coloureds (4.0%) and Whites (3.2%) ($p < 0.001$).
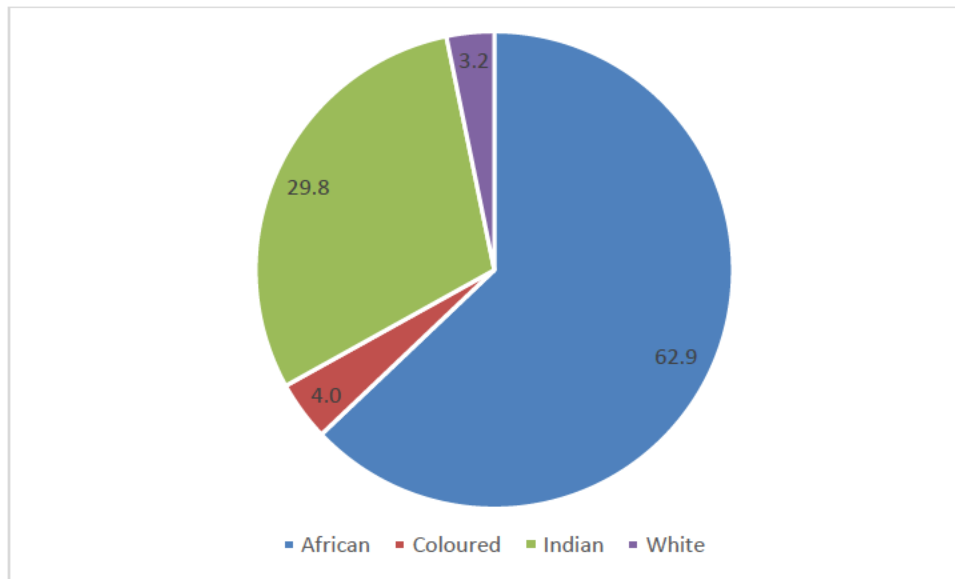
Figure 4. 1: The racial composition of respondents

4.3.3 Respondents' years of employment

A significant portion (approximately 55%) of the respondents had been in the employ of UKZN for more than 5 years ($p < 0.001$). This suggests that respondents were in employment for a while and this is also a useful indicator that responses received are from experienced and competent employees. Other responses regarding the length of service are shown in Figure 4.2.
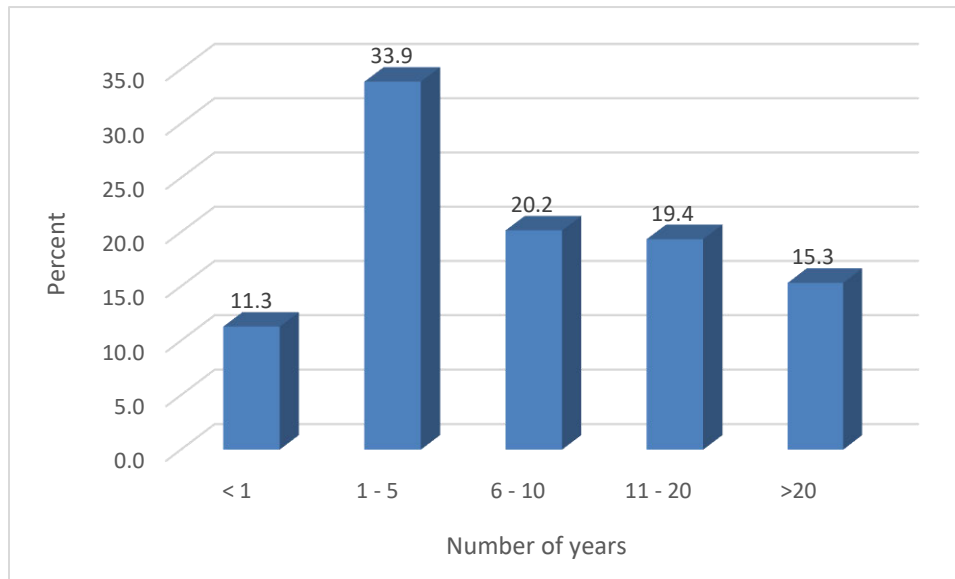
Figure 4. 2: The length of service of the respondents.

4.3.4 Department where respondent worked

The largest grouping was from unspecified 'other' (64.5%), with finance having the next largest component (16.9%) (P < 0.001).

'Other' consisted of student services; institutional planning and governance; miscellaneous; registrar's office; deputy vice-chancellor (research); and corporate relations.
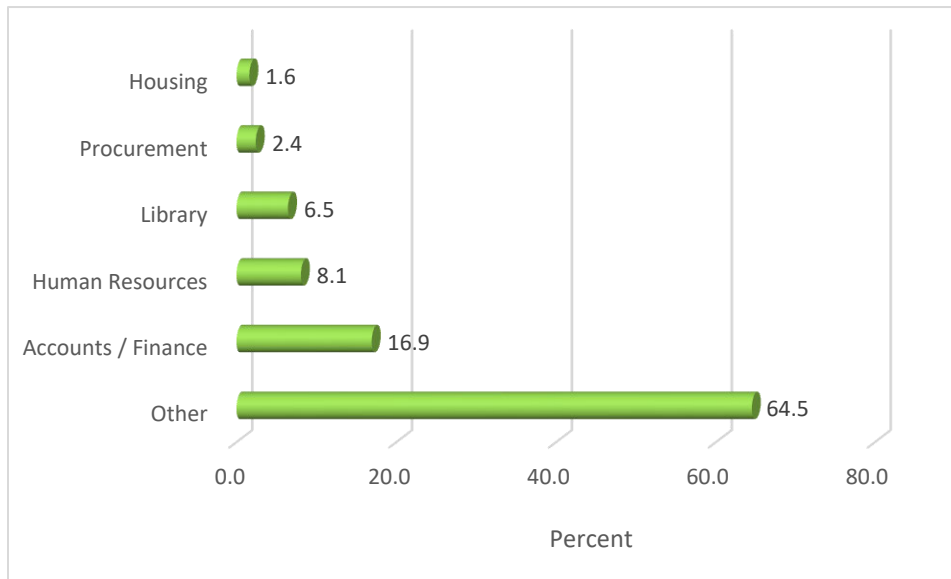
Figure 4. 3: Departments where respondents work

4.4. Section B: Knowledge and perception of the employee wellness programme (EWP)

4.4.1. Knowledge of the existence of the EWP

This section deals with the knowledge that employees had about employee wellness programme (EWP). The results are given in Figure 4.4, below. When 'strongly disagree' and 'disagree' were combined, 38.7% indicated that they did not know about the existence of the EWP at the university (B1). When asked if they knew about the EWP through the induction they received when they started working for the university, 58% disagreed (combination of 'strongly disagree' and 'disagree') (B2). When asked if they perceived EWP as unnecessary, 67.4% disagreed (combination of strongly disagree and disagree) (B3).
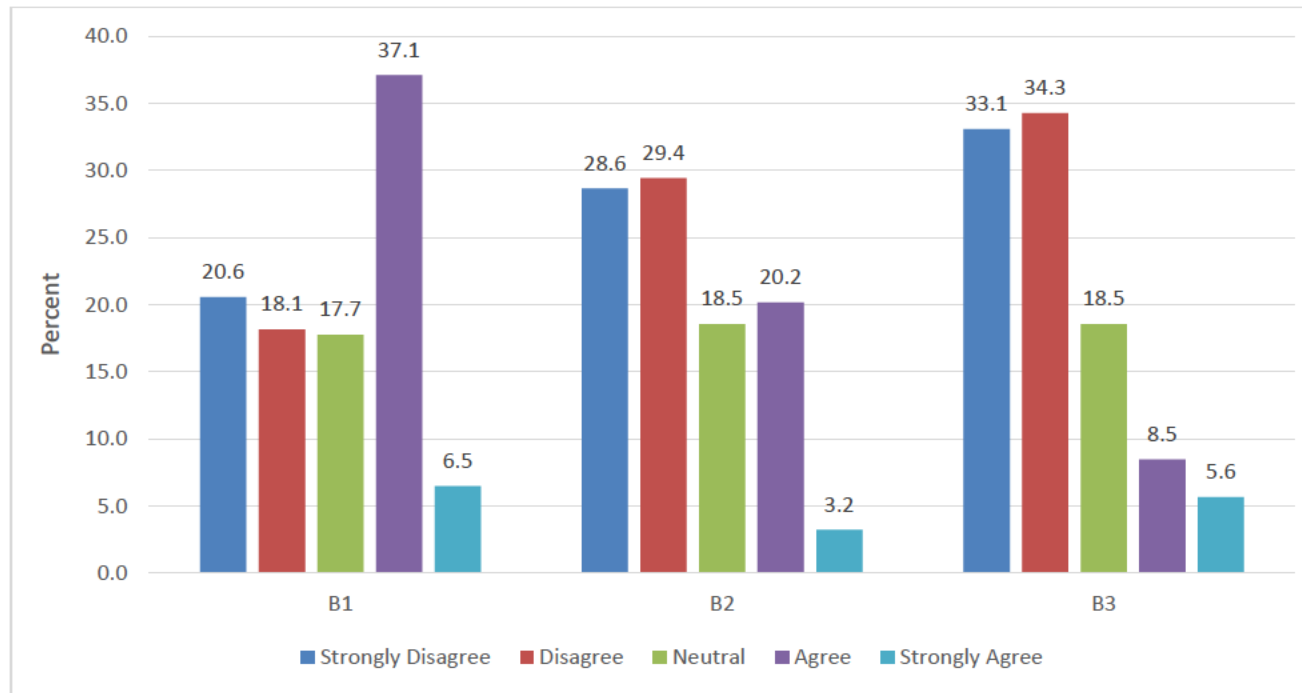
Figure 4. 4: Scoring patterns for the different variables. B1= I know about the existence of EWP at the University. B2 = I knew about the EWP through induction when I started working for the university. B3= I perceive EWP as unnecessary

4.5. Section C: Participation and rewards for participation in employee wellness programme

4.5.1. Participation in the employee wellness programme

This section reports on the results of employee participation in EWP. When respondents were asked if they trusted the people that run the EWP (C4), 54.9% indicated that they did not (combination of 'strongly disagree' and 'disagree'). A significant proportion (42.2%) were neutral when asked if they the trusted people who ran the EWP with their confidential matters (C5). A high percentage (64.4%) indicated that rewarding participation on EWP would encourage them (when 'strongly agree' and 'agree' were combined) (C6). The

56

majority (62.9%) indicated that they had not used the EWP for work-related stress management (C7) (when 'strongly disagree' and 'disagree' were combined). Almost three-quarter (72.3%) indicated that they did not participate in EWP during their lunch break (C7) (when 'strongly disagree' and 'disagree' were combined).
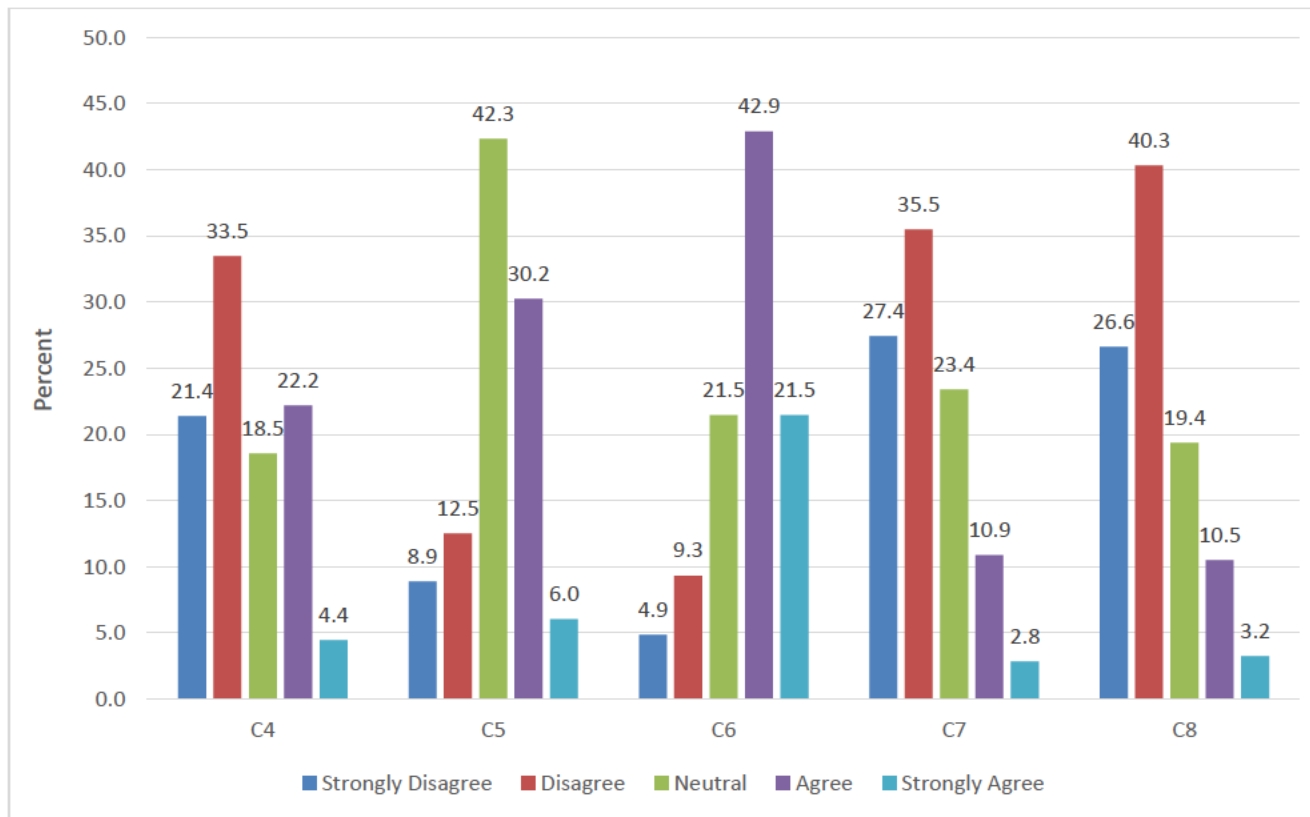
Figure 4. 5: Scoring patterns of variables. *C4=I always participate on EWP. C5=I trust people that run EWP with my confidential matters. C6=Rewarding participation in EWP would encourage me. C7=I have used EWP on work-related stress management. C8=I participate on EWP during my lunch break.*

4.6. Section D: Impact of employee wellness programme (EWP)

4.6.1. Benefits of participating in EWP

This section deals with the impact of EWP in terms of whether respondents felt that they were benefitting from the EWP. The majority of respondents (62.1%) reported that they did not benefit (when 'strongly disagree' and 'disagree' were combined) from participating in the EWP. However, 59.7% agreed (when 'strongly agree' and 'agree' were combined) that they would encourage their colleagues to participate in the EWP.

Table 4. 3: The scoring patterns of the variables 'I have benefitted from participating in the EWP' and 'I would encourage my colleagues to participate in the EWP'.

Variable		Combination of strongly disagree and disagree	Neutral	Combination of strongly agree and agree	Chi Square
I have benefitted from participating in the EWP	D9	62%	23.4%	21.8%	0.001
I would encourage my colleagues to participate in the EWP	D10	10.%	30.2%	59.7%	0.001

4.7. Summary of cross-tabulations between variables and demographic details

The variable 'I know about the existence of the EWP at the university' was not significantly associated with age, gender, race, years of employment or the department the respondents work in, as they all had p-values that were greater than 0.05 . Other results of the cross-tabulations between the variables assessed in this study and demographic details are illustrated in Table 4.4

Table 4. 4: Summary of the results showing the relationship between variables and demographic details.

Pearson Chi-Square Tests		Age	Gender	Race	Years of employment	Department you work in
I know about the existence of EWP at the University	Chi-square	22.797	4.899	13.744	23.616	19.346
	df	16	4	12	16	20
	Sig.	0.119	0.298	0.317	0.098	0.499
I knew about the EWP through induction when I started working for tl	Chi-square	13.494	6.293	8.636	12.477	26.365
	df	16	4	12	16	20
	Sig.	0.636	0.178	0.734	0.711	0.154
I perceive EWP as not necessary	Chi-square	15.750	6.604	18.278	18.279	20.214
	df	16	4	12	16	20
	Sig.	0.471	0.158	0.108	0.308	0.445
I always participate on EWP	Chi-square	25.726	6.759	11.772	30.489	10.999
	df	16	4	12	16	20
	Sig.	0.058	0.149	0.464	.016*	0.946
I trust people that run EWP with my confidential matters	Chi-square	13.760	3.209	4.986	27.397	12.630
	df	16	4	12	16	20
	Sig.	0.617	0.523	0.958	.037*	0.893
Rewarding participation on EWP would encourage me	Chi-square	24.438	7.134	10.310	22.271	23.802
	df	16	4	12	16	20
	Sig.	0.08	0.129	0.589	0.135	0.251
I have used EWP on work related stress management	Chi-square	10.788	7.728	7.547	29.856	24.557
	df	16	4	12	16	20
	Sig.	0.822	0.102	0.819	.019*	0.219
I participate on EWP during my lunch break	Chi-square	25.076	9.359	11.955	31.017	23.990
	df	16	4	12	16	20
	Sig.	0.068	0.053	0.449	.013*	0.243
I have benefited from participating in EWP	Chi-square	20.862	3.136	12.785	21.815	17.217
	df	16	4	12	16	20
	Sig.	0.184	0.535	0.385	0.149	0.639
I would encourage my colleagues to participate on EWP	Chi-square	17.348	3.308	8.264	15.281	34.049
	df	16	4	12	16	20
	Sig.	0.363	0.508	0.764	0.504	.026*

4.7.1. Association between years of employment and knowledge of the existence of the EWP

A cross-tabulation between the variable 'I know about the existence of the EWP at the University' and the number of years of employment showed no significance, as the p-value is greater than 0.05. The results showed that 55.3% of those who have been in employment for more 20 years knew about the existence of the EWP at the university. Similarly, 54.2% of respondents who have been in employment between 11 and 20 years also knew about the existence of the EWP. However, 46.5% of those who have been employed for less than one year indicated that they did not know about the existence of the EWP. In addition, a total of 38.7% of employees did not know about the existence of the EWP, compared to a total 43.6% who indicated that they knew about the existence of the EWP at the university. Table 4.5, below, illustrates the relationship between the variables 'I know about the existence of the EWP at the university' and 'years in employment'.

Table 4. 5: A cross tabulation between the variables 'I know about the existence of the EWP at the university' and' number of years in employment'

I know about the existence of the EWP at the university * Years of employment cross-tabulation									
			Years of employment					Total	
			< 1	1 - 5	6 - 10	11 - 20	>20		
I know about the existence of the EWP at the university	Combination of strongly disagree and disagree	Count	13	37	22	17	5	96	
		% within Years of employment	46.5%	44%	44%	35.4%	18.4%	38.7%	
	neutral	Count	5	18	6	5	10	44	
		% within Years of employment	17.9%	21.4%	12%	10.4%	26.3%	17.7%	
	Combination of strongly agree and agree	Count	10	29	22	26	21	108	
		% within Years of employment	35.7%	34.6%	44%	54.2%	55.3%	43.6%	
Total		Count	28	84	50	48	38	248	
		% within Years of employment	100%	100%	100%	100%	100%	100%	

4.7.2. Association between 'years of employment' and the variable 'I always participate in the EWP'

The association between the variables 'I always participate on in EWP' and 'years of employment' is significant, with a p-value of 0.016. The results indicated that majority of respondents (64.3%) who had been employed for less than a year disagreed with the statement 'I always participate in EWP' and 37.5% of those who had been employed for a period of 11-20 years agreed that they 'always participate in the EWP' (Table 4.6).

Table 4. 6: A cross-tabulation between the variables 'I always participate EWP' and 'years of employment'

I always participate in the EWP * Years of employment cross-tabulation								
			Years of employment					Total
			< 1	1 - 5	6 - 10	11 - 20	>20	
I always participate in EWP	Combination of strongly disagree and disagree	Count	18	47	33	24	14	136
		% within Years of employment	64.3%	56%	66%	50%	36.8%	54.9%
	neutral	Count	6	7	3	6	14	46
		% within Years of employment	21.4%	20.2%	6%	12.5%	36.8%	18.5%
	Combination of strongly agree and agree	Count	4	20	14	28	10	66
		% within Years of employment	14.3%	23.8%	28%	37.5%	26.1%	26.6%
Total		Count	28	84	50	48	38	284
		% within Years of employment	100%	100%	100%	100%	100%	100%

4.7.3. Association between 'years of employment' and the variable 'I have used the EWP for work-related stress management'

The association between the variables 'I have used the EWP for work-related stress management' and 'years of employment' is significant, with a p-value of 0.026. A cross-tabulation between 'years in employment' and the variable 'I have used the EWP for work-related stress management' indicated that 80% of those who had been employed for between 6 and 10 years did not benefit from participating in the programme. A small proportion (10.5%) of those who had been employed for more than 20 years indicated that they benefitted from participating in the EWP.

Table 4. 7: A cross-tabulation between the variables 'I have used the EWP for work-related stress management' and 'years of employment'.

I have used the EWP for work-related stress management * Years of employment cross-tabulation								
			Years of employment					Total
			< 1	1 - 5	6 - 10	11 - 20	>20	
I have used EWP for work-related stress management	Combination of strongly disagree and disagree	Count	16	54	40	25	22	156
		% within Years of employment	57.2%	64.2%	80%	52%	55.2%	62.9%
	neutral	Count	6	18	4	17	13	58
		% within Years of employment	21.4%	21.4%	8%	35.4%	34.2%	23.4%
	Combination of strongly agree and agree	Count	6	12	6	6	4	34
		% within Years of employment	21.4%	14.3%	12%	12.5%	10.5%	13.7%
Total		Count	28	84	50	48	38	248
		% within Years of employment	100%	100%	100%	100%	100%	100%

4.8. Correlations

Spearman's correlation was used to analyse the relationship between the variables investigated. The results showed statistically strong positive correlations. However, there was a significant, but weak, negative correlation with the other variables. Table 4.12, in Index 1, gives detailed results of the Spearman's correlation, including variables that were found not to be statistically correlated. Below is the discussion of the few variables that had a strong positive correlation.

4.8.1 Correlation between variables 'I knew about the EWP through induction when I started working for the university' and 'I know about the existence of EWP at the University'

From to the data collected in relation to the two variables, the analysis showed a statistically strong positive correlation guided by the Spearman's rank correlation coefficient, with an r value of 0.509; this is illustrated in Table 4.8. The respondents indicated that their awareness and knowledge of the programme is most likely due to the programme being introduced to them during the induction they received when they came to work at the university.

Table 4. 8: Correlation between variables 'I knew about the EWP through induction when I started working for the university' and 'I know about the existence of EWP at the university'

			I know about the existence of EWP at the University
Spearman's rho	I knew about the EWP through induction when I started working for the university	Correlation coefficient	.509**
		Sig. (2-tailed)	0.000
		N	248

4.8.2 Correlation between 'I always participate in EWP' and 'I know about the existence of EWP'; 'I knew about the EWP through induction when I first started working for the university'; 'I perceive EWP as not necessary'

Table 4.9 shows the results of the correlation between the variables 'I always participate in the EWP'; 'I know about the existence of EWP'; and 'I knew about the EWP through induction when I first started working for the university'. They indicate a statistically strong positive correlation with r values of 0.587 and 0.429. This is a directly related proportionality. Respondents indicated that the greater their awareness of the EWP, the more likely they were to participate, and vice versa. Nonetheless, results between variables 'I always participate in the EWP' and 'I perceive the EWP as not necessary' indicated a strong negative correlation with an r value of -0.078. This indicates an inverse relationship between the two variables. This means that the respondents' perception of EWP did not influence their participation or non-participation.

Table 4. 9: Correlation between 'I always participate in the EWP' and 'I know about the existence of the EWP', 'I knew about the EWP through induction when I first started working for the university', 'I perceive the EWP as not necessary

			I know about the existence of the EWP at the university	I knew about the EWP through induction when I started working for the university	I perceive the EWP as not necessary
Spearman's rho	I always participate in EWP	Correlation coefficient	.587**	.429**	-0.078
		Sig. (2-tailed)	0.000	0.000	0.219
		N	248	248	248

4.8.3 Correlation between the variables 'I trust the people that run the EWP with my confidential matters' and 'I know about the existence of the EWP at the University', 'I knew about the EWP through induction when I started working for the university', 'I always participate in the EWP'

Table 4.10 shows a strong positive correlation between these variables. Respondents indicated that their knowledge of, and participation in, the programme is influenced by the level of trust they have in the people who run the EWP, when sharing their confidential matters.

Table 4. 10: Correlation between the variables 'I trust the people that run the EWP with my confidential matters' and 'I know about the existence of EWP at the university', 'I knew about the EWP through induction when I started working for the university', 'I always participate in the EWP'

			I know about the existence of the EWP at the university	I knew about the EWP through induction when I started working for the university	I always participate in the EWP
Spearman's rho	I trust the people that run the EWP with my confidential matters	Correlation coefficient	.343**	.248**	.388**
		Sig. (2-tailed)	0.000	0.000	0.000
		N	248	248	248

4.8.4. Correlation between 'I have used the EWP for work-related stress management' and 'I know about the existence of EWP at the university', 'I knew about the EWP through induction when I started working for the university', 'I always participate in the EWP', 'I trust the people that run the EWP with my confidential matters'.

There is a strong, positive correlation between these variables, with p >0. The respondents indicated that they used the EWP for work-related stress management because they know about the programme; they participate in it and trust the people that run it.

Table 4. 11: Correlation between 'I have used the EWP for work-related stress management' and 'I know about the existence of the EWP at the university', 'I knew about the EWP through induction when I started working for the university', 'I always participate in the EWP', 'I trust the people that run the EWP with my confidential matters'

			I know about the existence of the EWP at the university	I knew about the EWP through induction when I started working for the university	I always participate in the EWP	I trust the people that run EWP with my confidential matters
Spearman's rho	I have used the EWP for work-related stress management	Correlation Coefficient	.316**	.407**	.456**	.332**
		Sig. (2-tailed)	0.000	0.000	0.000	0.000

4.9. Summary

This chapter presented the results of the research findings, based on the descriptive and inferential statistics that were utilised to analyse data collected from the respondents who were the administrative staff at UKZN, Westville campus. The study attempted to answer questions on perceptions of the EWP, its utilisation, and whether or not the respondents were benefitting from the existing EWP.

The next, and final, chapter will present the detailed discussion and recommendations for further research. The chapter will also conclude the study by answering the research questions.

CHAPTER FIVE

DISCUSSION, RECOMMENDATIONS AND CONCLUSION

5.1 Introduction

Chapter five discusses in detail the results of the study in relation to the study objectives. The questionnaire was the main tool that was utilised to collect data and findings were obtained after its completion by the respondents. The discussion will be based on the results that were presented in the previous chapter through descriptive and inferential statistics. This chapter will also discuss the contribution this study makes to the body of knowledge, recommendations to UKZN and recommendations for further study, as well as the limitations of the study.

5.2 Discussion of the research questions

The study has three questions that were set out in the beginning. These questions are:

- What are the employees' perceptions of employee wellness?

- How is the employee wellness programme utilised?

- How do employees benefit from the employee wellness programme at the University of KwaZulu-Natal?

Below is the discussion of each question and the findings of the study relating to the objective.

5.2.1 Question One: What are the employees' perceptions of employee wellness?

Rakepa (2012) recommends being mindful that the EAP incorporates information on the existence of the EAP, and what is really offered, to encourage employees to use the service. Of the respondents, 43.6% indicated that they knew about the existence of the EWP; as opposed to the 38.7% of respondents who indicated that did not know about the existence of the EWP at the university. This, therefore, means that majority of the sample are knowledgeable about the EWP. According to UKZN employee wellness (n.d), the UKZN aims to inform, empower and promote its employees through proactive wellbeing initiatives, by supporting them with the essential facts and equipping them with the necessary tools to live a balanced healthy lifestyle and enhance their wellness. It can, therefore, be concluded that the UKZN is doing rather well in marketing the EWP to its employees. The findings of this study are in agreement with what was noted by Mattke and colleagues (2013) – that it is imperative to clearly and openly communicate information about the programme. Furthermore, Moodley (2003:32), as cited by Rakepa (2012) states that promotion of the EAP should be compelling, so as to inform the entire employee population in the organisation about the different services – which is also indicated in the results of this study.

According to Sieberhagen et al. (2011), an extensive EWP with the integrated programmes such as health promotion and disease management should be offered by employer. Of the respondents, 67.4% perceive that the EWP is necessary. This could mean that employees recognise or comprehend the importance of such a programme. Therefore, it is vital for an organisation to pay attention on employee health and wellness, because this can have a positive impact on the wellness of the organisation (Osilla et al., 2012).

5.2.2 Question Two: How is the employee wellness programme utilised?

Just over half (54.9%) of the respondents point out that they do not utilise the EWP. These findings are contrary to Baicker et al.'s (2013) belief that the precondition for a willingness to use the EWP is a knowledge and awareness about the programme. These

findings reveal that, even though the majority of respondents know about the existence of the EWP, they do not necessarily participate in the programme. However, Naydeck et al. (2010) state that greater awareness of the EWP should be associated to an increased willingness to utilise the programme amongst the employees. This then raises the question, whether there is anything that the university should do or change on their programme to improve the employees' willingness to participate, because they already know about its existence? It is rather difficult to explain why a significant number of respondents do not utilise the EWP, even though they know about it, as the questionnaire was not detailed enough to engage on this further. According to Sackney et al. (2012), the reasons for the utilisation/non-utilisation of a programme is determined by the types of services offered in the programme.

The results indicated that 64.4% of respondents agreed that rewarding participation would encourage them to participate. These findings concur with Powel (2014), who stated that the use of incentives to motivate employees to take part in wellness programmes has become a common trend. Similarly, Osilla (2012) stated that the aim of an EWP is to encourage employees to be healthier; hence, many employers utilise incentives to encourage employees to be mindful of, and enhance, their health; thereby lowering worker turnover and absenteeism. These finds concur with the literature which notes that rewarding participation could encourage employees to participate in the EWP. In South Africa, government is not only encouraging rewards for employee participation, but also rewards employers for implementing the programme. This was seen in the National Development Plan 2030. "To ensure that a culture of wellness is also established in communities and at work, we propose that, by 2025, employers should be incentivised to provide opportunities to employees to engage in physical exercise and to have access to information about healthy dietary practices" (NDP 2030, 304).

Improving employee participation in a physical health programme is a significant initial step for companies in building up a general wellness drive. When attempting to increase participation in physical wellbeing programmes, some companies will offer rewards; for example, money related prizes or items of significant value to employees, such as gift vouchers or commitments to wellbeing

investment accounts (Miller, 2012). Rewards are offered to employees who can participate in health screenings or meet certain health objectives (Swayze & Burke, 2013).

The results revealed that 64.4% of the respondents agreed that rewarding participation in the EWP could encourage them. Rewards are used to motivate employees to participate in the EWP. The Richtersveld Municipality (2019) argues that wellness programme incentives, such as offering people outside remuneration, must be used in the correct way. They advise not miscalculating the level of wellness incentives required to spur individuals to change. If individuals were inherently motivated to live healthy lives, wellbeing programmes would not be necessary. The Rand Corporation (2015) conducted a study where it was noted that most U.S. companies offer working environment wellness and health programmes, driven by the desire to improve employee wellbeing and efficiency and decrease company expenses. Regardless of extensive access to wellbeing programmes, employee interest is limited, driving managers to explore different avenues to motivate and increase support. However, the results of the study indicated that, while incentives seem to be effective at increasing programme uptake, they are not a solution. Offering a rich, well planned programme is nearly as effective at boosting employee involvement rates, as is rewarding employees to join unexciting programmes.

5.2.3 Question three: How do employees benefit from the employee wellness programme at the University of KwaZulu-Natal?

An employee wellness programme has benefits for both employer and employee. There are a number of benefits of an EWP, which were discussed in Chapter Two. According to Lacoma (n.d.), as cited by Otuonye (2014:15), worksite wellness programmes are planned to enable the employees to overhaul their wellbeing and maintain steady lifestyles. These results indicated that 62% of the respondents did not benefit from participating in the EWP. However, no section of the questionnaire addressed why did they felt that they had benefitted – or not – through their participation to EWP. Rekepa (2012) stated that, in a perfect workplace where the EWP is

compelling, early identification of individual issues is significant before the issue turns into a significant clinical, managerial or disciplinary issue.

However, 59.7% of the respondents reported that they would encourage their colleagues to participate in the EWP. In explaining the benefits that employees should be experiencing when they participate in an EWP, Gubler, Larkin and Pierce (2017: 3) explain that healthy employees are better able to deal with stress caused by the workload increase, work pressure and employment insecurity. Healthy employees are more productive and are better able to adapt to requests to work harder. Wellness programmes can change the way individuals feel about their workplace (attitudinal) and can also change the way individuals behave outside work (social) (Swayze & Burke, 2013).

5.3 Contribution to the body of knowledge

Many international and local scholars, such as Anderson (2008), du Preez (2010), Dlamini (2015) and Harlin (2013) have contributed to the field of employee wellness and employee wellbeing, specifically focusing on its history, significance and benefits in the workplace. The results of this study uncovered that, even though the majority of employees are aware of the EWP in the university, not all of them are utilising the EWP service. The reasons for employees not participating in the EWP, despite their knowledge of its existence, are unknown. The university does not mention any form of evaluation of their current programme to determine whether or not it can be effective. It is therefore the researcher's recommendation and contribution to the body of knowledge that institutions should constantly evaluate their programmes, as this would assist in determining whether or not the programme is effective; and if the evaluation shows that the programme is ineffective, measures could be put in place to ensure its effectiveness. Furthermore, scholars address the benefits of an EWP for the employer, but not so much for the employee; as seen in Chapter Two. It is vital that, when implementing an EWP in the workplace, it should benefit both the employer and the employee, lest employees lose interest in participating in the programme. An EWP is a broad programme with many sub-programmes. It is therefore important that, when the

organisation wants to implement it, it should conduct a needs assessment of its employees to ascertain which specific programme would best suit its employees.

5.4 Recommendation to UKZN

Recommendations for UKZN in terms of the effectiveness of its employee wellness programme:

- **Marketing and visibility:** The findings of the study revealed that, though the respondents are aware of the existence of the EWP, the majority do not participate. UKZN needs to better promote the programme to employees and increase visibility of the programme throughout the campus.

- **Needs assessment:** Results also indicated that 62% of respondents did not benefit from the current EWP. It is therefore the researcher's recommendation that UKZN conduct a needs assessment that will help them design a programme to address the needs of employees, thereby benefitting them.

- **Rewards programme:** Lastly, the UKZN should consider implementing a rewards programme for EWP participation, as the results indicated that 64.4% of respondents believed that rewarding participation would encourage them to participate in the EWP.

5.5 Recommendations for future study

As there is a lot of research that focuses on EWPs, the recommendation for future research could be for a comparative study that compares EWPs from two different contexts. Another recommendation is to conduct a study using a mixed method approach for a more holistic view of the phenomenon.

5.6 Limitation of the study

- UKZN has five campuses and only one campus was studied for convenience purposes, therefore compromising the effectiveness of the study. The responses and views were limited due to the sample size being small. Therefore, it cannot be claimed that the sample was an adequate representation the target population (Sekaran & Bougie, 2013:252).The results cannot be generalised across the institution.

- The fact that the study was not conducted on the other four campuses of UKZN has limited the study in terms of size and scope. This is considered a limitation because different campuses across the UKZN may have different opinions about the EWP and how it benefits/does not benefit them.

- Another limitation was the hesitance of certain employees to take part, notwithstanding being guaranteed of their anonymity; and some cited that they had participated in too many studies and could not participate anymore.

- Due to the researcher's time constraints; the time given to respondents was short, as they only had a few days to complete the questionnaire. This may have impacted on their level of engagement with the questions in the questionnaire.

5.7 Summary

The overall purpose of the research was to assess the effectiveness of the current EWP at UKZN. The administrative staff of the Westville campus constituted the target sample of the study. The study revealed that, while employees are aware of the existing EWP, there is a lack of participation in the programme, and few benefit from it. Also, the results revealed that rewarding participation may encourage employees. Furthermore, UKZN needs to work closely with employees in assessing their wellness needs so they can implement or improve their existing EWP to meet the needs of employees. Based on the results of the study, recommendations are presented which, when effectively implemented, have the potential to produce an effective EWP.

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Appendix 1- Correlations
Table 4.12: Correlations

			I know about the existence of EWP at the University	I knew about the EWP through induction when I started working for	I perceive EWP as not necessary	I always participate on EWP	I trust people that run EWP with my confidential matters	Rewarding participation on EWP would encourage me	I have used EWP on work related stress management	I participate on EWP during my lunch break	I have benefited from participating in EWP	I would encourage my colleagues to participate on EWP
Spearman'	I know about the existence of EWP at the University	Correlation Coefficient	1.000									
		Sig. (2-tailed)										
		N	248									
	I knew about the EWP through induction when I started working for the university	Correlation Coefficient	.509**	1.000								
		Sig. (2-tailed)	0.000									
		N	248	248								
	I perceive EWP as not necessary	Correlation Coefficient	0.029	0.055	1.000							
		Sig. (2-tailed)	0.649	0.389								
		N	248	248	248							
	I always participate on EWP	Correlation Coefficient	.587**	.429**	-0.078	1.000						
		Sig. (2-tailed)	0.000	0.000	0.219							
		N	248	248	248	248						
	I trust people that run EWP with my confidential matters	Correlation Coefficient	.343**	.248**	0.005	.388**	1.000					
		Sig. (2-tailed)	0.000	0.000	0.943	0.000						
		N	248	248	248	248	248					
	Rewarding participation on EWP would encourage me	Correlation Coefficient	-0.106	-0.119	-0.069	-0.032	0.077	1.000				
		Sig. (2-tailed)	0.097	0.062	0.280	0.614	0.225					
		N	247	247	247	247	247	247				
	I have used EWP on work related stress management	Correlation Coefficient	.316**	.407**	0.110	.456**	.332**	0.077	1.000			
		Sig. (2-tailed)	0.000	0.000	0.084	0.000	0.000	0.231				
		N	248	248	248	248	248	247	248			
	I participate on EWP during my lunch break	Correlation Coefficient	.341**	.424**	0.073	.480**	.299**	-0.058	.624**	1.000		
		Sig. (2-tailed)	0.000	0.000	0.255	0.000	0.000	0.365	0.000			
		N	248	248	248	248	248	247	248	248		
	I have benefited from participating in EWP	Correlation Coefficient	.525**	.446**	0.081	.664**	.431**	-0.014	.590**	.578**	1.000	
		Sig. (2-tailed)	0.000	0.000	0.205	0.000	0.000	0.824	0.000	0.000		
		N	248	248	248	248	248	247	248	248	248	
	I would encourage my colleagues to participate on EWP	Correlation Coefficient	.162*	0.032	-0.091	.251**	.316**	.199**	.172**	0.138*	.282**	1.000
		Sig. (2-tailed)	0.011	0.613	0.155	0.000	0.000	0.002	0.007	0.030	0.000	
		N	248	248	248	248	248	247	248	248	248	248

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

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

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Appendix 2- Research questionnaire

Employee Wellness Programme (EWP) questionnaire

Participants' description

Age:

- o 21-30
- o 31-40
- o 41-50
- o 51-60
- o More than 60

Gender:

- o Male
- o Female

Race:

- o African
- o Coloured
- o Indian
- o White
- o Other

Years of employment:

- o Less than 1 year
- o 1-5 years
- o 6-10 years
- o 11-20 years
- o More than 20 years

Department you work in:

o HR department

o Accounts/finance

o Procurement

o Library

o Housing

o Other

Knowledge

1. I know about the existence of EWP at the University
   A. Strongly Disagree
   B. Disagree
   C. Neutral
   D. Agree
   E. Strongly Agree

2. I knew about the EWP through induction when I started working for the University
   A. Strongly Disagree
   B. Disagree
   C. Neutral
   D. Agree
   E. Strongly Agee

3. I perceive EWP as not necessary
   A. Strongly Disagree
   B. Disagree
   C. Neutral
   D. Agree
   E. Strongly Agree

<u>Participation</u>

4. I always participate on EWP

    A. Strongly Disagree

    B. Disagree

    C. Neutral

    D. Agree

    E. Strongly Agree

5. I trust people that run EWP with my confidential matters

    A. Strongly Disagree

    B. Disagree

    C. Neutral

    D. Agree

    E. Strongly Agree

6. Rewarding participation on EWP would encourage me.

    A. Strongly Disagree

    B. Disagree

    C. Neutral

    D. Agree

    E. Strongly Agree

7. I have used EWP on work-related stress management

    A. Strongly Disagree

    B. Disagree

    C. Neutral

    D. Agree

    E. Strongly Agree

8. I participate on EWP during my lunch break

    A. Strongly Disagree

    B. Disagree

    C. Neutral

    D. Agree

    E. Strongly Agree

Impact

9. I have benefited from participating in EWP

    A. Strongly Disagree

    B. Disagree

    C. Neutral

    D. Agree

    E. Strongly Agree

10. I would encourage my colleagues to participate on EWP

    A. Strongly Disagree

    B. Disagree

    C. Neutral

    D. Agree

    E. Strongly Agree

Appendix 3- Ethical clearance

UNIVERSITY OF
KWAZULU-NATAL ™

INYUVESI
YAKWAZULU-NATALI

21 September 2020

Mrs Othembele Dube (205508410)
School of Management, IT & Governance
Westville Campus

Dear Mrs Dube,

Protocol reference number: HSS/0289/019M
New Project title: Assessing the effectiveness of the employee wellness programme on administrative staff at the University of KwaZulu-Natal (Westville Campus)

Approval Notification – Amendment Application

This letter serves to notify you that your application and request for an amendment received on 18 September 2020 has now been approved as follows:

- Change in title
- Change in Supervisor (New Supervisor: Ms Lungile Ntombela)

Any alterations to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form; Title of the Project, Location of the Study must be reviewed and approved through an 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.

All research conducted during the COVID-19 period must adhere to the national and UKZN guidelines.

Best wishes for the successful completion of your research protocol.

Yours faithfully

Professor Dipane Hlalele (Chair)
/dd
Cc Supervisor: Ms Lungile Ntombela
cc Academic Leader Research: Professor Isabel Martins
cc School Administrator: Ms Angela Pearce

Humanities & Social Sciences Research Ethics Committee
UKZN Research Ethics Office Westville Campus, Govan Mbeki Building
Postal Address: Private Bag X54001, Durban 4000
Tel: +27 31 260 8350 / 4557 / 3587
Website: http://research.ukzn.ac.za/Research-Ethics/

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

INSPIRING GREATNESS

Appendix 4- Statistical evidence

RELIABILITY
 /VARIABLES=B1 B2
 /SCALE('ALL VARIABLES') ALL

 /MODEL=ALPHA
 /SUMMARY=TOTAL.

Reliability

Notes

Output Created		21-SEP-2019 09:40:19
Comments		
Input	Data	C:\Users\singh\OneDrive\Stats Analysis\1 - 2019\Otty Dube\Otty - Data - New.sav
	Active Dataset	DataSet1
	Filter	\<none>
	Weight	\<none>
	Split File	\<none>
	N of Rows in Working Data File	248
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=B1 B2 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /SUMMARY=TOTAL.
Resources	Processor Time	00:00:00.02
	Elapsed Time	00:00:00.02

Scale: ALL VARIABLES

Case Processing

Summary

		N	%
Cases	Valid	248	100.0
	Excluded[a]	0	0.0
	Total	248	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
0.645	2

RELIABILITY
  /VARIABLES=C4 C5 C6 C7 C8
  /SCALE('ALL VARIABLES') ALL
  /MODEL=ALPHA
  /SUMMARY=TOTAL.

Reliability

Notes

Output Created		21-SEP-2019 09:40:39
Comments		
Input	Data	C:\Users\singh\OneDrive\Stats Analysis\1 - 2019\Otty Dube\Otty - Data - New.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	248
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=C4 C5 C6 C7 C8

		/SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /SUMMARY=TOTAL.
Resources	Processor Time	00:00:00.00
	Elapsed Time	00:00:00.01

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	247	99.6
	Excluded[a]	1	0.4
	Total	248	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
0.647	5

RELIABILITY
 /VARIABLES=D9 D10
 /SCALE('ALL VARIABLES') ALL
 /MODEL=ALPHA
 /SUMMARY=TOTAL.

Reliability

Notes

Output Created		21-SEP-2019 09:43:23
Comments		
Input	Data	C:\Users\singh\OneDrive\Stats Analysis\1 - 2019\Otty Dube\Otty - Data - New.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>

	Split File	<none>
	N of Rows in Working Data File	248
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY /VARIABLES=D9 D10 /SCALE('ALL VARIABLES') ALL /MODEL=ALPHA /SUMMARY=TOTAL.
Resources	Processor Time	00:00:00.00
	Elapsed Time	00:00:00.01

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	248	100.0
	Excluded[a]	0	0.0
	Total	248	100.0

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

Reliability Statistics

Cronbach's Alpha	N of Items
6.456	2