

**THE IMPACT OF QUALITY OF WORK LIFE ON THE  
PERFORMANCE OF EMPLOYEES OF A SOUTH AFRICAN  
REVENUE SERVICE BRANCH**



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degree Master of Business Administration (Finance) at the Mmabatho campus of  
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**Dedication**

I am dedicating this research to my late parents, Lorole and Mohumi, they brought me up with love and kindness; my late brother, Mothibi, who died in a car accident, I'll always remember him for his words of encouragement.

**Declaration**

I, Maipelo Khiba, hereby declare that the research thesis of the degree of Master of Business Administration (MBA) at the North West University hereby submitted. It is my own original work, that all references have been accurately reported and acknowledged and that this document has not been previously, in entirety or part has been submitted to any other university, in order to obtain an academic qualification.



.....  
**Ms. MAIPELO KHIBA**

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## **Abstract**

The pursuit for improved productivity through human resources has its beginning in the early 1900's. Taylor's scientific management principles created an awareness regarding human resources. It was earlier considered as a mere instrument of production ready to work from dawn to dusk under whatever conditions and being motivated by the lure of money. From then onwards research and experiments have been undertaken to understand human beings at work and the ways to improve their job satisfaction, balanced with the aim of the organizations to combine better productivity with job and employee satisfaction. The concept of QWL (quality of work life) has originated from the continuous research process. The term QWL was introduced by Davis (1972) at the first International QWL conference held in Toronto. The focus of this research concerns a study of the quality of work life for the employees at SARS in the Mmabatho Branch in the North West province. The aim of this paper was to determine whether and how quality of work life affects the satisfaction level of the employees and the implications of these findings suggest that the quality of work life at SARS can be enhanced by factors such as adequate income and fair compensation, safe and healthy working conditions, opportunities for career growth and development of human capabilities and social integration in the workforce. A convenience or accidental sampling was used for this study, out of 93 questionnaires sent out, a total of 77 usable questionnaires were returned, representing an overall response rate of (82,8%). The study reveals that a clear and consistent communication of the organisational goals and objectives is essential to both employer and employees. The study also recommends that an establishment of new policies and practices that promote a workplace culture that stimulates employees with the aim of reducing stress, poor performance and low morale of employees. Alignments of organisational goals to day-to-day work by maintaining healthy working conditions; reduce high absenteeism levels and occupational burnout and fair remuneration of employees. The study also recommends that maintenance and open dialogue among the middle and junior employees.

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## **Abbreviations**

Control at Work sub-scale (CAW)

Home-Work Interface scale (HWI)

Job and Career Satisfaction (JCS)

Quality of Work Life (QWL)

South African Revenue Service (SARS)

Stress at Work sub-scale (SAW)

Work-Related Quality of Life scale (WRQoL)

# Chapter 1

## Overview

### 1.1 Introduction

This dissertation deals with the quality of work life and its impact on performance of South African Revenue Service (SARS) employees of the North West Province in South Africa. The topic of Quality of Work Life is gaining attention especially in the wake of very competitive business environment. Firms currently are researching on ways to make the quality of work life of their employees better. Quality of Work Life (QWL) is a philosophy, a set of principles, which holds that people are the most important resource in the organisation as they are trustworthy, responsible and capable of making valuable contribution and they should be treated with dignity and respect. The elements that are relevant to an individual's quality of work life include the task, the physical work environment, social environment within the organisation, administrative system and relationship between life on and off the job (Dolan *et al.*, 2008).

Long (2009) highlight that QWL consists of opportunities for active involvement in group working arrangements or problem solving activities that are of mutual benefit to employees or employers, based on labor management cooperation. People also conceive QWL as a set of methods, such as autonomous work groups, job enrichment, high-involvement aimed at boosting the satisfaction and productivity of workers. It requires employee commitment to the organisation and an environment in which this commitment can flourish. Thus, QWL is a comprehensive construct that includes an individual's job related well-being and the extent to which work experiences are rewarding, fulfilling and devoid of stress and other negative personal consequences.

Quality of work experience rather than work has become the focus of attention and workplace wellness is crucial in promoting healthier working environments. Ballou and Godwin (2007) identified the following factors as benefits of work life balance: Increase return on training and lower staff turnover, reduced late coming and absenteeism, improved commitment and

employee morale, improved productivity and stress reduction, a workforce that is flexible, increment in the ability to attract and recruit staff improved occupational health safety and safety, fulfilling equal opportunity objectives, good corporate citizenship and an enhanced corporate image. In this chapter the background to the study and the problem statement are discussed. The research objectives, research design and layout are also set out. Following this, the research method is explained and the structure of the study is also presented.

## **1.2 Background to the study**

Human asset is widely accepted as the single most valuable asset of any organisation. It may be said that only organisations that appreciate their staff as much as their capital resources will succeed in today's marketplace. It is for this reason that the development of human resources is increasingly receiving top priority in the workplace. If human resource professionals are to successfully, develop their staff, they have to, amongst other things, take employees' economic, social, and psychological needs into considerations (Martel and Dupuis, 2006). This is increasingly more difficult to achieve in the South African workplace, which is becoming progressively more diverse as a result of the changing socio-political climate, developments taking place abroad particularly in the USA and UK and moral obligation and legislation. Work constitutes the central life interest of individuals while, occupations have become very important in individual lives just because so many needs are satisfied by them (Mountain States Employers Council, 2009).

Nelson and Cooper (2007) stated that man needs to occupy himself with some array mental and physical activity and certainly, work is not the only means of satisfying this need; yet many men spent nearly half of their working hours working. The nature and significance of work would be important as an area for study; if only on the basis that it occupies so much of a man's life span. Work serves various functions for an individual other than simply a means a living. An individual's sense of well being of doing something worthwhile of having some purpose seems to be associated with his work. Job satisfaction and other human resource strategies are increasingly being used in organisations to retain highly motivated employees.

Ugboro and Isaiah (2006) exert that SARS offers organisational stability and job security. However, for those who are fully engaged and deliver optimally, there are concerns amongst staff members that less concentrated efforts are being made in addressing work related issues

like: high labour turnover rate, absenteeism, autocratic leadership style, lack of opportunities to advance, poor morale, occupational stress, and poor organisational climate. All these problems seem to have impacted negatively on the quality of work life of SARS employees. This study therefore aims to investigate the impact of the quality of the work life on performance of SARS employees (Mmabatho Offices, North West Province, South Africa). As an executive arm of Government, the South African Revenue Service is expected to collect taxes effectively and efficiently. It is also expected to continually renew and improve its service modalities.

### **1.3 Problem statement**

The primary purpose of the organisation was to be able to achieve its goals and objectives satisfactorily. The maximum prosperity of both employees and employer is usually seen in relation to performance and productivity. For the employer, this means increased performance which in turn leads to higher efficiency. For the employee increased performance may lead to valued customers that also lead to maximum prosperity. Much research has been undertaken to ways to increase human productivity. Yet in spite of these efforts, QWL of employees is still abstract to most organisations. Management employs traditional management practices and strategies which are characterized by autocratic management, a tall organisational chart and emphasis on simple, narrow employee skills (Van Laar *et al.*, 2007).

Consequently, the employees are shut out of daily running of the organisation and employee participation and involvement are typically suppressed. The issue of QWL is therefore significant in that an employee's well being on the job grants them certain power, status, dignity and a feeling of well achievement. This research sets out to evaluate the importance of monetary and non monetary benefits, job security, and participation of employees in decision making, safe and healthy working conditions, remuneration, social integration etc and their effect on job satisfaction. It is apparent that these negative organisational changes, in many government institutions, have varied impacts in the running of such establishments (Porter, 2006). In particular, the concern and importance in this research is to investigate the impact of quality of work life of SARS employees and its impact on employees' performance.

## **1.4 Objectives**

### **1. 4.1 General objective**

The general objective of the study is to measure QWL of SARS employees, in Mmabatho Branch Offices in the North West Province of South Africa, as revealed by their attitudes towards various aspects of their jobs.

### **1.4.2 Specific objectives.**

To achieve the general objective, these objectives were:

1. To find out how adequate and fair compensation reward structure, policies and practices procedures have been clearly communicated to employees before they are implemented at SARS and its influence on QWL of employees.
2. To investigate and validate whether poor quality of work life prevailing at SARS is the main course of dissatisfaction amongst SARS employees.
3. To establish how stress, poor performance, low staff morale, high absenteeism levels, high staff turnover rates and occupational burnout are caused by autocratic leadership style at SARS.

## **1.5 Research Design**

A research design entails the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure (Kammeyer-Mueller and Judge, 2008). The study is concerned with finding out how QWL is practiced at SARS in Mmabatho Branch Offices in the North West Province of South Africa. The accessible population used was both simple random and stratified sampling since the target population is extensive. The design was based on the assumption that population surveyed was a representative of the whole population.

### **1.5.1 Research approach**

Only the quantitative approach has been used. Quantitative approach is an approach that places much emphasis on the volume of the work done, whereas the qualitative approach is an approach that focuses on substantial aspects of the study. The end results of the approach amongst others enable the researcher to provide informed recommendation about the study (Kammeyer-Mueller and Judge, 2008). Questions contained in the questionnaire ensured that relevant information which addressed the objectives of this study was gathered. The qualitative approach focuses on the quality of the information gathered from the target population for the purpose of producing an informed and balanced report (Spector, 2008).

### **1.5.2. Research method**

The study used questionnaires as tools of data collection. This method is suited due to the nature of the data needed in this study. It enables one to collect the different views and opinions as well as quantitative data. Questionnaires were issued to the various departments within SARS of which the people are literate hence there were no difficulties when answering questionnaires.

#### Questionnaires

Structured questionnaires were used as a means of data collection from the selected population. A questionnaire is a data collection instrument in which the respondent is supposed to fill in the questions provided by the researcher in his/her absence. The questionnaires were issued to the senior, middle and junior staff members of SARS.

#### Advantages of questionnaire

A questionnaire has the following advantages:

- It can be kept for future reference.
- The respondent does not feel alone because he is not alone
- Questions guide on the way to answer
- It does not take so much of the researcher's time.

Disadvantages of a questionnaire

It is also disadvantageous in that:

- It is expensive to print them out
- Some may not be returned hence it becomes unreliable
- There is no contact between the researcher and the respondent
- Researcher cannot provide guidance on the difficult questions Spector (2008).

### **1.5.3. The organisation**

The study is conducted at the South African Revenue Service (SARS) employees of the North West Province in South Africa. SARS was established by legislation to collect revenue and ensure compliance with tax law. Its vision is to be an innovative revenue and customs agency that enhances economic growth and social development, and supports South Africa's integration into the global economy in a way that benefits all citizens. The service is an administratively autonomous organ of the state. It is outside the public service but within the public administration. So, although South Africa's tax regime is set by the National Treasury, it is managed by SARS (SARS Act 34 of 1997).

Its main functions are to: collect and administer all national taxes, duties and levies; collect revenue that may be imposed under any other legislation; provide protection against the illegal importation and exportation of goods; facilitate trade and advise the minister of finance on all revenue matters (SARS Act 34 of 1997).

### **1.5.4. The target population / sampling frame**

The composition of the target population is as follows:

#### **1.5.4.1. Number of employees**

The number of employees is 93.

#### **1.5.4.2. Gender**

The staff compliment consists of more females than males.

#### **1.5.4.3. Job categories**

The staff mainly comprises of senior, middle and junior staff members.

#### **1.5.5. Sampling technique**

Sampling is the process through which a researcher decides what or whom to observe or who will answer the questions raised in the investigation of a problem. This method is the most suitable for this study because amongst others the researcher has the opportunity to select appropriate respondents who are most relevant to respond to questions relating to the subject matter (Luthans *et al.*, 2008). The main characteristics of the sample are informed by critical variables relevant to this study, which include and are not limited to:

##### **1.5.5.1. Data collecting methods**

The methods used for gathering the data were a combination of a questionnaire, interview and records. The researcher personally visited the departments within SARS and administered the research tool. The questionnaire was administered to each respondent. On completion of the questionnaires, the researcher collected the questionnaires from the respondents for data analysis.

##### **1.5.5.2. Data collecting instruments**

Luthans *et al.* (2008) explain a research instrument as any form or measure of data collection or any well-defined process of gathering data. It is generally known that an interview process is a situation whereby questions are asked to the interviewee in a face-to-face situation. A questionnaire was developed with the purpose to elicit information on different aspects of the problem being studied. A covering letter explained the outline of the study and recipients were urged to participate. Confidentiality was assured. The questionnaires were sealed in envelopes and collected on predefined dates from each respondent.

### **1.5.6. Techniques of data analysis**

The questionnaire consists of various categories of questions and scales, most using either 4 or 5 linkert scale format. The respondents were instructed to tick an appropriate box for each question. An open – ended question was also included. Data collected was presented in the form of graphical representations, pie charts, tables and measures of central tendencies. Data analysis entails the computation of certain measures along with the search for patterns of relationships that exists among the data collected. Inferential analysis techniques were applied in analysing questions in the questionnaires that apply rating scales. This makes it possible to use quantitative analysis to rank the subjective and intangible components in the research. Information collected in the interviews and open ended questions was analysed quantitatively using descriptive statistical methods such as percentages and frequencies. The analysed data was presented using, frequency tables, pie charts and bar charts as appropriate. To analyse the data effectively Statistical Package for Social Sciences were used.

### **1.6. Layout**

This study is divided into five chapters:

Chapter one: The problem and its settings

Chapter two: Literature review

Chapter three: Research design and methodology

Chapter four: Results of the study

Chapter five: Discussion, Recommendations and Conclusion.

### **1.7. Conclusion**

Chapter 1 was able to paint the road to be travelled in conducting the research project. This chapter introduced the background to the problem under study, and the statement of the problem. The objectives of the research, the scope of the study, the structure of the study and the importance of the study were also outlined. The chapter has placed emphasis on the reason why organisations need to take interest in improving QWL of their employees.

They should see it as a means of obtaining greater employee motivation and commitment to organisation's objectives (Long *et al.*, 2007). The need for this study was felt because of the following reasons; Firstly, there have been very few studies on QWL, employee involvement and motivation of workers. Most of these only tried to explain job satisfaction, and motivation in terms of working conditions and incentive system in place at a given organisation. Thus QWL seems to have been neglected. An attempt was however made in this study to provide an integrated explanation of QWL.

Secondly, an appreciable change in the values of employees can aggravate or improve the impact of economic and organisation performance and productivity. The traditional style of management worked successfully in the late 1940s, 50s and 60s. The key to succeed in this era was the ability to organise resources and produce products in great volumes to meet the ever growing and seemingly avid demand (Lovelace *et al.*, 2007). But times have changed. This is an era of global competition. Modern management practices based on management philosophy recognise the well being of human resource as the key to success to any organization's endeavor. History has taught one repeatedly that those organisations that doggedly maintain traditional practices rather than adapting to positive changes in their environment do not survive (Gruman *et al.*, 2006). It is true that much has been written concerning QWL and how productivity can be maximized. Various scholars have identified several employee needs that need to be met so as to maximize employee satisfaction. It is important to note that all these scholars have approached this study from a more general point of view, without tailoring it to a particular organisation.

Management of organisations is not static such that the way firms were managed 100 years ago is the same way they have to be managed today. Organisations operate in a dynamic environment in which employee needs keep on changing and the emphasis on each need keep on changing. Proper management will obviously lead to job satisfaction. Job satisfaction emphasises on behavioral aspects of the job rather than specialisation, to increase productivity. This in essence does not mean that specialization has lost importance as a means of increasing production. This research aims at consolidating the previous findings on QWL in the context

of SARS. Chapter two of this dissertation will provide a bigger picture with regard to the topical issues. This will be done through literature review.

## Chapter 2

### Literature Review

#### 2.1. Introduction

The important purpose of the literature review is to bring the reader up to date with current literature on the quality of work life (QWL) or a particular topic under study. It is an inclusive, departmental wide program designated to pick up employee satisfaction, escalation of workplace learning and helping employees (Abdulla, Djebarni and Thomas, 2008). An elevated quality of work life is critical for organisations to maintain, to attract and hold on to employees (Ashforth, Sluss and Saks, 2007). Stress at work is often considered in isolation, wherein it is assessed on the basis that attention to an individual's stress management skills or the sources of stress will prove to provide a good enough basis for effective intervention (Burke, 2009). Alternatively, job satisfaction may be assessed, so that action can be taken which will enhance an individual's performance. Somewhere in all this, there is often an awareness of the greater context, whereupon the home-work context is considered, for example, and other factors, such as an individual's personal characteristics, and the broader economic or cultural climate, might be seen as relevant (Adams and Adams, 2009).

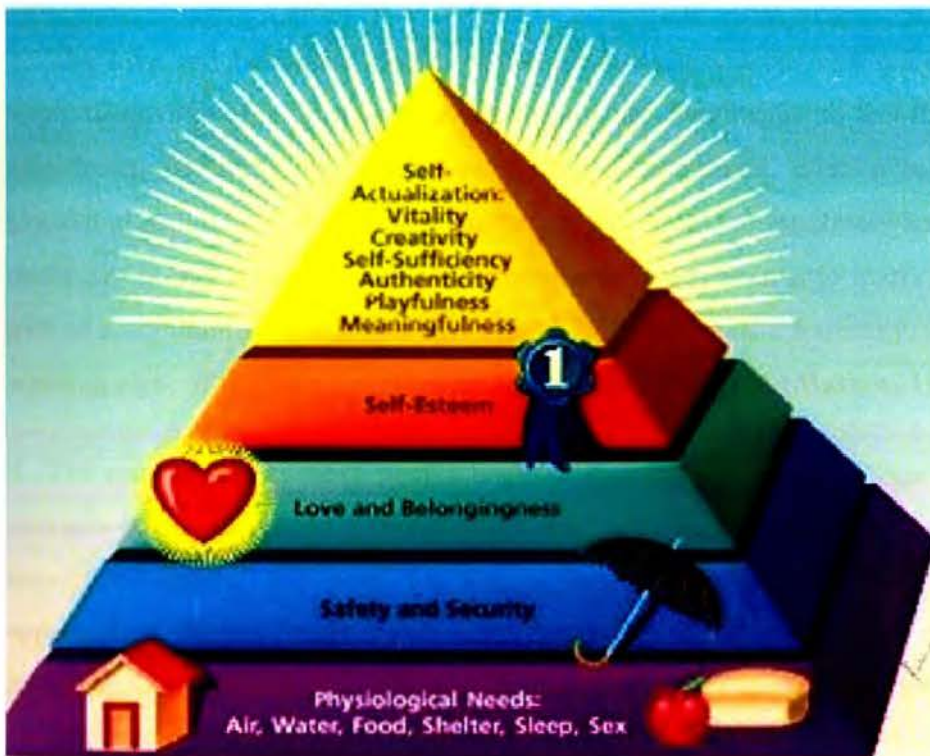
As organisations become more complex, managers will increasingly have to stimulate collaboration and cooperation rather than individualism and competition.

Keywords that were used are: Opportunity, stress, leadership, work standards, fair rewards, adequate authority, security, wages and work itself influence QWL.

This chapter reviews various pieces of information on quality of work life as discussed by various scholars in books, journals, research reports and websites. The concept of quality of work life will be broadly explored in this chapter. Factors influencing quality of work life will be discussed. Communication and information flow influence on performance. The effect of skill development and training on employee's performance; leadership and its influence on job satisfaction and employees performance will also be discussed. Compensation and salary; health, wellness and safety in the workplace; flexibility and work-life balance will also be dealt with.

## 2.2. Factors influencing quality of work life on employees

Armstrong (2006) highlighted that the key factors in quality of working life are: need satisfaction based on job requirements; need satisfaction based on work environment; need satisfaction based on supervisory behavior; need satisfaction based on ancillary programmes and organisational commitment. An explanation in terms of the quality of working life is a satisfaction of these key needs through resources, activities, and outcomes stemming from participation in the workplace. Abraham Maslow's hierarchy of needs were seen as relevant in underpinning this model, covering health and safety, economic and family, social, esteem, actualization, knowledge and aesthetics. Although the relevance of non-work aspects is play down as attention is focused on quality of work life rather than the broader concept of quality of life.



**Figure 2.1.** Abraham Maslow's hierarchy of needs (Maslow, A.H., 1968).

1. The physiological needs. These include the needs we have for oxygen, water, protein, salt, sugar, calcium, and other minerals and vitamins. They also include the need to maintain a pH

balance (getting too acidic or base will kill you) and temperature (98.6 or near to it). Also, there's the needs to be active, to rest, to sleep, to get rid of wastes (CO<sub>2</sub>, sweat, urine, and feces), to avoid pain, and to have sex. Maslow believed, and research supports him, that these are in fact individual needs, and that a lack of, say, vitamin C, will lead to a very specific hunger for things which have in the past provided that vitamin C e.g. orange juice.

2. The safety and security needs. When the physiological needs are largely taken care of, this second layer of needs comes into play. You will become increasingly interested in finding safe circumstances, stability, and protection. You might develop a need for structure, for order, some limits. Looking at it negatively, one becomes concerned, not with needs like hunger and thirst, but with your fears and anxieties. This set of needs manifest themselves in the form of our urges to have a home in a safe neighborhood, a little job security and a nest egg, a good retirement plan and a bit of insurance, and so on. (Maslow, 1968).

3. The love and belonging needs. When physiological needs and safety needs are, by and large, taken care of, a third layer starts to show up. One begins to feel the need for friends, a sweetheart, children; affectionate relationships in general, even a sense of community. Looked at negatively, you become increasingly susceptible to loneliness and social anxieties. In one's day-to-day life, people exhibit these needs in our desires to marry, have a family, be a part of a community, a member of a church, a brother in the fraternity, a part of a gang or a bowling club. It is also a part of what we look for in a career. (Maslow, 1968).

4. The esteem needs. Next, people begin to look for a little self-esteem. Maslow noted two versions of esteem needs, a lower one and a higher one. The lower one is the need for the respect of others, the need for status, fame, glory, recognition, attention, reputation, appreciation, dignity, even dominance. The higher form involves the need for self-respect, including such feelings as confidence, competence, achievement, mastery, independence, and freedom. Note that this is the higher form because, unlike the respect of others, once you have self-respect, it's a lot harder to lose. The negative version of these needs is low self-esteem and inferiority complexes. The really onto something when he proposed that these were at the roots of many, if not most, of our psychological problems. In modern countries, most of the people have what they need with regard to physiological and safety needs. More often than

not, have quite a bit of love and belonging, too. It's a little respect that often seems so very hard to get. (Maslow, 1968).

These endeavors of defining quality of working life have included theoretical approaches, lists of identified factors, correlation analyses, with opinions varying as to whether such definitions and explanations can be both global, or need to be specific to each work setting. Adams and Adams (2009) used 16 questions to examine quality of working life, and distinguished between foundation of dissatisfaction in professionals, intermediate clerical, sales and service workers, indicating that different concerns might have to be addressed for different groups. The distinction made between job satisfaction and dissatisfaction in quality of working life echo the influence of job satisfaction theories. The theorists suggested that motivator factors are intrinsic to the job, that is; job content, the work itself, responsibility and advancement. The Hygiene factors or dissatisfaction avoidance factors include aspects of the job environment such as interpersonal relationships, salary, working conditions and security.

Two Factor Theory - Herzberg



**Figure 2.2.** Two Factor Theory (Herzberg, F., 1976).

The most common cause of job dissatisfaction can be company policy and administration, while achievement can be the greatest source of extreme satisfaction. An individual's experience of satisfaction or dissatisfaction can be substantially rooted in their perception, rather than simply reflecting their "real world". The quality of work life (QWL) is a wide spread term covering a vast range of programmes, techniques, theories and management styles through which organisations and jobs are designed so as to grant employees more autonomy, responsibility and authority than it is usually prepared (Ballou and Godwin, 2007). Several such needs were identified: skill variety, task identity, task significance, autonomy and

feedback (Brim and Asplund, 2009). They suggest that such needs have to be addressed if employees are to experience high quality of working life. In contrast to such theory based models, Bechet (2008), pragmatically, identified the essential components of quality of working life as basic extrinsic job factors of wages, hours and working conditions, and the intrinsic job notions of the nature of the work itself. Bechet (2008) suggested that a number of other aspects could be added, including: individual power, employee participation in the management, fairness and equity, social support, use of one's present skills, self development, a meaningful future at work, social relevance of the work or product, effect on extra work activities. Bechet (2008) suggested that relevant quality of working life concepts may vary according to organisation and employee group. Several factors add to QWL which includes enough and fair payment, safe and healthy working conditions and social integration in the work organisation, which enables an individual to expand and use all his or her capacities (Armstrong, 2006).

### **2.2.1. Measurement of QWL**

There are few recognized measures of quality of working life, and of those that exist few have proof of validity and reliability, that is, there is a very limited literature based on peer reviewed evaluations of available assessments. A recent statistical analysis of a new measure, the work-related quality of life scale (WRQoL), indicates that this assessment device should prove to be a useful instrument, although further evaluation would be useful. The WRQoL measure uses six core factors to explain most of the variation in an individual's quality of working life: job and career satisfaction; working conditions; general well-being; home-work interface; stress at work and control at work (Edwards, Van Laar, Easton and Kinman, 2009).

The Job and Career Satisfaction (JCS) scale of the Work-Related Quality of Life scale (WRQoL) is said to reflect an employee's feelings about, or evaluation of, their satisfaction or contentment with their job and career and the training they receive to do it. Within the WRQoL measure, JCS is reflected by questions asking how satisfied people feel about their work. It has been proposed that this positive job satisfaction factor is influenced by various issues including clarity of goals and role ambiguity, appraisal, recognition and reward,

personal development career benefits and enhancement and training needs (Edwards *et al.*, 2009).

The General well-being (GWB) scale of the work-related quality of life scale (WRQoL) aims to assess the extent to which an individual feels good or content in them, in a way which may be independent of their work situation. It is suggested that general well-being both influences, and is influenced by work. Mental health problems, predominantly depression and anxiety disorders, are common, and may have a major impact on the general well-being of the population. The WRQoL GWB factor assesses issues of mood, depression and anxiety, life satisfaction, general quality of life, optimism and happiness (Edwards *et al.*, 2009).

The WRQoL Stress at Work sub-scale (SAW) reflects the extent to which an individual perceives they have excessive pressures, and feel stressed at work. The WRQoL SAW factor is assessed through items dealing with demand and perception of stress and actual demand overload. Whilst it is possible to be pressured at work and not be stressed at work, in general, high stress is associated with high pressure (Edwards *et al.*, 2009).

The Control at Work (CAW) subscale of the WRQoL scale addresses how much employees feel they can control their work through the freedom to express their opinions and being involved in decisions at work. Perceived control at work as measured by the Work-Related Quality of Life scale (WRQoL) is recognised as a central concept in the understanding of relationships between stressful experiences, behavior and health. Control at work, within the theoretical model underpinning the WRQoL, is influenced by issues of communication at work, decision making and decision control (Edwards *et al.*, 2009).

The WRQoL Home-Work Interface scale (HWI) measures the extent to which an employer is perceived to support the family and home life of employees. This factor explores the interrelationship between home and work life domains. Issues that appear to influence employee HWI include adequate facilities at work, flexible working hours and the understanding of managers (Van Laar, Edwards, and Easton, 2007).

The Working Conditions scale of the WRQoL assesses the extent to which the employee is satisfied with the fundamental resources, working conditions and security necessary to do their job effectively. Physical working conditions influence employee health and safety and thus

employee quality of working life. This scale also taps into satisfaction with the resources provided to help people do their jobs (Van Laar *et al.*, 2007).

### **2.2.2. Applications of QWL**

Regular assessment of quality of working life can potentially provide organisations with important information about the welfare of their employees, such as job satisfaction, general well-being, work-related stress and the home-work interface (Burke, 2009).

### **2.2.3. Definitions of QWL**

To have a good understanding of the concept quality of work life (QWL), one must look into the evolutionary stages of the concept. Even if the expression of quality of work life is relatively new, the reality it encompasses is not of recent origin. For more than two decades a sizable volume of literature has been developed on quality of work life. Quality of work life means the extent to which members of a work organisation are able to satisfy imperative personal needs through their knowledge in the organisation QWL could be defined as the quality of the relationship between the man and job (Lee *et al.*, 2007). Meanings of quality of work life has added deserved importance in the organisational behavior as a pointer of the overall of human know-how in the place of work. It expresses a special way of thinking about people their work and the organisational in which careers are fulfilled. QWL refers to the relationship between an employee and his environment, adding the human factor to the technical and economic aspects within which the work is normally observed and designed. QWL focus on the problem of creating a human working environment where employees work co-operatively and the programme seeks to achieve outcomes collectively.

QWL refers to the level of fulfillment, motivation, and participation and assurance individuals experience with respect to their line at work. QWL is the extent of excellence brought about by work and working conditions which contribute to the overall contentment and performance primarily at the individual level but finally at the organisational level. Concept QWL is a

narrow concept, it attempts to design work situation so as to goal process maximize concern for human wellbeing. However, Westerman and Simmons (2007) state that quality of work life is not based on any theory. It is concerned with overall climate of work place. Reduced supervision, increased self-regulation and self-management are pillars of quality of work life.

#### **2.2.4. Major factors affecting the QWL**

QWL means having good supervision, good working conditions, good pay and benefits and an interesting, challenging, and a rewarding job. The major factors that affect the QWL may be stated thus (Lee *et al.*, 2007).

##### **Pay**

QWL is basically built around the concept of equitable pay. In the days ahead, employees may want to participate in the profits of the firm as will. Employees must be paid their due share in the progress and prosperity of the firm (Bakker and Demerouti, 2007).

##### **Benefits**

Workers throughout the globe have raised their expectations over the years and now feel entitled to benefits that were once considered a part of the bargaining process.

##### **Job Security**

Employees want stability of employment. They do not like to be the victims of whimsical personal policies and stay at the mercy of employers (Wright, 2007).

##### **Alternative Work Schedules**

Employees demand more freedom at the workplace, especially in scheduling their work (Lee *et al.*, 2007). Among the alternative work schedules capable of enhancing the quality of work life for some employees are:

- i.) Flexi time: A system of flexible working hours,
- ii.) Staggered hours: Here groups of employees begin and end work at different intervals.

iii.) Compressed work week: It involves more hours of work per day for fewer days, per week.

iv.) Job enrichment: It attempts to increase a person's level of output by providing that persons with exciting, interesting, stimulating or challenging work.

v.) Autonomous work groups (AWGs): Here a group of workers will be given some control of decision-making and have responsibility for a task area without day-to-day supervision, and with authority to influence and control both group members and their behavior. Occupational Stress and occupational mental-health programmes dealing with stress are beginning to emerge as a new and important aspect of QWL programmes. Obviously, an individual suffering from an uncomfortable amount of job-related stress cannot enjoy a high quality of work life (Bakker and Demerouti, 2007).

#### Worker Participation

Employees have a genuine hunger for participation in organisational issues affecting their lives. Naturally they demand far more participation in the decision making process at the workplace.

#### Social Integration

The work environment should provide opportunities for preserving an employee's personal identity and self-esteem through freedom from prejudice, a sense of community, interpersonal openness and the absence of stratification in the organisation.

#### Work and total life space

A person's work should not overbalance his life. Ideally speaking, work schedules, career demands and other job requirements should not take up too much of a person's leisure time and family life.

### **2.2.5. Ways to create high QWL**

QWL deals with the relationship between every employee and his or her work organisation. This relationship is formal and is sometimes less formal. This contract is psychological; Psychological contract is the set of expectations held by the individual specifying what the individual and the organisation expect to give and receive from each other in the course of their working relationship. This contract represents the expected exchange of values that encourages the individual to work for the organisation and motivates the organisation to employ that person, (i.e.) contribution and incentive (Wright, Cropanzano and Bonett, 2007).

Finally, these measures are based on theoretical frameworks that are rarely spelled out. This may be due to the fact that, as with the other measures, they are largely ad hoc and based on some processes of consensus of what constitutes a standard or an important aspect of job quality. An employee's perspectives and experiences in relation to each job quality component, reveals what factors determine the QWL for employees, and how the QWL can be improved. Employees reveal through their work experience what factors impact on the quality of a job (Clapp-Smith, Vogelgesang and Avey, 2009).

### **2.2.6. Quality of Work Life Concept**

To improve the quality of work life, the work satisfaction of employees is to be considered as a motivational strategy. The improvement in the quality of work life is sought to be achieved through re-organisational and re-structuring of job content (Wan, 2007). Quality of work life scheme involves changes in values, norms, systems, styles processes and structures in the organisational process. The main thrust is in optimising the job satisfaction available to employees. In the total system of quality of work life, the process of bringing desired change itself is very important. It has been proved that participative process where the employees concerned are involved in bringing the change brings more effective results. In the views of Wright (2007), quality of work life is more than simply a concept, means or an end. It embodies the following inter-related sets of ideas:

- a) Ideas dealing with a body of knowledge, concepts, experiences related to the nature, meaning, and structure of work;
- b) Ideas dealing with the nature and process of introducing and managing organisation change; and
- c) Ideas dealing with outcomes of results of the change process.

The concept of quality of work life views work as a process of interaction and joint problem solving by working people-managers, supervisors, and workers.

### **2.2.6.1 Criteria for Quality of Work Life**

According to Edward *et al.* (2009), quality of work life encompasses various aspects relating to:

- (1) Working Environment and
- (2) Employee Motivation.

These aspects are summed up as below:

#### **(1) Quality of Working Environment**

Quality of work environment is an essential element for quality of work life. The management can normally ensure such an environment in the following way: Continuous, committed and concerted housekeeping, safety provisions and promotion, welfare amenities upkeep and environment, and occupational health and medical services. Safety culture is an essential element in the quality of work life (Holton, Dent and Rabbetts, 2009). The environmental factors like sanitation, drinking water, rest shelters, ventilation, lighting facilities etc. do affect the quality of work life. These factors require continuous improvements (Edward *et al.*2009).

#### **(2) Motivational Factors Employee motivation**

The main activity for human resource development thrust on quality of work life. The factors relating to employee motivation are: Proper communication at shop level. The main object of human resource development philosophy is respect for the dignity of the worker as a human being and motivates his enormous potential for contribution and growth (Edward *et al.*,2009). Human resource development efforts have therefore to gain the confidence of the worker that he is seen as a member who is important to the organization (Kanwar, Singh and Kodwani,

2009). Proper communication plays a pivotal role to achieve results in this priority area. Employee motivation consists of:

- (i) Proper communication at Shop-level,
- (ii) Employee facilities,
- (iii) Employee performance recognition,
- (iv) Employee participation with team spirit,
- (v) Development and job redesign and job enrichment,
- (vi) Dynamic HRD factors, and
- (vii) Status of family.

Researchers have found that an individual's QWL is influenced by his or her work experience and future career expectations (Holton *et al.*, 2009). Expectation is a belief about the probabilities associated with a future state of affairs (Kanwar *et al.*, 2009), and the anticipation of what will happen. There is a long lineage, in the relevant literature, to demonstrate more favorable outcomes are realized when employee expectation are understood, communicated, and consistently measured (Malaysian Employers Federation, 2007).

### **2.3. Communication and information flow influence on performance**

Martel and Dupuis (2006) explain QWL as the quality of the relationship between employees and the total working environment, with human dimensions added to the usual technical and economic considerations. Definitions of QWL have changed focus and have been used at different times to refer to different variables (Elisaveta, 2006) and may also mean different things to different people in different roles (Ballou and Godwin, 2007). It is observed that the method of defining QWL is varied, which comprises of several different perspectives (Dolan *et al* 2008) with a result that QWL has been understood as the workplace strategies, operations and environment that promote and maintain employee satisfaction aimed at improving working conditions for employees and organisational effectiveness (Martel and Dupuis, 2006). Clearly, a range of job and organisational factors can contribute to QWL, and individual uniqueness and circumstances can have an impact on the QWL experiences of the employees (Dolan *et al.*, 2008).

A similar stance is taken by many human relations theorists who have proposed that understanding employees is fundamental for achieving good service and customer satisfaction (Kanwar *et al.*, 2009). But, according to Nelson and Cooper (2007), workers' expectations and work related problem awareness are not static, which can result in a shift of focus on QWL valuation. When the actual experiences differ from initial expectations, employees experience unmet expectations the theorists referred to this as occupational reality shock. The impact of met or unmet expectations on turnover or turnover intentions has been investigated in various studies to reveal dysfunctional work outcomes are linked with gaps between experienced and preferred expectations (Wright, 2007).

Consequently, given the relativity of met and unmet employee expectations on employee satisfaction and turnover, the study presented here explores the feasibility of ascertaining a procedure that can be adopted to understand the extent of employee expectations as a means to determine the dimensions of QWL (Martel and Dupuis, 2006). Understanding the concept of quality is indescribable. There is an overabundance of definitions as many authors have attempted to delineate the fundamental differences between products and services (Malaysian Industries Development Authority, 2009). According to Madlock (2008), employees are the internal customers and their jobs are considered as internal products. Complementing this stand Mountain States Employers Council (2009), and Nelson and Cooper (2007) further explain that internal marketing is more important than conventional external marketing, wherein internal marketing embraces the philosophy of treating employees as internal customers and setting strategies to shape job products to fit human needs. Situations where employees are considered internal customers and are engaged in contingent organisational practices the internal marketing initiatives have led to excellent service and successful external marketing (Luthans and Youssef, 2007). Thus, the advocacy that satisfied employees provide a higher level of external service quality, which can lead to increased customer satisfaction (Miller, 2008). Inducting quality into the work lives of employees is an enviable challenge and inevitable for any organisation. This is particularly vital for the service sector employees, as was suggested by Luthans and Youssef (2007) that organisational success and worker well being must be complementary.

In spite of the various studies projecting the contribution of QWL, there is still a lack of both a universally accepted definition and a clear cut understanding of the QWL concept and what it entails (Martel and Dupuis, 2006). The intangibility, variability, and perish ability of the service process together with the volatility of customer expectations are some of the prominent dimensions that inhibit the delineation of the phenomenon of QWL. Interestingly, managers, commentators and social scientists have either avoided the task or have been unable to develop a contemporary service QWL criteria during the past three decades. Since the clarification of the mystery by Elisaveta (2006) who advanced a conceptualization of QWL, he observed the ongoing changes of workers' desire as a result of their interactions with the wider socio cultural environment during their life courses. Besides the traditional methods of information sharing through house journals, notice boards, shop campaigns, etc., novelty can be experienced for orienting shop communication in tune with the process of work.

(i) Employee facilities

Grievance redressal is a must for an organisation. Grievance handling has advanced from a formalistic system to a predictive culture. Moving close with the workers and shop grievance enquiries reveal the problems of the workers not only at the workplace but also beyond its periphery (Luthans and Youssef, 2007). Canteen facilities have become a must today. Canteen facilities form an important factor in determining the estimation of worker on the company's care for him. Generally the co-operative stores are set up to enable the workers to acquire experience in the process of management autonomy. All these efforts are made with the desire to keep the worker constructively engaged in the work place. Provision of catering services to the shop floor and mobile van services to scattered places are efforts to extend satisfaction levels of employees. Home counseling is also undertaken to positively correlate the living habits with work attitudes (Elisaveta, 2006).

(ii) Employee performance recognition

Recognition of employee's performance increases their morale and stimulates an urge to excel in the work place, spreading cheer to the families and enhancing the social status of the employee. A sometimes photograph of good performers are displayed and also at felicitation

functions publicity in house journals, letters of appreciation- all these increase the morale of the individual and team efforts to boost the quality of work (Elisaveta, 2006).

(iii) Employee participation with team-spirit

To maximise enrichment of quality of work life, the management has to generate team spirit and a sense of involvement among the workers. For instance, the activities like celebration of the anniversary of the commissioning the department, by involving all the staff give a sense of togetherness among them (Luthans and Youssef, 2007). Formation of participative group like quality circles enable the committed work teams, voluntarily take up improvements in their area of work.

(iv) Development and job enrichment

Job satisfaction increases work efficiency and hence they are indispensable elements of work-life. Initially the human resource development aims to develop the knowledge and skills of the worker to keep pace (Luthans and Youssef, 2007). Human resource development attention on shop training activities and multi-skill development have positively shaped the attitudes and competencies of the workforce and improved the possibilities to optimise their utilisation. Formulation, propagation and adherence to standard operating practices on specific work positions, imparting shop based training through unit training centres, multi-trade training and induction orientation for fresh recruits, identification of the skill needs of the existing employees in the revised job combinations and enrichment of their knowledge/competencies through on-the job training are the various activities in this regard (Martel and Dupuis, 2006).

(v) QWL and HRD efforts

Evolving dynamic HRD strategies also boost the quality of work life of the employees. Human resource development philosophy strongly believes that the workers involved in the process of work are the best qualified to bring about improvements in their area of work. Every worker has creative abilities, which can be tapped through managerial encouragement and support. From this angle the suggestion scheme has emerged as a dynamic human resource development mechanism (Martel and Dupuis, 2006). While the attraction of awards for the suggestions is an offshoot of the scheme, the satisfaction potential inherent in the

implementation of the worker's own ideas of improvement provides the drive and impetus to the improvement efforts in the shop-floor.

### **2.3.1. QWL and increasing the status of the family**

The family of the employees may not have a proper understanding of the work place in which the employee spends a major portion of the day and earns living. Hence the family members may not know his pressures of work, day to day stresses and strains, the nature of his responsibility and the implications of his job accountability (Madlock, 2008). A person goes from home everyday not merely to earn their livelihood but to play a meaningful role as a strong link in the human chain of the company. Thus, he lives in between two worlds, that is, his sphere of activities at the work-place and a different world at home. Human resource development takes care of the responsibility of unifying these two worlds. The interactions of managers with the family members and the warmth of hospitality create a climate of homeliness in the organisations. This practice has brought the families closer to the company and enabled them to develop right attitudes to the working life of the employees. Porter (2006) has identified eight dimensions, which make up the quality of working life framework. They are as follows:

#### **(i) Adequate income and fair compensation**

Motivation experts believe that money is still an important motive, which makes people work on the job. However, people also want to see fairness and adequacy in their pay rewards. Equal pay for equal work and pay that is linked to responsibility, skill, performance and individual accomplishment are viewed with great importance. Pay must also be competitive with the external labor market and should be responsive to prevailing practices and changing economic conditions.

#### **(ii) Safe and healthy working conditions.**

An organisation must create working conditions that are physically and psychologically safe for its workers. The emergence of ergonomics in the 1950s has significantly improved equipment design and plant layout to enhance the physical as well as psychological comfort and safety of the workers.

#### **(iii) Immediate opportunity to use and develop human capacities.**

Development of its workers involves training, skill developments, recognition, and promotion. Work assignments should be made challenging enough to expand skills, abilities, and knowledge. They should create a positive effect on self-esteem, autonomy, involvement and motivation.

(iv) Opportunity for continued growth and security

There must be employment, which provides for continual growth and job and income security. Opportunities for training and advancement should be considered

(v) Social integration in the work organisation

The work environment should provide opportunities for preserving an employee's personal identity and self-esteem through freedom from prejudice, a sense of community interpersonal openness and the absence of stratification in the organisation.

(vi) Constitutionalism in the work organisation

There should be the right to personal privacy, free speech and equitable treatment, in the workplace.

(vii) Work and the total life space

A person's work should not overbalance his life. Ideally, work schedules, career demands and travel requirements should not take up too much of his leisure and family life.

(viii) Social relevance of work life

The standing of an organisation in society can influence an employee's value of his work and career. The workers perceive the organisation to be socially responsible in its products, waste disposal, marketing techniques, employment practices and so forth.

### **2.3.2. Popular QWL Programmes**

There are innovations and implementations of various schemes to have good working conditions and congenial work environment to the workers and the organisations for high productivity, service efficiency and effectiveness (among others). To attain an improved quality of work life (Madlock, 2008). Quality of work life denotes the experienced "goodness" of working in the organisational settings. One of the principal problems with the term is that quality of work life is not a single or a specific notion (Martel and Dupuis, 2006). It consists of a whole parcel of terms and notions, all of which really belong under the working life

umbrella 1) Industrial effectiveness, 2) Human resource development, 3) Organisational effectiveness, 4) Work restructure, 5) Job enrichment, 6) Socio-technical systems, 7) Working humanization, 8) Group work concept, 9) Labour management co-operation, 10) Working together; worker's involvement, worker's participation, 11) Co-operative work structure. Armstrong (2006) has established some popular QWL Programmes which are given in Table 2.1.

**Table 2.1** Popular QWL Programmes

| Programme                      | Description   |
|--------------------------------|---|
| Flexi time                     | A system of flexible working hours. Flexi time serves as a working scheduling scheme allowing individual employees, within established limits, to control and redistribute their working hours around organisational demands. |
| Job enrichment                 | A programme of redesigning employees jobs to allow greater autonomy and responsibility in the performance of work tasks.  |
| Management by objectives "MBO" | Participation on an employee with his superior in seeing employee goals those are consistent with the objective of the organisation as a hole. MBO is viewed as a way to integrate personal and organisational needs.         |
| Staggered hours                | A work-hour arrangement of overleaping schedules of predetermined hours established for the total work force. In a staggered work-hour scheme, groups of employees begin and end work at different intervals.                 |
| Socio-technical systems        | A physical and technological redesign of the work place for employees with human consideration of the work force.   |
| Job rotation                   | A programme in which employees continue their present job, but duties are added with the intend of making the job more rewarding.   |
| Autonomous work groups         | A form of participation in which the group of workers are given some control of decision-making on production methods, distribution of tasks, recruitment of team members, selection of team leaders, work schedules,         |

|                        |   |
|------------------------|---|
|                        | etc   |
| Employee participation | A programme aimed at a greater sharing of responsibility for decision making. |

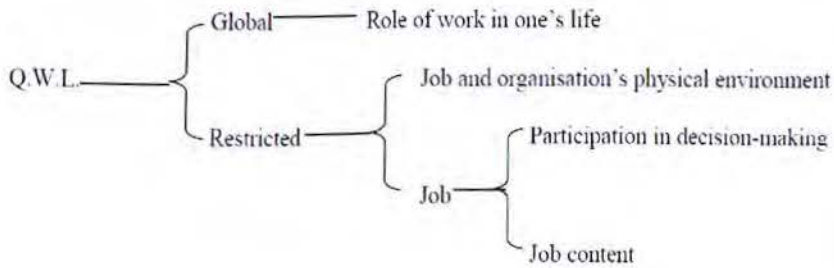
Armstrong (2006) has identified the following common problems of implementing QWL programmes.

### **(a) Managerial Attitudes**

The philosophy of quality of work life is based on the belief in worker participation. This implies that management must be prepared and willing to allow its employees some say or influence on decisions about conditions or processes which affect their work tasks and environment (Ilies, Schwind and Heller, 2007). Traditional managers may perceive this phenomenon as a challenge to their rights to control and to make decisions, which influence worker's work and environment. They may not be willing to delegate decision-making to the rank and file level (Armstrong, 2006). Managers generally believe that employees are inherently lazy, lack responsibility, and require close supervision, are likely to resist any attempt towards QWL programmes. Such managers will set objectives for subordinates and will limit employee participation. A change in managerial attitudes at all levels is important in order that any QWL programme be successful (Bakkers and Demerouti, 2007).

### **(b) Union Influence**

Labour unions can impose significantly on the success and failure of QWL programmes. Union leaders often believe that quality of work life projects are management's tools to improve productivity or to speed up work performance in order to extract more work from workers without corresponding compensation. Each of these in varying degrees of inadequacies identifies a part of the large whole that quality of work life seeks to identify. Quality of work life is a common concern, not only to improve life at work, but also life outside work. After all, the two cannot be linked. Quality of work life concept enumerated by Bakkers and Demerouti (2007) is as structured below:



**Figure 2.3.** The QWL concept (Bakkers and Demerouti, 2007)

Described by Candace, Vance and Stafford (2008) as the job characteristics approach, this method consists of identifying the key elements that contribute to job quality while examining these elements against specific jobs (Candace *et al.*, 2008). A study of this nature has the potential to provide a better understanding of the key determinants of job quality and will help to determine where these conditions are located in terms of controllable or uncontrollable factors, and what measures can be taken to manipulate these factors to improve work experiences. Quality of working life has been differentiated from the broader concept of quality of life (Boezeman and Ellemers, 2009).

To some degree, this may be overly simplistic, as Ilies *et al.* (2007) concluded that quality of work performance is affected by quality of life as well as quality of working life. However, it will be argued here that the specific attention to work-related aspects of quality of life is valid. Whilst quality of life has been more widely studied (Elias, 2009), quality of working life, remains relatively unexplored and unexplained. A review of the literature reveals relatively little on quality of working life. Where quality of working life has been explored, writers differ in their views on its' core constituents (Fields, Wilder, Bunch and Newbold, 2008).

It is argued that the whole is greater than the sum of the parts as regards quality of working life, and, therefore, the failure to attend to the bigger picture may lead to the failure of interventions which tackle only one aspect (Elisaveta, 2006). A clearer understanding of the

inter-relationship of the various facets of quality of working life offers the opportunity for improved analysis of cause and effect in the workplace. This consideration of quality of working life as the greater context for various factors in the workplace, such as job satisfaction and stress, may offer opportunity for more cost-effective interventions in the workplace. The effective targeting of stress reduction, for example, may otherwise prove a hopeless task for employers pressured to take action to meet governmental requirements (Elisaveta, 2006).

Work satisfaction is the outcome of an individual's cognitive evaluation process with regard to his or her needs and the possible rewards he or she may receive in return for the additional contribution. As challenge-related stressors are considered by managers as obstacles to overcome personal growth and gain (Mazerolle and Bruening, 2008), individuals are particularly motivated to take on the increased demands if pay offs in terms of career perspectives are existent (Kammeyer-Mueller and Judge, 2008).

#### **2.4. The effect of skill development and training on employees' performance**

It emphasizes that an individual is the main significant resource in the organisation as he or she is responsible and capable of carrying out their day to day job description and they should be treated with pride and respect (Abdulla *et al.*, 2008). The exploration of quality of working life, considered what appears to be the relevant factors, which includes : work involvement, intrinsic job motivation, higher order need strength, perceived intrinsic job characteristics, job satisfaction, life satisfaction, happiness, and self-rated anxiety (Boezeman and Ellemer, 2009). They discussed a range of correspondence derived from their work, such as those between work involvement and job satisfaction, intrinsic job motivation and job satisfaction, and perceived intrinsic job characteristics and job satisfaction. It was discovered that for a moderate association between total job satisfaction and total life satisfaction and happiness, with a less strong, but significant association with self-rated anxiety (Thomas, 2009).

Thus, whilst some authors have highlighted the workplace aspects in quality of working life, others have acknowledged the relevance of personality factors, psychological well being, and broader concepts of happiness and life satisfaction. Factors more obviously and directly affecting work has, however, served as the main focus of attention, as researchers have tried to

mock out the important influences on quality of working life in the workplace. Ugboro (2006) indicated that quality of working life was associated with satisfaction with wages, hours and working conditions, describing the “basic elements of a good quality of work life” as: safe work environment, equitable wages, equal employment opportunities and opportunities for advancement. Thomas (2009) listed what he illustrate as typical indicators of quality of working life, including: job satisfaction, job involvement, work role ambiguity, work role conflict, work role overload, job stress, organisational assurance and turn-over intentions. Reutilization of job content was explored, suggesting that this facet should be investigated as part of the concept of quality of working life.

The Researchers have made a distinction between specific types of intrinsic need satisfaction of employees and showed that satisfaction of autonomy needs and correlated needs are more relevant to employee’ job satisfaction and their intentions to remain in the organisation. Purani and Sahadev (2008) examined the influence of employee demographics on job satisfaction among technical service employees in nine different organisations. Their study accomplished that there were no significant differences among the employees with regard to job training satisfaction in relation to dimensions like variety in terms of age groups, gender and race/ethnicity (Boezeman and Ellemer, 2009).

## **2.5. Leadership and its influence on job satisfaction and employees’ performance**

Other things seem to be more likely to make people feel good about work and themselves once the basics are OK at work. Challenging work (not too little, not too much) can make them feel good. Similarly, opportunities for career progression and using their abilities can contribute to someone’s quality of working life (Wright *et al.*, 2007). Thompson indicated quality of work life programs a movement toward greater engagement with the cooperation, knowledge and tactic skills of the work force. Martel and Dupuis (2008) argue that the number of emphasis have been made in the humanization of work including: the need to protect the worker from hazards to health and safety, the wage work bargain, the protection of workers from hazards of illness and unemployment and the protection of the worker from arbitrating the authority of management.

The current unsteadiness in the economy, brought about by the 2009 recession, is forcing employers to reflect on and tackle a wide range of factors that influence employee performance. Due to the increased number of hours employee spends at work, and the current anxiety many experience from the fear of potential layoffs, loss of motivation is common in the workplace (Patalano, 2008). Since unmotivated employees may underperform and may not be easily engaged during economic depression, companies must look to alternative encouragement methods to reward valued employees. Employees can no longer rely on large cash rewards for a job well done. As the economy continues to struggle through a slow recovery, cost-cutting procedures may remain in effect for many years, making it necessary for employers to develop cost-effective methods of maintaining employee motivation at a time when merit increase, bonus, and incentive program cash reserve budgets remain tight (Madlock, 2008).

Investigating successful methods to stimulate non-cash incentive programs to benefit employees should be a key consideration of management both in times of economic improbability, as well as in periods of prosperity. Positively influenced, engaged, and motivated employees are essential to the future success of companies (Luthans, Avey and Patera, 2008). Managers must work to understand factors driving motivation within their workforce. When asked what factors tended to motivate their employees, managers guessed that good wages and job security would top employee lists, but their people always alluded to their feelings appreciated and being informed (Patalano, 2008).

## **2.6. Compensation and salary influence on performance of employees**

Moody (2007) emphasizes that quality of work life implies job security, good working conditions, adequate and fair compensation, more even than equal employment opportunity all together. In their excessive literature review, Luthans *et al.* (2007) viewed quality of work life more broadly as an individual's evaluation of the outcome of the work relationship. They observed that a employee may be said to enjoy a high quality of working life when he has positive feelings towards his job and its future prospects, is motivated to stay on the job and performs well and feels his working life fits well with his private life to afford him a balance between the two in terms of his personal values.

Luthans *et al.* (2008) suggested that there are eight major conceptual areas for understanding quality of work life. These are the following: adequate and fair compensation, safe and healthy working conditions, development of human competencies, growth and security, social integration, constitutionalisation and total life space and social reliance. Various other studies conducted on quality of work life include employment conditions, employment security, income adequacy, profit sharing, equity and other rewards, employee autonomy, employee commitment, social interaction, self esteem, self expression, democracy, employee satisfaction, employee involvement, advancement, relations with supervisors and peers and job enrichment (Luthans *et al.*, 2008).

Since an employee's response to efforts on the part of management to improve motivation is not dependable, an effective leader should put into practice only those methods that motivate employees individually and the entire workforce collectively. Conversant and effective leaders who are thoroughly aware of employee motivational needs can help direct companies through financial or economic improbability. While some may scoff at the idea of motivating employees without the use of bonuses or cash incentives, research clearly indicates that a number of other methods can be just as useful (Phattanacheewapul and Ussahawanitchakit, 2008).

In addition, leadership practices that include management of employee strengths, in an amalgamation with effective and regular communication, further contribute to the motivation of employees and persuade higher levels of achievement. Employee motivation is consequential both from within the employees themselves, and from forces within the organisation. These motivational drivers can be explained through extrinsic and intrinsic motivational behaviors. Extrinsic rewards don't come from the work itself; they are highlighted by supervisors to ensure that work is done properly and that the regulations are followed (Edwin *et al.*, 2008).

Meurs, Breaux and Perrewe (2008) remarked that should an employee have positive perception of the quality of work life in the company, he would further probably strive to further improve the working conditions, increase production and quality products. The

experiences of a fair number of organisations indicate that a number of specific roles and structures and the support systems, must be in place and functioning effectively in order that the quality of work life programmes remain viable grow, involve, permeate the organisational culture and produce long term success and benefits (Lee *et al.*, 2007). The cross nation experiences amply demonstrate that improvement in quality of work life has definite potential and scope in improving productivity (Luthans *et al.*, 2007) and overall organisational effectiveness as also reducing grievances, turnover and absenteeism and industrial accidents (Moody, 2008).

Extrinsic rewards also include reward such as salaries, bonuses, commissions, perks, benefits, and cash awards (Thomas, 2009). Extrinsic behaviors include actions performed to avoid retribution as well as actions used to attain material or social rewards (Edwin *et al.*, 2008). In contrast to extrinsic rewards, intrinsic rewards come to workers directly from the work they do for satisfactions like pleasure of workmanship or the sense that they are really helping a customer (Sammer, 2009). The author further details four intrinsic rewards that lead to employee commitment at work. These intrinsic rewards include, (1) a sense of choice, or the ability of employees to do something the way they believe it should be done; (2) a sense of competence when job responsibilities or activities are performed well; and (3) a sense of meaningfulness in their work, or, in other words, the degree to which the work intention is important or worthy.

The final intrinsic reward is a sense of progress, or making a significant advance toward accomplishing the purpose (Thomas, 2009). Intrinsically-motivated behaviors generally include those activities employees perform because they are believed to be important, and are typically performed for the individual's own sake (Edwin *et al.*, 2008). The ideas presented by Thomas regarding extrinsic rewards highlight the basic need employees have to obtain satisfaction from the work they perform. While employees may remain motivated in the deficiency of some fraction of intrinsic rewards, a complete lack of any intrinsic reward is likely to have a negative effect on employee motivation and commitment. Multiple motivational factors are typically present in the workplace; both intrinsic and extrinsic motivational factors of various types influence the behavior of employees. Whether employees

are intrinsically motivated, extrinsically motivated or both at any point in time relies on an ample range of factors. These factors include personal traits such as personality, principles and desires the environment of the employee's occupation, and the scenery of the organisation (Dolan *et al.*, 2008).

## **2.7. Stress at work and its influence on performance**

Stress in the workplace has increased over the past couple of decades. Occupational stress can be one of the most debilitating types of stress there is. Overworked managers no longer have the time to acknowledge their employees in positive ways (Handola, Brunner and Marmot, 2006). Disrespect and rudeness are two of the big attitudinal problems in some businesses. There is a loss of connectedness with the workers, people feel isolated and unsupported in their work. Add to this the addition of the part time marginalized worker, must be on call at the whim of the employer, only allowed to turn down so many shifts, no benefits and frequently lower wages. This means that these people do not know how much money they will have coming in each month, they try to take on another part time job (Ogunjimi, Ajibola and Akah, 2006).

Stress in the workplace is becoming a major concern for employers, managers and government agencies, owing to the occupational health and safety legislations requiring employers to practice 'duty of care' by providing employees with safe working environments which also cover the psychological wellbeing of their staff (Handola *et al.*, 2006).

Each profession has its own unique factors that may cause stress; below are some causes of stress that cross many professions:

- Increased workload
- Organisational changes
- Lack of recognition
- High demands
- Lack of support
- Personal and family issues

- Poor work organisation
- Lack of training
- Long or difficult hours

#### Inadequate staff numbers and resources

- Poor management communication
- Lack of control or input

There are suggestions to effectively manage workplace stress. Organisations can educate their employees to recognise the signs of stress. Where possible, organization can give their employees the chance to be involved in decisions and actions that affect their jobs. Improve employer-employee communications by providing employees with opportunities to socialise together. Be understanding of employees' personal and family responsibilities and ensure that employee workloads suit their capabilities and resources (provide more training and resources if not). Provide support (internally or externally) for employees who have complex stress issues in that way employees can reduce their overall stress by regularly exercising, as this releases happy hormones .Eating a healthy diet, as stress depletes vital nutrients and getting adequate rest. Using tea and lunch breaks, reading, listen to a relaxation CD or have a five-minute power-nap. Playing relaxing music at work, burning aromatherapy oils or being more organised (Lovelace, Manz and Alves, 2007).

Get up earlier to have more time. Delegating responsibility where possible and taking time out to laugh by telling someone a joke. Avoiding caffeine and sugar, although this may provide an instant lift it later depletes the body of energy and nutrients. Taking time to do things that bring enjoyment and pleasure, which makes the work environment pleasurable. Have relaxing sounds in the form of music or a water fountain. Have enjoyable smells by burning candles or aromatherapy oils. Hang beautiful pictures or posters on the walls; have photos or flowers on the desk. Keep a journal that monitors dates and times of stress to detect re-occurring patterns and to help you discover changes you may need to make.

Sometimes trying to implement change (even for the better) can itself cause stress and prevent a person remaining motivated. In this case it is important to get support for your stress from a

counselor, doctor, naturopath, friend, peer or life coach who specializes in stress issues (Nielsen, 2006).

The benefits of a systematic and joint approach to reducing work stress are:

- Increased productivity;
- Decrease in absenteeism;
- Improved morale;
- Decrease in workers' compensation claims; and
- Reduction in workplace accidents.

The most important benefit in reducing workplace stress is that it will promote a pleasant work environment for all. Creating a high performance organisation is a popular theme in the training and development field. To survive in these competitive times, companies can't afford anything less. Creating a high performance organisation requires understanding what factors influence performance. One of the most significant factors is stress (Lovelace *et al.*, 2007).

Historically, stress has been viewed as an inevitable consequence of work life; or at most, a health care issue. Neither view begins to capture just how costly this problem is to employers. Research shows that stress interferes with human intellectual, emotional, and interpersonal functioning (Ogunjimi, Ajibola and Akah, 2006). In fact, nearly every popular training and organisational development initiative is directly compromised by the intellectual, emotional, and interpersonal consequences of stress. In workplaces where employees feel helpless and disempowered, they are less likely to think in intelligent, creative ways (Handola *et al.*, 2006). Another important implication, and this is borne out by other research, is that perceived control plays a major role in whether a person is affected by a potentially stressful workplace. Workers in jobs with similar demands, but different levels of control, exhibit very different psychological and physiological responses. With the same demand level, workers in low control workplaces are significantly more affected by their work (Wright, 2007).

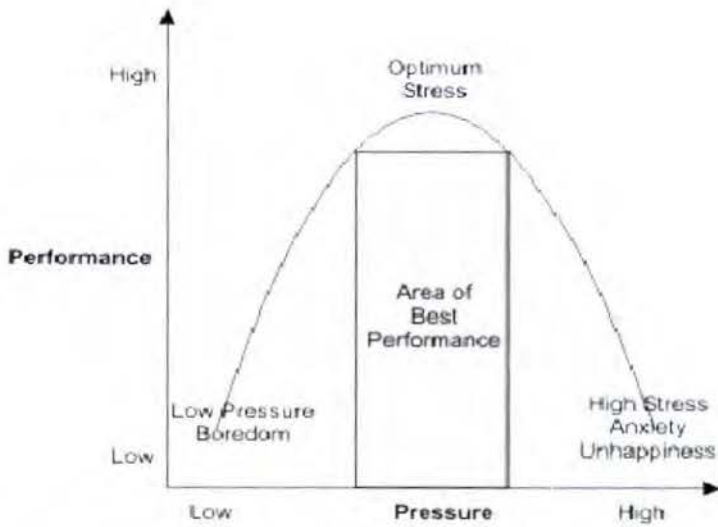
(i) Effects of stress and the Loss of Creativity

Creative and innovative thought are at the heart of the learning organisation. An organisation's ability to innovate is perhaps the most important source of competitive advantage. Organisations which know how to stimulate and leverage innovative thought are able to respond more rapidly and resourcefully to market changes and customer requirements than their slower, less innovative competitors (Ogunjimi, Ajibola and Akah, 2006). Despite the tremendous contribution innovative thought makes to organisational survival, most organisations don't realize how they prevent such thought from being exercised in their organisation. The typical high stress workplace the physiological and psychological effects of stress on the human brain and mind compromises such creativity and innovation (Cappelli, 2009).

(ii) Pressure and performance the inverted U

The relationship between pressure and performance is explained in one of the oldest and most important ideas in stress management, the "Inverted-U" relationship between pressure and performance (see below). The Inverted-U relationship focuses on people's performance of a task (Handola *et al.*, 2006).

The left hand side of the graph is easy to explain for pragmatic reasons. When there is very little pressure on one to carry out an important task, there is little incentive for individuals to focus energy and attention on it. This is particularly the case when there may be other, more urgent, or more interesting, tasks competing for attention (Cappelli, 2009).



The Inverted-U relationship between pressure and performance

**Figure 2.4.** Inverted U relationship between pressure and performance (Cappelli, P., 2009)

As pressure keeps on increases, then enter the area of best performance. Here, there are able to focus on the task and perform well there is enough pressure on to focus attention but not so much that it disrupts the performance (Handola *et al.*, 2006).

## 2.8. Health, wellness and safety programmes influence on performance

Whilst there has, for many years, been much research into job satisfaction, and, more recently, an interest has arisen into the broader concepts of stress and subjective well-being, the precise nature of the relationship between these concepts has still been little explored (Kellerman, 2007). Spector, (2008) recently reported that a low level of well-being at work is estimated to cost about 5-10% of Gross National Product per annum, yet quality of working life as a theoretical construct remains relatively unexplored and unexplained within the organisational psychology research literature (Kuruvilla, 2006).

Most people recognize the importance of sleeping well, and actively try to enjoy the leisure time that they can snatch. But all too often, people tend to see work as something they just have to put up with, or even something they don't even expect to enjoy (Wellness

Professionals Salary and Benefits Survey Analysis, 2009). Some of the factors used to measure quality of working life pick up on things that don't actually make people feel good, but which seem to make people feel bad about work if those things are absent (Baker and Dutton, 2007).

The environment provided by the organisation has an important influence on the psychological health of its employees, and, therefore, the health of the organisation itself (Gilson, 2008). The resourcefulness of the employees in an organisation depends largely on the environment at the workplace, and it has been suggested that due attention be paid in providing a satisfying and a high quality work environment for the employees commensurate with other associated work factors (Gruman, Saks and Zweig, 2006). Also, the importance of the workplace as providing a sense of community for workers has been highlighted in a number of studies (Gilson, 2008). Furthermore, the community is now centered on the workplace rather than the home (Holton *et al.*, 2009).

Some have argued that quality of working life might vary between groups of workers. For example, Kammeyer-Mueller and Judge (2008) made a finding with regard to a number of factors contributing to job dissatisfaction and quality of working life in nurses, including: poor working environments, resident aggression, workload, inability to deliver quality of care preferred, balance of work and family, shift work, lack of involvement in decision making, professional isolation, lack of recognition, poor relationships with supervisor/peers, role conflict, lack of opportunity to learn new skills. However, marginal differences were observed among the employees on job satisfaction with regard to other dimensions like type of the job, status of the job and possession of the job (Himmelstein, 2010). Halbesleben and Wheeler (2008) conducted a similar research and studied the impact of work life balance and be exhausted on job satisfaction in the context of the Information Technology (IT) and Information Technology Enabled Services (ITES) industries. Their findings revealed that while work life balance and job satisfaction were positively related to each other, demotivation, fatigue and meaninglessness were negatively related to job satisfaction.

## 2.9. Workplace flexibility influence on employee performance

Data on many job quality components (such as individual independence, observe, and managerial relationships) are often unavailable, or are unusable because of the uncertainty and/or inconsistencies surrounding their measurement (Gong, Huang and Farh, 2009). Furthermore, Chan and Doran (2009) highlight that even where satisfactory measures of job characteristics exist; their interpretation is often dependent on the individual preferences of employees. Disposing those job characteristics that lack clear, definite measures and data is also challenging as it can result in incomplete and potentially misleading index-scores. Another difficulty associated with this approach is the determination of how much weight to attach to each job quality component when calculating the index (Clapp-Smith, Vogelgesang and Avey, 2009).

Several research studies were conducted about the role of job satisfaction on the employee turnover, less research evidence is available on how it affects the employees' performance, inventiveness at work and other employee intentions. Wright *et al.* (2007), made an attempt to scrutinize the relationship between work family enrichment, job satisfaction and turnover objective. Their findings discovered that work to family enrichment is strongly related to work related variables such as job satisfaction, turnover intentions. Their research also highlighted that family to work enrichment has less impact on employee job satisfaction. A similar research was made by Chan *et al.* (2009) to calculate the possible relationship that could exist between flexible work arrangement, job satisfaction and turnover intentions. Clapp-Smith *et al.* (2005) conducted a research study on the possible relationship between the job satisfaction and flexible work arrangements and enrichment.

Their research results revealed that when employees give back more positive attitudes it will result in higher job satisfaction and lower turnover intentions. Present day research studies described the concept of job satisfaction as a weigh up state that varies over a period time (Ilies *et al.*, 2007). Another research study made by Edwin and Naomi (2009) scanned how intrinsic need satisfaction of the employees at work influences their attitudes towards job. Their findings revealed that employee job satisfaction and intent to remain in the organisation are related and they can be best explained and predicted by other variables like autonomy needs and satisfaction of relatedness needs. Gong *et al.* (2009) examined the relationship

between employee creativity and job performance. They identified two variables, employee learning orientation and transformational leadership and examined their effects on employee creativity through employee creative self-efficacy.

They found that employee creativity was positively related to employee sales and to supervisor-rated employee job performance. Employee learning orientation and transformational leadership were also positively related to employee creativity, and these relationships were mediated by employee creative self-efficacy (Burke, Matthiesen and Pallesen, 2006). It was also observed that creative performances of employees may vary across the organisational cultures and it may include formulate new procedures or processes for carrying out tasks, designing pioneering products or services to meet customer needs (Chan *et al.*, 2009). Creative responses may also take the form of enhancement of existing procedures or processes to enhance efficiency (e.g., through reducing the resources needed to complete a task), or the discovery of alternative procedures or processes that are more effective (Baker *et al.*, 2006). In addition, other employees may take up a narrative, useful idea and apply and develop it in their own work (Chan *et al.*, 2009). As a result, the performance of an entire unit or organisation may improve.

## **2.10. Work-life balance effectiveness on employees' performance**

It has generally been agreed however that quality of working life is conceptually similar to well-being of employees but differs from job satisfaction which solely represents the workplace domain (Carlan, 2007). A recent publication of the National Institute of Clinical Excellence (NICE, 2010) emphasizes the core role of assessment and understanding of the way working environments pose risks for psychological wellbeing through lack of control and excessive demand. The emphasis placed by NICE on assessment and monitoring wellbeing springs from the fact that these processes are the key first step in identifying areas for improving quality of working life and addressing risks at work.

According to Boyle (2006), literature on QWL is limited and several studies commonly correlate with job satisfaction. According to Bloom Krestchmer, and Van Reenen (2006), the

most common assessment of QWL is the individual attitudes. This is because individual work attitudes are important indicators of QWL. Individuals selectively perceive and make attributions about their jobs in accordance with the expectations they bring to the workplace. Therefore it is clear that, job characteristics and organisational settings have important influence on the employee's work attitude. Results of the study conducted by Elias (2009) verified the correlative relationship between quality of work life and satisfaction with definite job attributes in regard to job contents and work environment.

Research indicates that a climate for employee well being serves as a foundation for a climate for service (Halbesleben and Wheeler, 2008). Therefore, if employees perceive an organisation as offering a good work environment in return for their contribution to an organisation, then it is likely that employees will report higher levels of performance and job involvement. Employee satisfaction facilitates superior performance and also greater attraction and retention of the best employees, thereby enhancing the ability of the organisation to deliver higher quality services (Himmelstein, 2010). This study is appropriate for the 'service sector employees', where 'quality' in the work life of an employee reflects spontaneously in mental and physical well being and is duly transferred as 'quality' in the service towards customers. Realisation has dawned among researchers and practitioners that customers are not just external, but that the organisation has internal customers as well, that is, their employees (Adam, 2006).

The importance of 'work' and the life associated to the 'work place' for an employee is gaining significance. Hence, organisations and employees have to find ways to respond to the new realities in the workplace. This notion signals a need for further research in the area of QWL (Elanain, 2009). Often employees start jobs with expectations based on their life experiences, career aspirations, and personal characteristics (Long, 2007). Research has found variation between relevant work expectations and the actual experienced states of these performed states to be an important factor influencing employee turnover (Mountain States Employers Council, 2009). In addition, work relevant expectation has been linked to satisfaction by expectation confirmation theory (Wellness Professionals Salary and Benefit Survey Analysis, 2009). Moreover, studies have confirmed that satisfied employees are more likely to be highly motivated, have a good morale at work, and given the opportunity can work more effectively

and efficiently (Wright *et al.*, 2007), and in teams are more productive (Himmelstein, 2010). Hence, employers are challenged to provide benefits and services for their employees, so as to better satisfy them in the quest to provide an effective and efficient service to the customers (Long, 2007).

## **2.11. Research questions**

South African Revenue Services (SARS), has recently experienced many work related problems which are reflected by symptoms such as: absenteeism, high turnover rate levels, poor work morale, poor performance, negative employer – employee relationship. These multiple problems have had negative impact on the quality of work life of employees and on employee performance. The following research questions have emerged from the literature review:

### **2.11.1 General question**

What is the general attitude of employees of SARS personnel and administrative departments on QWL in SARS?

### **2.11.2 Specific questions**

1. What effect has adequate and fair compensation had on QWL of the employees in personnel and administrative departments in SARS?
2. What are the results of safe and health working conditions in SARS on QWL of employees in personnel and administrative departments in SARS?
3. How has immediate opportunity to use and develop human capacity influenced QWL of the employees in personnel and administrative departments in SARS?
4. How has stress in SARS influenced QWL of the employees in personnel and administrative departments in SARS?

## 2.12. Conclusion

Whilst there has, for many years, been much research into job satisfaction and, more recently, an interest has arisen into the broader concepts of stress and subjective well-being, the precise nature of the relationship between these concepts has still been little explored. Stress at work is often considered in isolation, wherein it is assessed on the basis that attention to an individual's stress management skills or the sources of stress will prove to provide a good enough basis for effective intervention. Alternatively, job satisfaction may be assessed, so that action can be taken which will enhance an individual's performance. Somewhere in all this, there is often an awareness of the greater context, whereupon the home-work context is considered, for example, and other factors, such as an individual's personal characteristics, and the broader economic or cultural climate, might be seen as relevant. In this context, subjective well-being is seen as drawing upon both work and non-work aspects of life.

Where quality of working life has been explored, writers differ in their views on its core constituents. It is argued that the whole is greater than the sum of the parts as regards quality of working life, and, therefore, the failure to attend to the bigger picture may lead to the failure of interventions which tackle only one aspect. A clearer understanding of the inter-relationship of the various facets of quality of working life offers the opportunity for improved analysis of cause and effect in the workplace.

This consideration of quality of working life as the greater context for various factors in the workplace, such as job satisfaction and stress, may offer opportunity for more cost-effective interventions in the workplace. The effective targeting of stress reduction, for example, may otherwise prove a hopeless task for employers pressured to take action to meet governmental requirements. Some of the studies reviewed also correlate quality of work life dimensions with occupational stress dimensions. They revealed empirical evidences on the relationship between organisational roll stress and perceived quality of work life.

Thus the review of literature helped the researcher to identify the possible correlates of the dependent variables. Chapter 3 provides a description of the research design. This will

amongst others include the content relating to the organisation studied, the target population, sampling techniques, the sample, analysis of data collection instruments and techniques used.

## Chapter Three

### Research Design and Methodology

#### 3.1. Introduction

In the previous chapter, the research problem was stated in terms of five questions that remain unanswered from the literature reviewed. This chapter describes the research methodology used in this study to collect data to answers to the raised questions. Research methodology refers to the steps or approach taken to link the research questions and objectives to data collection, analysis, and interpretation in a logical manner (Badenhorst, 2007). The methodology to be used for a particular research problem must always take into account the nature of the data that will be collected in the resolution of a problem (Leedy & Omrod, 2005).

Himelstein, (2010) defines research design as a well-organised method of scientific research. Research design is a process by which data is collected, i.e. the philosophy of the research process. It is a plan which includes aspects of a proposed research study from the conceptualisation of the problem right to the dissemination of the findings. It is also referred to as an overall plan by which research questions are answered or hypotheses are tested. Anyone who has ever held a job knows what a major role it plays in one's everyday life. Often, even beyond the hours of attendance required, work occupies one's thoughts, determines one's schedule for the day, gives one access to consumer products, contributes to one's social identity and may even, in certain cases, determine one's decision on whether or not to have a family (Badenhorst, 2007). In short, for a vast proportion of the population, work (or lack of work) represents the connection - and the quality of that connection - that links one to the outside world. In order to improve our knowledge of the complex mechanisms that regulates the relationship between an individual and his or her work (Charmaz, 2006).

The aim of the study is to determine the quality of work life and its impact on performance of the SARS employees at Mmabatho branch in the North West Province. To validate this, it is necessary to collect information from a targeted population using correct methodology and

analyse the responses. Overall, this chapter describes the research methodology used in this study; the data collection method chosen, types of questions that can be asked and development of the questionnaire, the survey population and sample size determination; data handling and concludes with the discussion of a researcher's compliance with research ethics. This includes the assumption and values that serve as a rationale for research making.

## **3.2. Research Type**

This study adopted a case study research method. In this method, the investigator typically observes the variables under study without manipulating them (Beck and Manuel, 2007). This design is appropriate for the study because it does not allow for the manipulation of the variables. The study employs the use of a questionnaire.

### **3.2.1. Qualitative and Quantitative research**

An examination of the quantitative and qualitative paradigms will help to identify their strengths and weaknesses and how their divergent approaches can complement each other. In most cases, researchers fall into one of the two camps either relying exclusively upon "objective" survey questionnaires and statistical analyses and eschewing warm and fuzzy qualitative methods, or using only qualitative methodologies, rejecting the quantitative approach as decontextualising human behavior (Creswell, 2008). However, social marketing researchers recognize that each approach has positive attributes, and that combining different methods can result in gaining the best of both research worlds.

Quantitative research uses methods adopted from the physical sciences that are designed to ensure objectivity, generalisability and reliability (Caulley, 2007). These techniques cover the ways research participants are selected randomly from the study population in an unbiased manner, the standardized questionnaire or intervention they receive and the statistical methods used to test predetermined hypotheses regarding the relationships between specific variables. The researcher is considered external to the actual research, and results are expected to be replicable no matter who conducts the research.

The strengths of the quantitative paradigm are that its methods produce quantifiable, reliable data that are usually generalisable to some larger population. Quantitative measures are often

most appropriate for conducting needs assessments or for evaluations comparing outcomes with baseline data. This paradigm breaks down when the phenomenon under study is difficult to measure or quantify. The greatest weakness of the quantitative approach is that it decontextualises human behavior in a way that removes the event from its real world setting and ignores the effects of variables that have not been included in the model (Creswell, 2008).

Qualitative research methodologies are designed to provide the researcher with the perspective of target audience members through immersion in a culture or situation and direct interaction with the people under study. Qualitative methods used in social marketing include observations, in-depth interviews and focus groups (Glantz, 2008). These methods are designed to help researchers understand the meanings people assign to social phenomena and to elucidate the mental processes underlying behaviors. Hypotheses are generated during data collection and analysis, and measurement tends to be subjective. In the qualitative paradigm, the researcher becomes the instrument of data collection, and results may vary greatly depending upon who conducts the research (Day, 2007).

**Table 3.1: Qualitative and Quantitative research**

| Qualitative   | Quantitative  |
|---|---|
| <p>"All research ultimately has a qualitative grounding"</p> <p>- Donald Campbell</p> | <p>"There's no such thing as qualitative data. Everything is either 1 or 0"</p> <p>- Fred Kerlinger</p>                         |
| <p>The aim is a complete, detailed description.</p>                                   | <p>The aim is to classify features, count them, and construct statistical models in an attempt to explain what is observed.</p> |
| <p>Researcher may only know roughly in advance what he/she is looking for.</p>        | <p>Researcher knows clearly in advance what he/she is looking for.</p>  |
| <p>Recommended during earlier phases of research projects.</p>                        | <p>Recommended during latter phases of research projects.</p>   |

|  |   |
|--|---|
| The design emerges as the study unfolds.   | All aspects of the study are carefully designed before data is collected.                                   |
| Researcher is the data gathering instrument.   | Researcher uses tools, such as questionnaires or equipment to collect numerical data.                       |
| Data is in the form of words, pictures or objects.   | Data is in the form of numbers and statistics.  |
| Subjective - individuals?<br>interpretation of events is important ,e.g., uses participant observation, in-depth interviews etc. | Objective? seeks precise measurement & analysis of target concepts, e.g., uses surveys, questionnaires etc. |
| Qualitative data is more 'rich', time consuming, and less able to be generalized.  | Quantitative data is more efficient, able to test hypotheses, but may miss contextual detail.               |

Source: (Creswell, 2008)

### 3.2.2. Differences between Qualitative and Quantitative methods

There has probably been more energy expended on debating the differences between and relative advantages of qualitative and quantitative methods than almost any other methodological topic in social research. It may seem odd that I would argue that there is little difference between qualitative and quantitative data. After all, qualitative data typically consists of words while quantitative data consists of numbers.

**Table 3.2: Differences between Qualitative and Quantitative methods**

| Qualitative Methods  | Quantitative Methods                          |
|--|---|
| Methods include focus groups, in-depth interviews, and reviews | Surveys                                       |
| Primarily inductive process used to formulate                  | Primarily deductive process used to test pre- |

|   |   |
|---|---|
| theory  | specified concepts, constructs, and hypotheses that make up a theory  |
| More subjective: describes a problem or condition from the point of view of those experiencing it | More objective: provides observed effects (interpreted by researchers) of a program on a problem or condition |
| Text-based  | Number-based  |
| More in-depth information on a few cases  | Less in-depth but more breadth of information across a large number of cases                                  |
| Unstructured or semi-structured response options  | Fixed response options  |
| No statistical tests  | Statistical tests are used for analysis   |
| Can be valid and reliable: largely depends on skill and rigor of the researcher                   | Can be valid and reliable: largely depends on the measurement device or instrument used                       |
| Time expenditure lighter on the planning end and heavier during the analysis phase                | Time expenditure heavier on the planning phase and lighter on the analysis phase                              |
| Less generalisable  | More generalisable  |

Source: (Creswell, 2008)

Intercultural researchers are deemed to have certain challenges due to cultural, linguistic, business practice, and communication differences of the research participants, survey respondents, and interviewees. Combining quantitative and qualitative methods helps to prevent some of these challenges and manage others. The following section highlights strengths and weaknesses of the quantitative and qualitative methods experienced by intercultural researchers. This intercultural study employed both quantitative and qualitative methods of inquiry. The researcher experienced a number of advantages of applying both quantitative and qualitative methods in this intercultural research (Day, 2008). Quantitative methods ensured high levels of reliability of gathered data. Qualitative method allowed for obtaining more in-depth information about how the managers perceive intercultural communication competence and its relationship with the performance of multicultural teams. The use of different research methods allowed building on the strengths of each method and minimizing their weaknesses (Himmelstein, 2010). The weaknesses of the quantitative method, such as failure to provide

information about the context of the situation, inability to control the environment, and pre-determined outcomes, were compensated by interaction with the research participants during interviews, filling of questionnaires, learning about the context, and uncovering new research themes (Halcomb, 2007).

### **3.2.3. Research Design**

A research design entails the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. It is concerned with finding out how QWL is practiced at SARS at their various departments. The accessible population used is both simple random and stratified sampling since the target population is extensive (Hilyer, 2008). The extensive and the detailed nature of the data collected justified the use of this research design. The design was based on the assumption that population surveyed is a representative of the whole population. Questionnaires were issued on the sampled population. The study suffers time deficiency due to its extensive nature but this was not significant enough to invalidate the study. The qualitative approach can serve the following purposes, namely description, interpretation, verification and evaluation. Quantitative research is mainly aiming at observation studies, correlation research, development designs and survey research (Leedy and Ormrod, 2005). This study is approached with a quantitative research methodology as the study aims at examining the correlation between information quality and management decisions and the extent to which information quality impact on quality of managerial decisions. As indicated earlier, Hilyer (2008) defines a research design as a plan, which includes every aspect of a proposed research study from the conception of the problem right to the dissemination of the findings. It is further said to be an overall plan by which research questions are answered or hypothesis tested (Morse and Richards, 2007). Therefore it is at this stage when research questions and problem areas of the research were dealt with. A research design is intended to provide:

- A plan to be followed by the researcher in the study;
- A simplified approach; and
- And a consolidated, explorative guidelines that ensures that the project plan stay focused.

### 3.2.3.1. The study area

The study is carried out in South African Revenue Service (SARS) at Mmabatho Branch Offices in the North West Province of South Africa, which is an administratively autonomous organ of government. It is outside the public service but within the public administration.

### 3.2.3.2. Target Population

The target population included middle and junior staff of administrative department in SARS. Summary of instrumentation of the data collection generally, the research instrument proved to be effective and reliable to the study.

**Table 3.3. Population at SARS**

| No of Dept | Sections within SARS        | No Employees |
|------------|-----------------------------|--------------|
| 1          | National Facilities Project | 2            |
| 2          | Employee Relation           | 1            |
| 3          | Finance                     | 2            |
| 4          | Excise                      | 3            |
| 5          | Accounts Maintenance        | 4            |
| 6          | Collections                 | 11           |
| 7          | BIU                         | 6            |
| 8          | CRM                         | 5            |
| 9          | BCOCC                       | 3            |
| 10         | Audit                       | 14           |
| 11         | TPS (back/front office)     | 20           |

|    |                           |    |
|----|---------------------------|----|
| 12 | BEADS                     | 6  |
| 13 | CI                        | 3  |
| 14 | Support Services + BM     | 3  |
| 15 | Tax Payer Education (TPE) | 8  |
| 16 | Cash Hall                 | 2  |
|    | Total                     | 93 |

### 3.2.3.3. Sampling design and size

In this research stratified and simple random sampling techniques were utilised. It was used to select the middle and junior officers from which to collect the information from. This is from the population from which the study was carried out. Maureen and Jarrett (2007) states that purposive sampling is characterized by the use of judgment and a deliberate effort to obtain a representative sample by including presumably typical areas of the group in the sample. The stratified sampling techniques is generally important because it gives the researcher a chance to select the place which he/she feels best for him and can offer the best information for example SARS Mmabatho.

Sampling strategy that is design and size depends on the research paradigm. The quantitative method requires random and representative sampling characterised by larger samples (Leedy and Ormrod, 2005). Sampling, according to Creswell (2008), means taking any portion of the population as representative of the target population. A population is a set of all cases of interest (Maureen *et al.* 2007). The population of interests for this study is all the middle and junior staff of the administrative department in SARS Mmabatho branch in the North West province.

Kzillen, and Jarrett (2007) have provided a table for the establishment of the appropriate sample size (S) based on the size of the population (N). In terms of this study, for N = 93, S =

70, therefore, for this study, *S* will be taken as 70. Thus, a minimum of 70 completed questionnaires will be required for meaningful conclusions to be drawn from the data gathered from the survey.

#### **3.2.4. Data to be used**

##### **Primary and Secondary Data**

Primary data refers to original information that is collected by the researcher specifically for the research study at hand, for example data obtained through interviews and surveys. Secondary data refers to information that has been previously gathered by someone else for some other purpose which can be reused by the researcher. Secondary sources include books, journal articles, and reports among others. Leedy and Omrod (2005) refer to primary data as layer closest to the truth and secondary data as a layer farther away, which are not derived from the truth itself but from the primary data instead. For this study both primary and secondary data were used. To extract meaning from the data, we employ what is commonly called research methodology (Leedy and Omrod, 2005). A survey was used to acquire primary data; and secondary data will be drawn mostly from organizational annual reports, company magazines and available literature in the academic field.

#### **3.3. Data collection method**

The researcher visited the department with the questionnaire. The questionnaires were administered to each respondent. On completion of the questionnaires, they were collected thereafter from the respondents for data analysis.

##### **3.3.1 Methods for collecting primary data**

There are several types of research methods that can be used to collect primary data. Interviewing is probably the most common data gathering method in qualitative research (Leedy *et al.*, 2005). It can be described as the meeting of two persons to exchange information and ideas through questions and responses, resulting in communication and joint construction of meaning about a particular topic (Anselm, and Corbin, 2007). In qualitative studies, interviews are often quite open-ended; however in survey research interviews are fairly structured (Leedy *et al.*, 2005).

## **a) Interviews**

According to Leedy and Ormrod (2005), in quantitative research interviews are more structured than in Qualitative research. In a structured interview, the researcher asks a standard set of questions and nothing more

## **b) Survey**

A survey is characterised by the systematic collection of numeric / quantitative data from a group of entities using direct observation. The aim of a survey may be to:

- Describe (exploratory research);
- Examine correlations and associations;
- Explore differences;
- Identify a trend; and
- Test a theoretical model (Leedy and Ormrod, 2005).

In this study, the primary data was collected by means of survey using a structured questionnaire which was hand delivered and to some emailed to the middle and junior staff of administrative departments of SARS who were asked to fill in the questionnaire. The reason for taking this route is time and cost efficiency given the geographic location of business units and the size of the company. A survey is a good way, often the only way, of getting a picture of the current state of a group, a community, an organization, an electorate, a set of corporations, a profession. In many cases, these surveys are snapshots, pictures of a particular point or period in time, although there are longitudinal surveys which take place over longer periods. Leedy *et al.* (2005) concur with that by stating that the survey research captures a fleeting moment in time, much as a camera takes a single-frame photograph of an ongoing activity.

### **3.3.2 Questionnaires**

The questionnaires were used as the data-gathering tool. This allowed the collection of quantifiable and qualitative data and allowed for the analysis of this data to determine patterns and relationships. The proposed survey questionnaire was on word document. The personnel who were selected were asked use the e-mail or to manually complete the survey. Both Yin and Osborne (2008) have found significantly faster response times with e-mail surveys.

Emails will include a short disclaimer describing the purpose of the study (Refer to appendix A). In order to improve the response rates, the original email was followed by a reminder (Ref to Appendix B), which was sent two weeks after sending out the questionnaire. A copy of the questionnaire was also attached as a convenience to the participant and to prevent the loss of the questionnaire from being cited as a reason for the lack of a response.

#### Advantages

- It can be kept for future reference.
- The respondent does not fear because he is alone
- Questions guide on the way to answer
- It does not take so much of the researcher's time.

#### Disadvantages

- It is expensive to print them out
- Some may not be returned hence it becomes unreliable
- There is no contact between the researcher and the respondent
- Researcher cannot provide guidance on the difficult questions

Questionnaires should be as brief as possible and solicit only that information essential to the research project (Leedy and Ormrod, 2005). In order to help maximise the number of responses to the questionnaire, a number of questions was limited to no more than 15 questions. The questionnaire consisted of 2 sections (Refer to Appendix C). The first section of the questionnaire was aimed at gathering biographical data on the respondents including age, gender, qualifications; and frequency as well as the level of decisions that are normally made by a respondent, while the second section focused on specific questions with regard to the extent the information quality impacts on managerial decisions (Day, 2007). Responses are made on 5-point scales scored so that a high score was indicative of greater uncertainty or complexity. Other questions required a yes or no answer and others were open ended questions where the respondent was expected to support their response by providing more details (Hilyer, 2008). To ensure that respondents shared a common notion of information

quality, a definition was given in the questionnaire. The table below refers to the questionnaire outline.

**Table 3.4: Questionnaire Outline**

|   |   |
|---|---|
| A short disclaimer describing the purpose of the study -Refer to Appendix A |   |
| Questionnaire – Refer to Appendix B   |   |
| <b>Section 1</b><br>Questions 1 to 6  | Gathers biographical data on the respondents including age, gender, and qualifications                          |
| <b>Section 2</b><br>Questions A to D  | Looks at frequency in decision making as well as the level of decisions that are normally made by a respondent. |
| <b>Section 3</b><br>Questions 1 to 25                                       | Focuses on specific questions with regards to the extent the quality of work life impacts on productivities.    |

### 3.3.3. Data collection procedures

The researcher personally visited the various departments within SARS with the research tool and made some follow ups. The questionnaire was administered to each respondent. On completion of the questionnaires, researcher then collected the questionnaires from the respondents for data analysis.

### 3.3.4. Scoring of the research instruments

The questionnaire consists of various categories of questions and scales. Most using either 4 or 5 linkert scale format. The respondents were instructed to tick an appropriate box for each question. An open – ended question was also included.

Data collected was presented in the form of graphical representations, pie charts, tables and measures of central tendencies.

### **3.3.5. Data organisation and analysis**

Data analysis entails the computation of certain measures along with the search for patterns of relationships that exists among the data collected. Inferential analysis techniques were applied in analysing questions in the questionnaires that apply rating scales. This makes it possible to use quantitative analysis to rank the subjective and intangible components in the research. Information collected in the interviews and open ended questions was analysed quantitatively using descriptive statistical methods such as percentages and frequencies. The analysed data is presented using, frequency tables, pie charts and bar charts as appropriate. To analyse the data effectively Statistical Package for Social Sciences was used.

### **3.4. Types of variables**

Each question in a questionnaire or collected in quantitative research, gives rise to a variable. A variable is thus an empirically observable characteristic of some phenomenon that can take on more than one value or response category (e.g. gender, job level, level of agreement with a statement, profit, percentage of budget spent on advertising (Day, 2008).

a) Nominal variables -the response categories can be placed in any order and the numbers assigned to the response categories have no other property except to serve as labels:

- Nominal variables allow us to categorise responses
- For nominal variables researchers can determine how many (frequency) or what percentage of responses fall in each category
- The response categories should be mutually exclusive and collectively exhaustive
- Numbers assigned to the categories have no numerical meaning

b) Ordinal variable - the response categories have a certain order and the numbers assigned to the response categories also have an order.

- An ordinal variable allows us to categorise responses
- Can determine how many (or what %) of responses are in each category
- The order of the numbers assigned to the categories have meaning
- The numbers assigned to ordinal variables do not have meaning
- An ordinal variable allows us to rank or order responses
- The difference between consecutive categories need not be the same

c) Ratio variable - a numerical variable where there is some standard unit of the property being measured. The distance between consecutive numbers is the same. Hence one can make accurate statements on the differences between cases.

- A ratio variable allows us to categorise responses
- We can determine how many (or what %) of responses are in each category
- The numbers assigned to a ratio variable have numerical meaning
- The order of the numbers assigned to the categories have meaning
- A ratio allows us to rank or order responses
- The distance between two cases can be calculated, i.e. we can say how much more or less of the measured property cases contain
- The ratio of two responses can be calculated

A combination of variables was used in the survey. In order to identify participants, nominal and ordinal variables would be used. Survey questions would vary from ordinal to ratio variables, depending on how the questions are posed.

### **3.5. Ethical considerations pertaining to the study**

According to Hilyer (2008), the researcher may delete all names and identifiers from the data and report only on the broad categories of responses to help ensure confidentiality. In this study, participants remained anonymous and the participation was entirely voluntary. It was considered unethical to use any personal details of respondents in the report, which can identify who the respondent is (Badenhorst, 2007). Each participant was informed of the exact nature of the research and participation in the survey was entirely voluntary. Participants were assured that the information provided would not be used for any purpose other than stated (Day, 2008). If this type of research has been conducted by other researchers, researchers will

ensure not to commit plagiarism and to give credit to all authors that were drawn from to compile the body of knowledge for the research study.

### **3.6. Validity and reliability of data**

To achieve reliability and validity of the data collected, and increase the response rate, questions were designed effectively, structuring questionnaires well, and undertaking a pilot study. Reliability of questionnaires allowed accurate data to be collected and ensured that the data collected was consistent (Mahoney and Goertz, 2006).

When administering the data collection instrument the researcher first conducted the administration department to gain their cooperation, explained the purpose of the study and assembled key contact information. Data instruments were personally administered because of providing assistance to respondents to answer questions correctly and ensured quick response to questionnaires (Loseke and Cahil, 2007).

### **3.7. Conclusion**

This chapter describes the research design and methodology used in this study. Further, it looked at instrumentation, research type, population, sampling method, and data gathering methods from a theoretical perspective. A discussion of how these were applied in this study was also presented. Justifications for the choices made were also given. The next chapter presents the study findings that would be used in rejecting or accepting the raised questions. A questionnaire is a convenient method of data collection, which was used in this study. Finally the technique chosen for this study is a descriptive technique. This type of technique involves the presentation of data through tables and percentages. Chapter 4 covers a presentation and analysis and interpretation of data.

## **Chapter 4**

### **Data Analysis**

#### **4.1. Introduction**

In this chapter the results of the research are presented. The study employed an interview-based exploratory qualitative design. The research methodology was used to assess the quality of work life among the employees at SARS in Mahikeng Region. This chapter provides an analysis of data which has been collected from the respondents. This assisted to identify critical findings consequently recommendations will be noted. Questionnaires were used to gather information. The objective of this chapter is to conduct analysis of the collected data using methods described in Chapter 3. Tables and graphs are used to summarise data. Boyle (2009); Spector (2008) and Wright (2007) state that the true test of a competent quantitative research comes in the analysis of data, a process that requires analytical craftsmanship and the ability to capture understanding of the data in writing.

In addition, surveys (questionnaires) are distributed to large numbers of people, they provide concrete, specific and unambiguous questions, and allow for statistical analysis to take place (Brim, and Asplund. 2009). Furthermore, survey research is useful for prediction and description (Carlan, 2007).

This chapter outlines the results of the sample selected, the response rate and the demographics. Job related indicators of participants based on stress of employees and the job itself. Quality of work life based on clearly defined jobs, Policies and organisational structure, decision making, rewards and performance, pay policy, career advancement, training and development of employees and resources provided by SARS are discussed.

#### **4.2. Selection of the sample**

Employees working at SARS were selected for the purpose of this study, moreover simple random sampling and stratified sampling or accidental sampling. Simple random and stratified

sampling refers to the case where the data is extensive and detailed (Hilyer, 2008). It is not possible to determine the likelihood of the inclusion of all representative elements of the population into the sample. Some elements might even have no chance of being included in the sample. It is thus difficult to estimate how well the sample represents the population and this makes generalisation highly questionable. Out of 93 questionnaires sent out, a total of 77 usable questionnaires were returned, representing an overall response rate of 82, 8 % (n = 77). The sample was made up of both males and females, from all the ethnic groups within the organisation. The disadvantage of the above-mentioned (simple random and stratified sampling) is the time deficiency due to its extensive nature by this will not be significant enough to invalidate the study.

### **4.3. Response Rate**

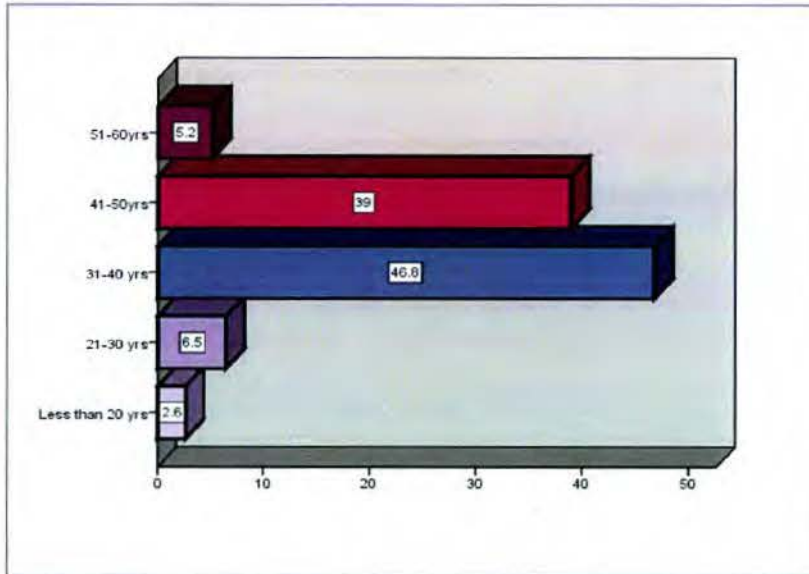
The total number of 93 questionnaires distributed at various departments in SARS, and seventy-seven participants completed and returned questionnaire. These respondents are from these departments namely:- National facility project, employee relation, Finance, Excise, accounts maintenance, Collections, BIU, CRM, BCOCC, Audit, TPS, BEADS, CI, Support services, Tax payer education and Cash hall. The respondents were cooperative and shared information freely. Finally, the objectives of the research project, which were highlighted in Chapter 1, and will be revisited. Respectively a report back on analysis will provide an overview of the extent to which some of participants were real and an extent to which some were not practical.

### **4.4. Demographics**

This section discusses the personal data of the respondents. Also covers the general objective of this study, being to understand the QWL at work place and the problems that are associated with it. There are other factors that contribute to the problem that are discusses in this section. Questionnaire was answered by males and females, as seen in later, females dominated. A description of the biographical characteristics of the sample in terms of age, gender, length of service, marital status, qualifications, language, levels of management and culture will follow. The following research information was collected from the research participants.

#### 4.4.1. Please indicate your age group

Figure 4.1. Age group of the respondents.



Research suggests that older employees tend to experience higher levels of job satisfaction. This difference may be attributed to better adjustment at work, better conditions and greater rewards at work (Patrick, 2008). As figure 4.1 shows, the majority of the respondents are from the age of 31 to 50 years with 85.8 percent. Whereas the minority of the respondents are from less than 30 years and more than 51 years old with 14.2 percent. According to Adams (2006), the age group is highly correlated to organisational commitment. The study reveals that the employees at SARS Mmabatho Branch Office range between the ages of 31 – 50 years, which is the age, where most already have family commitments. The younger employees have greater organisational commitment because of contextual influences such as technology, home and family structures and employer employee relations (Spector, 2008).

Adams (2006) supports the view that older employees were more likely to report higher levels of job satisfaction than younger employees. The results are consistent with the numerous studies with related school personnel, health care and business workers, which indicate that older workers are more satisfied than younger workers with their jobs. Similarly, Patrick

(2008) also found that age was positively related to job satisfaction and mental well-being in a sample of managers in a study that was previously conducted.

#### 4.4.2. I am a

**Figure 4.2.** Gender of the respondents.

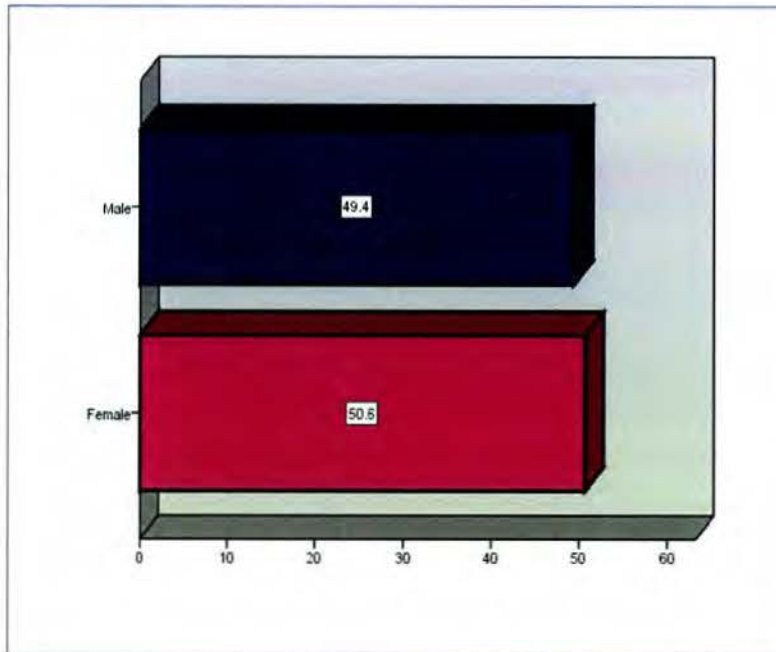


Figure 4.2 shows a slight difference between female and males, the females are slightly ahead with 0.6 percent as compared to males. This is the main reason that females are higher than males in terms of survival rate. This may be because of Government initiatives that are promoting gender equality of women in employment. In addition, home and family structures have changed in a number of ways in recent years, women working as much as men therefore creating dual income families according to Patalano (2008). The results from gender are well represented concerning the equality clause according to the Basic Conditions of Employment Act 75:1997 role of QWL on the job commitment at SARS Mmabatho Branch Office. The literature with regard to the relationship between gender and job satisfaction is inconsistent. Some studies report that women have higher job satisfaction, whereas other studies reveal that men are more satisfied, yet other studies reveal no significant difference between the genders (Ugboro, 2006).

Thomas (2009) found that men and women at more senior levels in an organisation reported higher levels of job satisfaction in relation to administrative, clerical and secretarial staff. Several other researchers have also found the support for a positive association between job level and satisfaction.

#### 4.4.3. I am

**Figure 4.3.** Ethnicity of the participants.

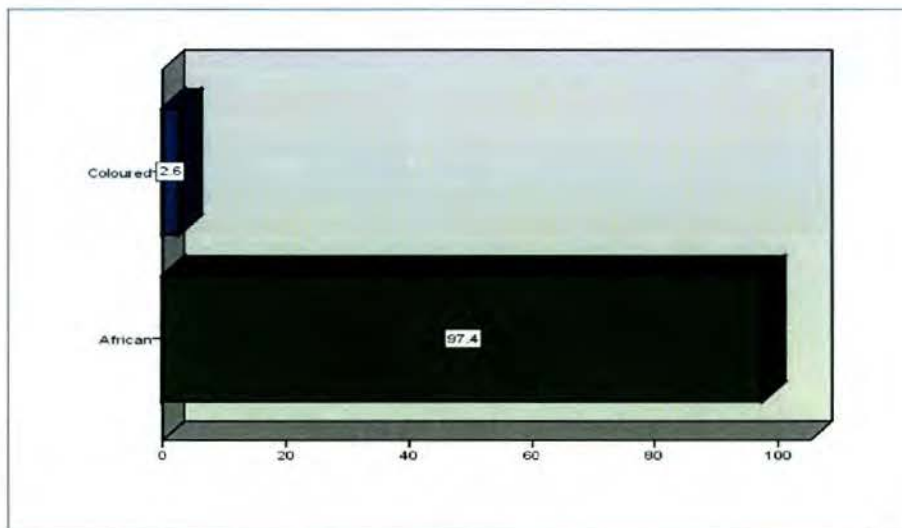


Figure 4.3 shows, the majority of the employees at SARS that took part in this study were Africans with 97.4 percent, while on the other hand only 2.6 percent were coloureds that took part in the study. It is clear that the majority of South Africans are black with more than 75 percent of the total population of the country. Mahikeng is in a former Bantustand (Bophuthatswana Homeland), which explains the high number of African respondents. High number of who are African responses may have biasness towards the African perception on the study.

#### 4.4.4. Please indicate your position in the organisation

Figure 4.4. Level of the Position of participants.

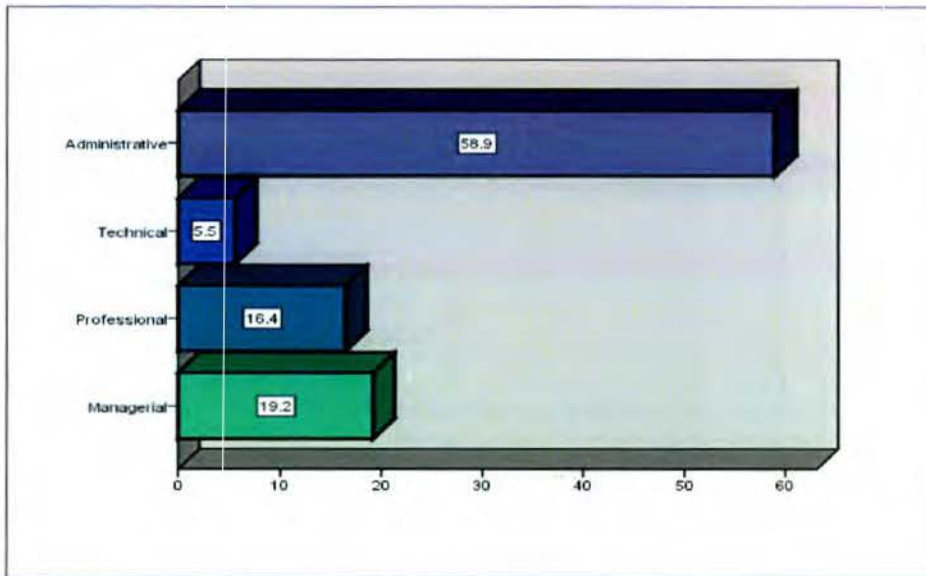


Figure 4.4 shows, the majority of the respondents were administrators which are close to 60 percent. This is followed by managerial positions which are closer to 20 percent, professionals with 16.4, and finally technical support with 5.5 percent. According to Clapp-Smith, Vogelgesang and Avey (2009:32), disposing job characteristics that lack clear, definite measures is challenging as it can result in an incomplete and potentially misleading. Another difficulty associated with this approach is the determination of how much weight to attach to each job quality component. Those doing unskilled labor also reported low levels of job satisfaction, while those in high prestige positions who earn more money were the most satisfied. Wan (2007) found that managers, professionals and clerical employees were more satisfied with the influence of their job, although this was less apparent in clerical grade staff, with the sense of achievement and with the respect they got from their supervisors, as compared to other employees. However, they were less satisfied with the amount of their pay as compared to the other in other departments within the organisation employees. Thomas (2009) also found that those at the higher end of the occupational scale reported higher satisfaction with various aspects of their work, but were less satisfied with their pay.

#### 4.4.5. Please indicate your years of experience in your position

Figure 4.5. Years of experience of the participants.

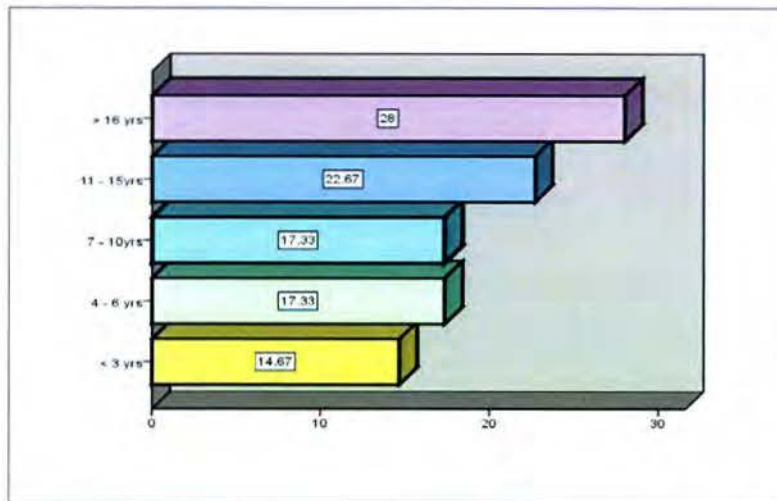


Figure 4.5 shows, the majority of the respondents have more than ten years of experience with 51 percent of experience in the respective positions. While the minority of respondents have 32 percent of experience on their respective position. Several research studies were conducted about the role of job satisfaction on the employee turnover, less research evidence is available on how it affects the employee's performance, inventiveness at work and other employee intentions. Wright *et al.* (2007) made an attempt to scrutinise the relationship between work family enrichment, job satisfaction and turnover objective. One possible reason for the positive relationship between years of experience and commitment may be sought in the reduction of employment opportunities and the increase in the personal investments that the individual has in the organisation. This is likely to lead to an increase in the individual's psychological attachment to the organisation (Patrick, 2008). Tenure or the length of service of employees contribute towards increasing the employees' levels of commitment towards the organisation. Research corroborates the view that a positive relationship exists between organisational commitment and tenure (Spector, 2008).

#### 4.4.6. I have

**Figure 4.6.** Qualifications of the participants.

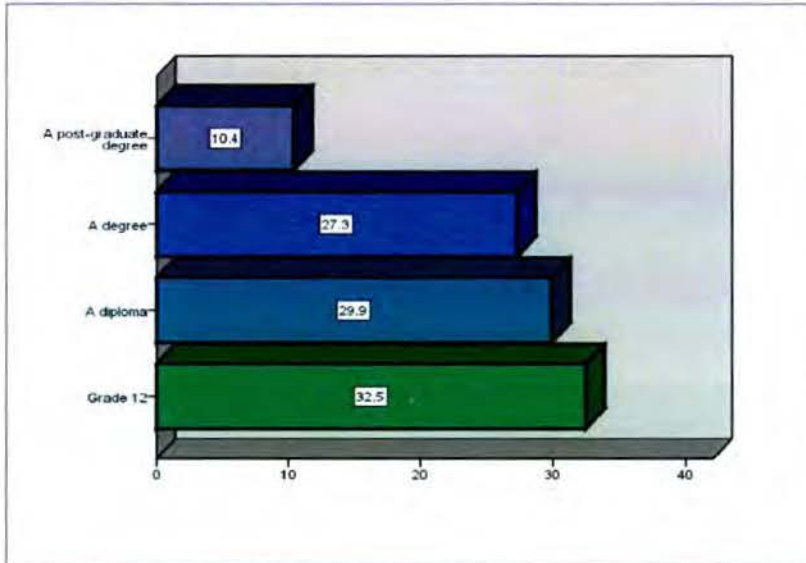
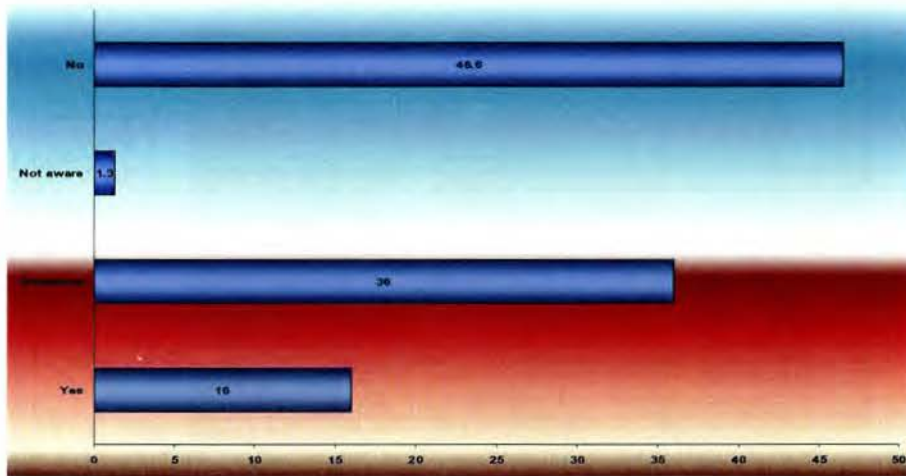


Figure 4.6 shows, the majority 32.5 percent of the respondents have grade 12 as the highest qualification. Only 10.4 percent have post graduate degree as highest qualification. An almost equal number of respondents had a junior degree and diploma with an average of 28 percent. Employers are challenged to provide benefits such as training and further studies and services for their employees so as to better satisfy them in the quest to provide an effective service to the customers (Long, 2007). Nelson and Cooper (2007) state that the higher an individual's qualifications, the higher that individual's job level and, consequently, so too the employee's degree of satisfaction. Similarly, Moody (2008) and Boyle (2009) found a negative relationship between educational levels and job satisfaction. Bechet (2008) observed that those with degrees and possessing postgraduate qualifications have lower levels of job satisfaction compared to individuals with lower levels of education. Bloom *et al.* (2006) argued that due to expectation differentials between different levels of education, the relationship between education and job satisfaction is unclear. Conversely, Armstrong (2006) found education to have no significant effect on job satisfaction. Research (Moody, 2008) indicates that education has no effect on the satisfaction of SARS employees. This implies, therefore, that better educated employees are only likely to experience higher levels of job satisfaction when the duties performed by them are in line with their level of education.

## 4.5. Discussing Findings of QWL

### 4.5.1. According to your understanding, is what you earn on the job related to the efforts you put in?

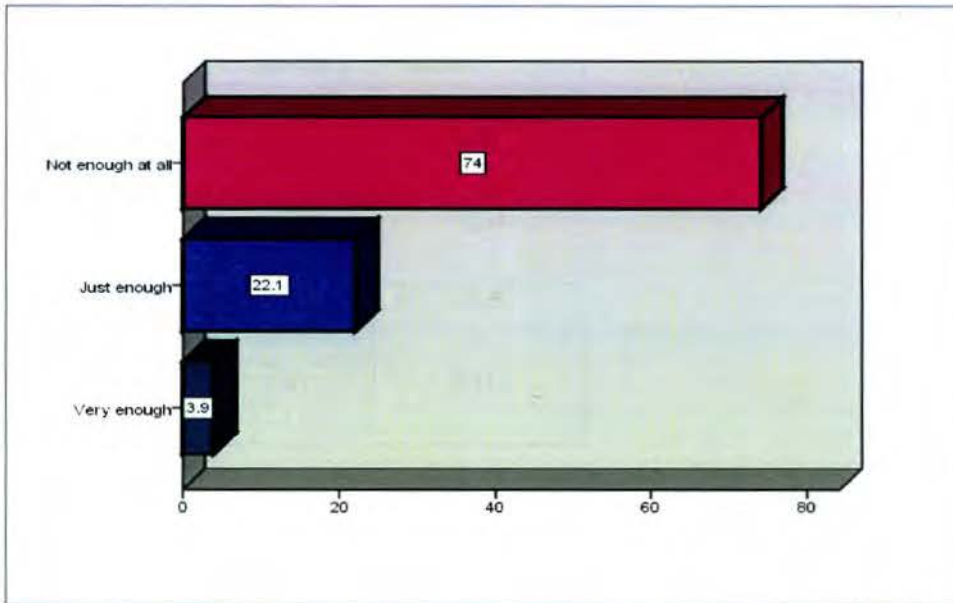
Figure 4.7. Job related indicators of the participants.



Often employees start jobs with expectations based on their life experiences, career aspirations, and personal characteristics (Long, 1997). Figure 4.7 shows, the majority 46.6 percent of the respondents said that according to their understanding, what they are earning is not related to the efforts they put in to their work. While the minority of the respondents said they are not aware of that. The 16 percent of the respondents said that according to their understanding, what they are earning is related to the efforts they put in. Job satisfaction may be the most frequently measured organisational variable in both research and in an applied settings. There are multiple reasons for interest in this work attitude. First, organisations are interested in simply assessing the current state of employee job satisfaction. Organisations often want to know the state of employee morale over time and thus, some form of job satisfaction measurement is generally included in employee opinion surveys.

#### 4.5.2. Is what you earn on your job adequate to take care of all your needs?

Figure 4.8. Job related indicators of participants.



Individuals selectively perceive and make attributions about their jobs in accordance with the expectations they bring to the workplace. The results of the study conducted by Elias (2009) verified that correlative relationship between quality of work life and satisfaction with definite job attributes with regard to job contents and the work environment. Figure 4.8 shows, the majority 74 percent of the respondents said that what they are earning is not enough at all to take care of all their needs. A minority 3.9 percent said that what they are earning is enough to take care of all their needs.

**4.5.3. Do you think that what you earn is in a way related to what other employees in other organisations doing similar jobs earn?**

**Table 4.1.** Job related indicators of participants.

|            | Frequency | Percent |
|------------|-----------|---------|
| Yes        | 5         | 6.6     |
| No         | 55        | 72.4    |
| Don't know | 16        | 21.1    |
| Total      | 76        | 100.0   |

While employees may remain motivated in the deficiency of some fraction of intrinsic rewards, a complete lack of any intrinsic reward is likely to have a negative effect on employee motivation and commitment (Edwin *et al.*, 2009). Table 4.1 shows, the majority, 72.4 percent of the respondents, said that what there are earning is no way related to what other employees in other organisations doing similar jobs earn. While the minority 6.6 percent of the respondents said that what there are earning is in a way related to what other employees in other organisations doing similar jobs earn. Only 21 percent did not have any idea of what other employees in other organisations doing similar jobs are earning.

**4.5.4. Are you provided with adequate tools and equipment to get your work well done?**

**Table 4.2.** Job related indicators of participants.

|             | Frequency | Percent |
|-------------|-----------|---------|
| Very enough | 7         | 9.1     |
| Just enough | 37        | 48.1    |

|                   |    |       |
|-------------------|----|-------|
| Not enough at all | 33 | 42.9  |
| Total             | 77 | 100.0 |

Table 4.2 shows, the majority 48.1 percent of the respondents said that they are just being provided with adequate tools and equipments to get work well done. A minority 9.1 percents of respondents said that they are well provided with adequate tools and equipments to get work well done, and about 43 percent said that they are not provided with enough adequate tools and equipments to get work well done. Stress in the workplace is becoming a major concern for employers, managers and government agencies, owing to the occupational health and safety legislations requiring employers to practice 'duty of care' by providing employees with the safe working environments which also cover the psychological wellbeing of their staff (Handolla *et al.*, 2006).

#### 4.5.5. Quality of Work Life at the work place.

**Table 4.3.** Job related indicators of participants.

|  | Yes  | No   |
|--|------|------|
| 1. Are there health hazards at your work place?  | 56.0 | 44.0 |
| 2. Does your job require that you keep learning new things?  | 92.2 | 7.8  |
| 3. Since you got your current job have you ever attended training or gone for further study or increased your capacity in any other way? | 96.1 | 3.9  |
| 4. In the past five years have you ever been promoted?   | 15.6 | 84.4 |
| 5. Have you or do you ever get stressed at the work place.   | 94.8 | 5.2  |

Table 4.3 shows, the majority 56 percent of the respondents said there are health hazards at their work place; 92.2 percent said that their job requires them to keep learning new things; about 96 percent said that since they got into their current job they have attended training or and they have gone for further study and have increased their capacity about 84 percent of the respondents said that they have never been promoted in the past five years and about 95 percent said that they get stressed at their work place. Ugboro (2006) indicated that the quality of work life was associated with satisfaction with wages, hours and working conditions, describing the “basic elements of a good quality of work life” as: safe work environment, equitable wages, and equal employment opportunities for advancement.

#### 4.6. What is usually your main cause of stress?

**Table 4.4.** Job related indicators of participants

|         |                        | Frequency | Percent |
|---------|------------------------|-----------|---------|
|         | Workload               | 20        | 27.0    |
|         | Organisation structure | 28        | 37.8    |
|         | Family                 | 1         | 1.4     |
|         | Performance standards  | 20        | 27.0    |
|         | Others.                | 5         | 6.8     |
|         | Total                  | 74        | 100.0   |
| Missing | System                 | 3         |         |
| Total   |                        | 77        |         |

There is a lot of connectedness with the workers, people feel isolated and unsupported in their work. Overworked managers no longer have the time to acknowledge their employees in positive ways (Handola, Brunner and Marmot, 2006). There are suggestions to effectively manage workplace stress; organisations can educate their employees to recognise the signs of stress (Lovelace, Manz and Alves, 2007). Table 4.4 shows, the majority 38 percent of the

respondents said their main cause of stress is organisational structure, about 27 percent said that their main cause of stress is workload and performance standards and only 1.4 percent of the respondents said that their families are the main cause of stress for them.

#### 4.7. In your opinion, do you know what you are expected to do on your job?

Figure 4.9. Job related indicators of participants.

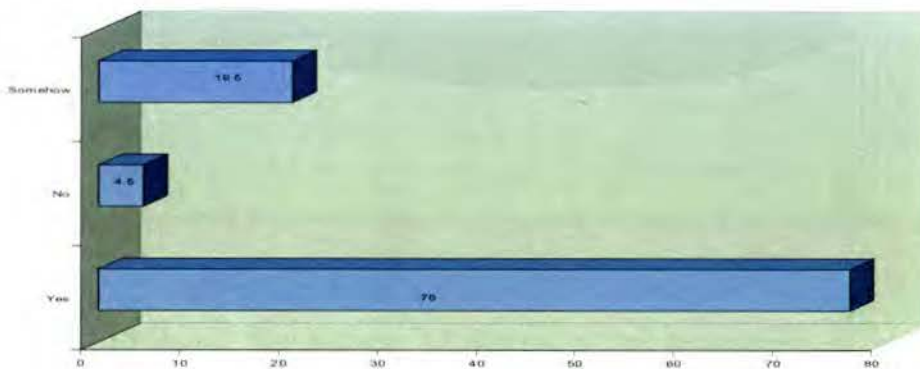


Figure 4.9 shows, the majority 76 percent of the respondents said that they know what is expected of them in order to do their job. While the minority 4.5 percent of the respondents do not know what is expected out of them to do their job. The experiences of a number of organisations indicate that a number of specific roles and structures and the support systems, must be in place and functioning effectively in order for the quality of work life programmes remain viable there's growth, involvement and permeate the organisational culture and produce term success and benefits (Lee *et al.*, 2007).

#### 4.8. Do you usually do specialised tasks on your job or is your job specialized?

Figure 4.10. Job related indicators of participants.



Figure 4.10 shows, the majority 64 percent of the respondents do specialised tasks, while minority 36 percent do unspecialised tasks. Other things seem to be more likely to make people feel good about work and themselves once the basics are ok at work. Challenging work (not too little, not too much) can make employees feel good. Similarly, opportunities for career progression and using their abilities can contribute to someone's quality of working life (Wright *et al.*, 2007).

## 4.9. Quality of work life

**Table 4.5.** Job related indicators of participants.

|   | I strongly agree | I agree | In between | I disagree | I strongly disagree |
|---|------------------|---------|------------|------------|---------------------|
| 4.9.1. The jobs in SARS are clearly defined and logically structured.                     | 5.2              | 28.6    | 46.8       | 11.7       | 7.8                 |
| 4.9.2. The policies and organisational structure have been clearly explained.             | 3.9              | 45.5    | 27.3       | 15.6       | 7.8                 |
| 4.9.3. The work is more focused on what employees produce than on how they do their work. | 26               | 32.5    | 24.7       | 10.4       | 6.5                 |
| 4.9.4. We are allowed to make decisions on our own without prior management approval.     | 5.2              | 13      | 13         | 27.3       | 41.6                |
| 4.9.5. Rewards are clearly related to performance.  | 12.2             | 23      | 21.6       | 20.3       | 23                  |
| 4.9.6. The Pay policy provided by SARS is fair.   | 2.6              | 15.6    | 36.4       | 15.6       | 29.9                |
| 4.9.7. You get enough opportunity to advance in your career through hard work.            | 9.1              | 18.2    | 32.5       | 22.1       | 18.2                |
| 4.9.8. SARS provides enough training and development for its employees.                   | 5.2              | 23.4    | 26         | 33.8       | 11.7                |
| 4.9.9. SARS provide necessary resources for you to do your work properly.                 | 3.9              | 41.6    | 22.1       | 14.3       | 18.2                |
| 4.9.10. We work in order to achieve well  | 11.7             | 41.6    | 23.4       | 18.2       | 5.2                 |

|   |      |      |      |      |      |
|---|------|------|------|------|------|
| defined and clearly communicated goals.   |      |      |      |      |      |
| 4.9.11. We get full feed-back on how we are performing our work   | 10.5 | 21.1 | 23.7 | 30.3 | 14.5 |
| 4.9.12. If I meet expectations of SARS I know that my achievements will be fully and fairly recognised. | 15.6 | 37.7 | 28.6 | 11.7 | 6.5  |
| 4.9.13. Employees do not seem to take much pride in their performance.                                  | 11.7 | 22.1 | 31.2 | 24.7 | 10.4 |
| 4.9.14. SARS have performance management system in place.   | 32.5 | 45.5 | 13   | 5.2  | 3.9  |
| 4.9.15. My supervisor is helpful in getting the job done.   | 13   | 40.3 | 23.4 | 3.9  | 19.5 |
| 4.9.16. My supervisor is concerned about my welfare.  | 6.5  | 36.4 | 23.4 | 9.1  | 24.7 |
| 4.9.17. I feel that I am trusted by my supervisor.  | 11.7 | 27.3 | 29.9 | 22.1 | 9.1  |
| 4.9.18. We are allowed to seek better ways to do our work.  | 11.7 | 24.7 | 28.6 | 26   | 9.1  |
| 4.9.19. We are influenced in achieving SARS goals.  | 16.9 | 40.3 | 16.9 | 20.8 | 5.2  |
| 4.9.20. Working conditions allow for productive.  | 6.5  | 28.6 | 28.6 | 22.1 | 14.3 |
| 4.9.21. My main satisfaction in life comes from my work.  | 3.9  | 26   | 20.8 | 27.3 | 22.1 |

Table quality of work life: Continues

|   | I strongly agree | I agree | In between | I disagree | I strongly disagree |
|---|------------------|---------|------------|------------|---------------------|
| 4.9.22. Excessive rules, administrative details and red tape make it impossible for new ideas to be considered. | 27.3             | 31.2    | 28.6       | 7.8        | 5.2                 |
| 4.9.23. Management encourages team spirit in SARS.  | 42.5             | 34.2    | 16.4       | 1.4        | 5.5                 |
| 4.9.24. Do you feel that people in SARS work enough to get 100% performance?                                    | 10.5             | 31.6    | 14.5       | 23.7       | 19.7                |

#### **4.9.1. The jobs in SARS are clearly defined and logically structured.**

Table 4.5 shows, the majority of respondents are flanked by the fact that the jobs in SARS are clearly defined and logically structured with a percentage indication of forty six point eight (46.8%). However, twenty eight point six percent (28.6%) of the participants agree with the above mentioned statement made by the researcher. In contrast, eleven point seven percent (11.7%) of the respondents disagrees that jobs in SARS clearly defined and logically structured, seven point eight percent (7.8%) strongly disagree whereas five point two percent (5.2%) of the participants strongly agree with the above mentioned statement made by the researcher.

Ashforth, Sluss and Saks (2007) argue that an elevated quality of work life is critical for organisations to maintain, to attract and hold on to employees. QWL is an inclusive,

departmental wide program designated to pick up employee satisfaction, escalation of workplace learning and helping employees.

#### **4.9.2. The policies and organisational structure have been clearly explained.**

The majority of participants agree that the policies and organisational structure have been clearly explained with a percentage indication of forty five point five (45.5%), whereas twenty seven point three percent (27.3%) are amid about the above mentioned statement. Moreover, fifteen point six percent (15.6%) of the respondents disagree that the policies and organisational structure have been clearly explained and seven point eight percent (7.8%) of the participants strongly disagree with the above mentioned statement. A small portion of about three point nine percent (3.9%) of the respondents strongly agrees that the policies and organisational structure have been clearly explained.

According to Adams and Adams (2009), as organisations become more complex, managers will increasingly have to stimulate collaboration rather than individualism and competition. The theorists suggested that motivator factors are intrinsic to the job, that is; job content, the work itself, responsibility and advancement. The hygiene factors or dissatisfaction avoidance factors include aspects of the job environment such as interpersonal relationships, salary, working conditions and security.

#### **4.9.3. The work is more focused on what employees produce than on how they do their work.**

The majority of respondents agree that the work is more focused on what employees produce than on how they do their work with a percentage indication of thirty two point five (32.5%) and twenty six percent (26%) of the participants strongly agree with the above mentioned statement. Twenty four point seven percent (24.7%) are in between. In contrast, ten point four percent (10.4%) of participants disagree that their work is more focused on what employees produce than on how they do their work, moreover, six point five percent (6.5%) strongly disagrees with the above mentioned statement.

According to the Herzberg's two factor theory, the most common cause of job dissatisfaction can be company and administration, while achievement can be the greatest source of extreme satisfaction. An individual's experience of satisfaction or dissatisfaction can be substantially rooted in their perception, rather than simply reflecting their real world.

#### **4.9.4. We are allowed to make decisions on our own without prior management approval.**

The majority of participants strongly disagree with the fact that they are allowed to make decisions on their own without prior management approval with a percentage indication of forty one point six (41.6%) and twenty seven point three percent (27.3%) of respondents disagree with the above mentioned statement. Moreover, thirteen percent (13%) is equally distributed among participants who agree that they are allowed to make decisions on their own without prior management approval and some are sandwiched between. Five point two percent (5.2%) of the participants strongly agree with the above mentioned statement. Edwards *et al.* (2009) highlight that within the measurement of QWL, the Control at Work (CAW) is a subscale of the Work- Related Quality of Life scale (WRQoL). It addresses how much employees feel they can control their work through the freedom to express their opinions and being involved in decisions at work. Perceived control at work as measured by the WRQoL is recognized as a central concept in the understanding of relationships between stressful experiences, behaviour and health. Control at work (CAW), within the theoretical model underpinning the WRQoL, is influenced by issues of communication at work, decision making and decision control.

#### **4.9.5. Rewards are clearly related to performance.**

The majority of participants equally agree and strongly disagree that the rewards are clearly related to performance with a percentage indication of twenty three percent (23%) , in addition, twenty one point six percent (21.6%) of the respondents are not sure if whether the rewards are clearly related to performance. Moreover, twenty point three percent (20.3%) of the respondents disagree that the rewards are clearly related to the performance and twelve point two percent (12.2%) of the respondents strongly agree with the above mentioned

statement. Lee *et al.*(2007) argue that QWL means having good supervision, good working conditions, good pay and benefits and an interesting , challenging, and a rewarding job. The major factors that affect the QWL may be stated thus. QWL is basically built around the concept of equitable pay. In the days ahead, employees may want to participate in the profits of the firm as well. Employees must be paid their due share in the progress and prosperity of the firm (Bakker and Demerouti, 2007).

#### **4.9.6. The Pay policy provided by SARS is fair.**

The majority of respondents with a percentage indication of thirty six point four (36.4%) are in between that the pay policy provided by SARS is fair, in contrast, twenty nine point nine percent (29.9%) of the participants strongly disagree with the above mentioned statement. Moreover, an equal percentage of fifteen point six (15.6%) verifies that some agree and some disagree that the pay policy provided by SARS is fair, whereas, only two point six percent (2.6%) of the respondents strongly agree with the above mentioned statement. Porter (2006) has identified eight dimensions which make up the QWL framework and one of the elements include adequate income and fair compensation. Motivation experts believe that the money is still an important motivator, which makes people work on the job. However, people also want to see fairness and adequacy in their pay rewards. Equal pay for equal work and pay that is linked to responsibility, skill, performance and individual accomplishment are viewed with great importance. Pay must also be competitive with the external labour market and should be responsive to prevailing practices and changing economic conditions.

#### **4.9.7. You get enough opportunity to advance in your career through hard work**

The majority of respondents with a percentage indication of thirty two point five (32.5%) are flanked by whether they get enough opportunity to advance in their career through hard work, whereas twenty two point one percent (22.1%) disagree with the above mentioned statement. Moreover, and equal percentage of eighteen point two (18.2%) lies between participants who agree and those who strongly disagree about whether they get enough opportunity to advance

in their career through hard work. Lastly, nine point one percent (9.1%) of the participants strongly agree with the above mentioned statement. According to Porter (2006), opportunity for continued growth and security should be enforced in organisation whereby employment is practiced which provides for continual growth and job and income security. Opportunities for training and advancement should be considered.

#### **4.9.8. SARS provides enough training and development for its employees.**

The majority of respondents with a percentage indication of thirty three point eight (33.8%) disagree that indeed SARS provides enough training and development for its employees and twenty six percent (26%) of the participants are stuck between as this could mean that either they have not seen or heard anything about training and development within their various departments. In addition, twenty three point four percent (23.4%) of the participants agree that SARS does provide enough training and development for its employees; however, eleven point seven percent (11.7%) strongly disagrees with the above mentioned statement. A small portion of the percentages five point two (5.2%) strongly agrees. Immediate opportunity to use and develop human capabilities is advocated for by Porter (2006) in which he suggests that the development of its workers involves training, skill developments, recognition, and promotion. Work assignments should be made challenging enough to expand skills, abilities, and knowledge. They should create a positive effect on self esteem, autonomy, involvement and motivation.

#### **4.9.9. SARS provide necessary resources for you to do your work properly.**

The majority of participants agree that SARS should provide the necessary resources in order for them to do their job properly with a percentage indication of forty one point six (41.6%), whereas, twenty two point one percent (22.1%) of participants are stuck in between and eighteen point two percent (18.2%) of respondents disagree and fourteen point three percent (14.3%) strongly disagree. Moreover, in contrast, three point nine percent (3.9%) strongly agrees that their organisation does provide the necessary resources for them to do their job

properly. Since unmotivated employees may underperform and may not be easily engaged during economic depression, companies must look to alternative encouragement methods to reward valued employees. Employers can no longer rely on large cash rewards for a job well done. As the economy continues to struggle through a slow recovery, cost cutting procedures may remain in effect for many years, making it necessary for employers to develop cost effective methods of maintaining employee motivation at a time when merit increase, bonus, and incentive program cash reserve budgets remain tight (Madlock, 2008).

#### **4.9.10. We work in order to achieve well defined and clearly communicated goals.**

The majority of participants with a percentage indication of forty one point six (41.6%) agree that they work in order to achieve well defined and clearly communicated goals and twenty three point four percent (23.4%) are in between. In contrast, eighteen point two percent (18.2%) of participants disagree and eleven point seven percent (11.7%) strongly agrees whereas five point two percent (5.2%) strongly disagree that they work in order to achieve well defined and clearly communicated goals. Managers must work to understand factors driving motivation within their workforce. When asked what factors tend to motivate their employees, managers guess that good wages and job security would be top on employee lists, but their people always alluded to their feelings appreciated and being informed (Patalano, 2008).

#### **4.9.11. We get full feed-back on how we are performing our work.**

The majority of participants disagree, with a percentage indication of thirty point three (30.3%) and twenty three point seven percent (23.7%) are flanked by the idea that they get full feedback on how we are performing at work. Moreover, twenty one point one percent (21.1%) agree and fourteen point five (14.5%) strongly disagree, whereas ten point five percent (10.5%) strongly agree that they get full feedback on how they are performing their work. Armstrong (2006) highlights that job enrichment is a programme of redesigning employee jobs to allow greater autonomy and responsibility in the performance of work tasks. Job

rotation is whereby employees continue their present job, but duties are added with the intention of making the job more rewarding.

**4.9.12. If I meet expectations of SARS I know that my achievements will be fully and fairly recognised.**

The majority of participants with a percentage indication of thirty seven point seven (37.7%) agree and twenty eight point six (28.6%) are flanked by the fact that if they meet expectations of SARS they know that their achievements will be fully and fairly recognised. In addition, fifteen point six percent (15.6%) of participants strongly agree and eleven point seven percent (11.7%) disagree and six point five percent (6.5%) strongly disagree with the above mentioned statement. The resourcefulness of the employees in an organisation depends largely on the environment at the workplace, and it has been suggested that due attention be paid in providing a satisfying and a high quality work environment for the employees commensurate with other associated work factors (Gruman, Saks and Zweig, 2006). Also, the importance of the workplace as providing a sense of community for workers has been highlighted in a number of studies; furthermore, the community is now centred on the workplace rather than the home (Holton *et al.*, 2009).

**4.9.13. Employees do not seem to take much pride in their performance.**

The majority of respondents are in between with a percentage indication of thirty one point two (31.2%) that employees do not seem to take much pride in their performance and twenty four point seven percent (24.7%) disagree whereas twenty two point one percent (22.1%) agree that employees do not seem to take much pride in their performance. Moreover, eleven point seven percent (11.7%) strongly agree and ten point four percent (10.4%) strongly disagree with the above mentioned statement. Studies have confirmed that satisfied employees are more likely to be highly motivated, have a good morale at work, and given the opportunity can work more effectively and efficiently (Wright *et al.*, 2007), and in teams are more productive.

#### **4.9.14. SARS have performance management system in place.**

The majority of participants with a percentage indication of forty five point five (45.5%) agree that SARS does have a performance management system in place and thirty two point five (32.5%) strongly agree, however, thirteen percent (13%) are in between. In contrast, five point two (5.2%) disagree and three point nine percent (3.9%) strongly disagree that their organisation does have performance management system in place. According to Edwards et al. (2009), The Job and Career Satisfaction (JCS) scale of the Work Related Quality of Life Scale (WRQoL) is said to reflect an employee's feelings about, or an evaluation of their satisfaction or contentment with their job and career and the training they receive to do it. Within the WRQoL measure, JCS is reflected by questions asking how satisfied people feel about their work. It has been proposed that this positive job satisfaction factor is influenced by various issues including clarity of goals and role ambiguity, appraisal, recognition and reward, personal development, career benefits and enhancement and training needs.

#### **4.9.15. My supervisor is helpful in getting the job done.**

The majority of respondents with a percentage indication of forty point three (40.3%) agree and twenty three point four percent (23.4%) of respondents are in between about the fact that their supervisor is helpful in executing their various tasks. In contrast, nineteen point five percent (19.5%) of participants strongly disagree whereas thirteen percent (13%) strongly agree that their supervisor assists them in executing their jobs. A small number of three point nine percent (3.9%) disagrees with the above mentioned statement. Bakker and Demerouti (2007), argue that autonomous work groups (AWGs) entitle workers to control decision making and have responsibility for a task area without day to day supervision, and with authority to influence and control both group members and their behavior. Employees have a genuine hunger for participation in organisational issues affecting their lives. Naturally they demand far more participation in the decision process at the workplace.

#### **4.9.16. My supervisor is concerned about my welfare.**

The majority of respondents agree with a percentage indication of thirty six point four (36.4%) and twenty four point seven percent (24.7%) of respondents strongly disagree that their supervisor is concerned about their welfare, however, twenty three point four (23.4%) are in between. In contrast, nine point one percent (9.1%) of the respondents disagree and six point five percent (6.5%) of respondents strongly agree that their supervisor is concerned about their welfare. According to Bakker and Demerouti (2007), the work environment should provide opportunities for preserving an employee's personal identity and self esteem through freedom from prejudice, a sense of community, interpersonal openness and the absence of stratification in the organisation.

#### **4.9.17. I feel that I am trusted by my supervisor.**

The majority of participants are in between with a percentage indication of twenty nine point nine (29.9%) and twenty seven point three (27.3%) respondents agree that they feel that they are trusted by their supervisor. However, twenty two point one percent (22.1%) of the participants disagree whereas eleven point seven percent (11.7%) of respondents strongly agrees and nine point one percent (9.1%) of participants strongly disagree that they feel that they are trusted by their supervisor. Bakker and Demerouti (2007) highlight that managers generally believe that employees are inherently lazy, lack responsibility and require close supervision, are likely to resist any attempt towards QWL programmes. Such managers will set objectives for subordinates and will set objectives for subordinates and will limit employee participation. A change in managerial attitudes at all levels is important in order that any QWL programme be successful.

#### **4.9.18. We are allowed to seek better ways to do our work.**

The majority of respondents with a percentage indication of twenty eight point six (28.6%) are in between and twenty six percent (26%) of respondents disagree that they are allowed to seek better ways to do their work. In addition, twenty four point seven percent (24.7%) agree,

eleven point seven percent (11.7%) of respondents strongly agrees and nine point one percent (9.1%) of participants strongly disagree that they are allowed to seek better ways to their work. Armstrong (2006) supports the ideology of management by objectives or MBO, whereby, participation of an employee with his superior in seeing employee goals that are consistent with the objective of the organisation as a whole. MBO is viewed as a way to integrate personal and organisational needs. Employee participation is also a programme aimed at a greater sharing of responsibility for decision making. Job enrichment is aimed at redesigning employees' jobs to allow greater autonomy and responsibility in the performance in the performance of work tasks.

#### **4.9.19. We are influenced in achieving SARS goals.**

The majority of respondents agree with a percentage indication of forty point three (40.3%) and twenty point eight percent (20.8%) of participants disagree whereas sixteen point nine percent (16.9%) is equally distributed among those who are in between and those who strongly agree that they are influenced in achieving SARS goals. A minimum percentage of five point two (5.2%) of participants strongly disagrees with the above mentioned statement. Phattanacheewapul and Ussahawanichakit, (2008) argue that conversant and effective leaders who are thoroughly aware of employee motivational needs can help direct companies through financial or economic improbability. While some may scoff at the idea of motivating employees without the use of bonuses or cash incentives, research clearly indicates that a number of other methods can be just as useful.

#### **4.9.20. Working conditions allow for productive.**

An equal percentage of twenty eight point six (28.6%) is distributed between participants who agree and those who are in between about the fact that working conditions allow them to be productive, however, twenty two point one percent (22.1%) disagree and fourteen point three percent strongly disagree (14.3%) while six point five percent (6.5%) of the participants strongly agree that the working conditions allows for them to be productive. Handola *et al.* (2006) argue that stress in the workplace is becoming a major concern for employers, managers and government agencies, owing to the occupational health and safety legislations

requiring employers to practice 'duty of care' by providing employees with the safe working environments which also cover the psychological wellbeing of their staff.

#### **4.9.21. My main satisfaction in life comes from my work.**

The majority of participants agree with a percentage indication of twenty six (26%) and twenty seven point three percent (27.3%) disagree, moreover, twenty two point one percent (22.1%) strongly disagree that their main satisfaction in life comes from their work. In addition, twenty point eight percent (20.8%) are in between and three point nine percent (3.9%) strongly agree with the above mentioned statement. The importance of work and the life and the life associated to the workplace for an employee is gaining significance. Hence, organisations and employees have to find ways to respond to the new realities in the workplace (Elanain, 2009).

#### **4.9.22. Excessive rules, administrative details and red tape make it impossible for new ideas to be considered.**

The majority of respondents with a percentage indication of thirty one point two (31.2%) agree and twenty eight point six percent (28.6%) of respondents are in between about the fact that excessive rules, administrative details and red tape make it impossible for new ideas to be considered. However, twenty seven point three percent (27.3%) strongly agree and seven point eight percent (7.8%) disagree and five point two percent (5.2%) strongly disagree that excessive rules, administrative details and red tape make it impossible for new ideas to be considered. According to Elias (2009), individuals selectively perceive and make attributions about their jobs in accordance with the expectations they bring to the workplace. Therefore it is clear that, job characteristics and organisational settings have important influence on the employee's work attitude.

#### **4.9.23. Management encourages team spirit in SARS.**

The majority of participants with a percentage indication of forty two point five (42.5%) strongly agree and thirty four point two (34.2%) agree that management encourages team spirit in SARS, however, sixteen point four percent (16.4%) are in between, five point five

percent (5.5%) strongly disagree and one point four percent (1.4%) disagree with the above mentioned statement. To maximise enrichment of quality of work life, the management has to generate team spirit and a sense of involvement among the workers. For instance, the activities like celebration of the anniversary of the commissioning the department, by involving all the staff give a sense of togetherness among them (Luthans and Youssef, 2007). Formation of participative group like quality circles enable the committed work teams, voluntary take up improvements in their area of work.

#### **4.9.24. Do you feel that people in SARS work enough to get 100% performance?**

The majority of respondents agree with a percentage indication of thirty one point six (31.6%) and twenty three point seven percent (23.7%) of participants disagree that the people in SARS work enough to attain 100% performance. In addition, nineteen point seven percent (19.7%) strongly disagree; fourteen point five percent (14.5%) are in between and ten point five percent (10.5%) strongly agree with the above mentioned statement. Recognition of employee's performance increases their morale and stimulates an urge to excel in the workplace, spreading cheer to the families and enhancing the social status of the employee (Elisaveta, 2006).

### **4.10. Measures of Association**

Probably the most often used descriptive statistic is the mean. The mean is a particularly informative measure of the "central tendency" of the variable if it is reported along with its confidence intervals. As mentioned earlier, usually readers are interested in statistics (such as the mean) from a sample only to the extent to which they can infer information about the population. The confidence intervals for the mean give a range of values around the mean where the reader expect the "true" (population) mean is located (with a given level of certainty. Correlation is a measure of the relation between two or more variables. The measurement scales used should be at least interval scales, but other correlation coefficients are available to handle other types of data. Correlation coefficients can range from -1.00 to +1.00. The value of -1.00 represents a perfect negative correlation while a value of +1.00

represents a perfect positive correlation. A value of 0.00 represents a lack of correlation (Leedy, and Ormrod, 2005).

#### **4.11. Correlation**

To ascertain authenticity of the correlation, mean, standard deviation and p-value have also been discussed in the section. Correlation, assumes that two variables are measured on at least interval scales, and it determines the extent to which values of the two variables are "proportional" to each other. The value of correlation (i.e., correlation coefficient) does not depend on the specific measurement units used; for example, the correlation between height and weight will be identical regardless of whether inches and pounds, or centimeters and kilograms are used as measurement units (Himmelstein, 2010). Proportional means linearly related; that is, the correlation is high if it can be "summarised" by a straight line (sloped upwards or downwards). Correlation often measured as a correlation coefficient indicates the strength and direction of a linear relationship between two random variables (Leedy and Ormrod, 2005).

For the purpose of this study, correlation that is above the value of 0.5 will be considered to show a strong correlation. The p-value is the probability that the current result would have been found if the correlation coefficient would be zero. The significance level calculated for each correlation is a primary source of information about the reliability of the correlation. As explained before, the significance of a correlation coefficient of a particular magnitude will change depending on the size of the sample from which it was computed. The test of significance is based on the assumption that the distribution of the residual values (i.e. the deviations from the regression line) for the dependent variable (y) follows the normal distribution, and that the variability of the residual values is the same for all values of the independent variable (x). It is impossible to formulate precise recommendations based on those Monte Carlo results, but many researchers follow a rule of thumb that if your sample is fifty or more then serious basis are unlikely, and if your sample is over 100 then you should not be concerned at all with the normality assumptions (Himmelstein, 2010).

#### 4.11.1. Correlation of biographical data

Table 4.6. Pearson Correlation

|   |                 | Please indicate your age group | I am a | I am  | Please indicate your position in the organisation | Please indicate your years of experience in your position | I have |
|---|-----------------|--------------------------------|--------|-------|---|---|--------|
| Please indicate your age group                    | Correlation     | 1                              | -.306* | -.078 | .196  | .396**  | -.025  |
|   | Sig. (2-tailed) |                                | .007   | .501  | .097  | .000  | .828   |
|   | N               | 77                             | 77     | 77    | 73  | 75  | 77     |
| I am a  | Correlation     | -.306**                        | 1      | .165  | -.147   | -.323**   | -.102  |
|   | Sig. (2-tailed) | .007                           |        | .150  | .214  | .005  | .375   |
|   | N               | 77                             | 77     | 77    | 73  | 75  | 77     |
| I am  | Correlation     | -.078                          | .165   | 1     | .070  | .021  | -.190  |
|   | Sig. (2-tailed) | .501                           | .150   |       | .558  | .858  | .098   |
|   | N               | 77                             | 77     | 77    | 73  | 75  | 77     |
| Please indicate your position in the organisation | Correlation     | .196                           | -.147  | .070  | 1   | .172  | -.207  |
|   | Sig. (2-tailed) | .097                           | .214   | .558  |   | .152  | .079   |
|   | N               | 73                             | 73     | 73    | 73  | 71  | 73     |
| Please indicate your years                        | Correlation     | .396**                         | -.323* | .021  | .172  | 1   | -.241* |

|  |                 |       |       |       |       |        |      |  |
|--|-----------------|-------|-------|-------|-------|--------|------|--|
| of experience in your position                               | Sig. (2-tailed) | .000  | .005  | .858  | .152  |        | .037 |  |
|  | N               | 75    | 75    | 75    | 71    | 75     | 75   |  |
| I have   | Correlation     | -.025 | -.102 | -.190 | -.207 | .037   | 1    |  |
|  | Sig. (2-tailed) | .828  | .375  | .098  | .079  | -.241* |      |  |
|  | N               | 77    | 77    | 77    | 73    | 75     | 77   |  |
| **. Correlation is significant at the 0.01 level (2-tailed). |                 |       |       |       |       |        |      |  |
| *. Correlation is significant at the 0.05 level (2-tailed).  |                 |       |       |       |       |        |      |  |

#### 4.11.1.1. Correlation between age group and gender.

Table 4.6 shows, the correlation between age group and gender is -0.306, it is a negative correlation between two variables at 99 percent confidence interval. According to the criteria mentioned above, those correlations that are above the absolute value of 0.01 will be considered to have a weak relationship. This implies that women have a higher number as compared to males in SARS Mmabatho Branch Office. This is in accordance with the presence government's policy that encourages women to occupy more positions in SARS Mmabatho Branch Office. Thomas (2009) found that men and women at more senior levels in an organisation reported higher levels of job satisfaction in relation to administrative, clerical and secretarial staff.

#### 4.11.1.2. Correlation between age group and years of experience in your position.

The correlation between the age group and years of experience is about 0.396, it is a positive and weak correlation between two variables at 99 percent confidence interval. Therefore one would expect that women are linearly related to years of experience in their position, since Sig value is less than 0.01. Tenure or the length of service of employees contributes towards increasing the employees' levels of commitment towards the organisation. Research confirms the view that a positive relationship exists between age group and tenure (Spector, 2008).

#### 4.11.1.3. Correlation between gender and years of experience in your position.

The correlation between gender and years of experience in the current position is about -0.323, it is a negative correlation between two variables at 99 percent confidence interval. According to the criteria mentioned above, those correlations that are above the absolute value of 0.5 will be considered to have a weak relationship. The literature with respect to the relationship between gender and job satisfaction is inconsistent. The studies report that women have higher job satisfaction, whereas other studies find that men are more satisfied, yet other studies find no significant difference between the genders (Ugboro, 2006).

#### 4.11.1.4. Correlation between years of experience in the current position and highest qualifications.

The correlation between years of experience in the current position and highest qualifications is about -0.241, it is a negative correlation between two variables at 95 percent confidence interval. Therefore one would expect that women are linearly related to years of experience in their position, since Sig value is less than 0.05. Thomas (2009) also found that those at the higher end of the occupational scale reported higher satisfaction with various aspects of their work, but were less satisfied with their pay.

#### 4.11.2. Correlation of research questions

Table 4.7. Pearson Correlation

|  |  |  |  |   |  |
|--|--|--|--|---|--|
|  | The jobs in SARS are clearly defined and logically structured. | SARS provides enough training and development for its employees. | SARS provide necessary resources for you to do your work properly. | SARS have performance management system in place. | We are influenced in achieving SARS goals. |
|--|--|--|--|---|--|

|  |                 |        |        |        |       |        |
|--|-----------------|--------|--------|--------|-------|--------|
| The jobs in SARS are clearly defined and logically structured.     | Correlation     | 1      | .338** | .387** | -.051 | .406** |
|  | Sig. (2-tailed) |        | .003   | .001   | .660  | .000   |
|  | N               | 77     | 77     | 77     | 77    | 77     |
| SARS provides enough training and development for its employees.   | Correlation     | .338** | 1      | .513** | .243* | .340** |
|  | Sig. (2-tailed) | .003   |        | .000   | .033  | .002   |
|  | N               | 77     | 77     | 77     | 77    | 77     |
| SARS provide necessary resources for you to do your work properly. | Correlation     | .387** | .513** | 1      | .182  | .505** |
|  | Sig. (2-tailed) | .001   | .000   |        | .112  | .000   |
|  | N               | 77     | 77     | 77     | 77    | 77     |
| SARS have performance management system in place.                  | Correlation     | -.051  | .243*  | .182   | 1     | .235*  |
|  | Sig. (2-tailed) | .660   | .033   | .112   |       | .039   |
|  | N               | 77     | 77     | 77     | 77    | 77     |
| We are influenced in achieving SARS goals.                         | Correlation     | .406** | .340** | .505** | .235* | 1      |
|  | Sig. (2-tailed) | .000   | .002   | .000   | .039  |        |
|  | N               | 77     | 77     | 77     | 77    | 77     |
| ** . Correlation is significant at the 0.01 level (2-tailed).      |                 |        |        |        |       |        |
| * . Correlation is significant at the 0.05 level (2-tailed).       |                 |        |        |        |       |        |

#### **4.11.2.1. Correlation between jobs in SARS were clearly defined and logically structured and SARS provides enough training and development for its employees.**

Table 4.7 shows the correlation between job definition and development for the employees at SARS is about 0.338. According to the criteria as set above, those correlations that are above the absolute value of 0.5 will be considered to have a strong relationship. The chances are good 99 percent, which implies the jobs at SARS are clearly defined and logically structured. SARS provides enough training and development for its employees. Ashforth *et al.* (2007) argue that an elevated quality of work life is critical for organisations to maintain, to attract and hold on to employees.

#### **4. 11.2.2. Correlation between jobs in SARS were clearly defined and logically structured and SARS provide necessary resources for you to do your work properly.**

The correlation between jobs in SARS was clearly defined and logically structured and SARS provide necessary resources for you to do your work properly are about 0.387 at 99 percent confidence interval. The correlation is positive and medium between two variables. According to the criteria as set above, those correlations that are above the absolute value of 0.5 will be considered to have a strong relationship. This suggests that jobs at SARS were clearly defined and logically structured in terms of necessary resources. According to Adams and Adams (2009), as organisations become more complex, managers will increasingly have to stimulate collaboration rather than individualism and competition.

#### **4. 11.2.3. Correlation between jobs in SARS were clearly defined and logically structured and SARS have performance management system in place.**

The correlation between jobs in SARS was clearly defined and logically structured and SARS have performance management system in place is about 0.406 at 99 percent confidence interval. According to the criteria as set above, those correlations that are above the absolute value of 0.5 will be considered to have a strong relationship. This suggests that due to the clearly defined and logically structured jobs the SARS had performance management system in place. Edwards *et al.* (2009) highlights that within the measurement of QWL, the Control at Work (CAW) is a subscale of the WRQol scale.

#### **4. 11.2.4. Correlation between jobs in SARS were clearly defined and logically structured and SARS provide necessary resources for you to do your work properly.**

The correlation between jobs in SARS was clearly defined and logically structured and SARS provide a necessary resource for you to do your work properly was about 0.513 at 99 percent confidence interval. According to the criteria as set above, those correlations that are above the absolute value of 0.5 will be considered to have a strong relationship. Lee *et al.*(2007) argues that QWL means having good supervision, good working conditions, good pay and benefits and an interesting , challenging, and a rewarding job.

#### **4. 11.2.5. Correlation between jobs in SARS were clearly defined and logically structured and SARS have performance management system in place.**

The correlation between jobs in SARS was clearly defined and logically structured and SARS have performance management system in place was about 0.243 at 95 percent confidence interval. According to the criteria as set above, those correlations that are above the absolute value of 0.5 will be considered to have a strong relationship. This means that there is a positive weak correlation between two variables. According to Porter (2006), opportunity for continued growth and security should be enforced in organisation whereby employment is practiced which provides for continual growth and job and income security. Opportunities for training and advancement should be considered.

#### **4. 11.2.6. Correlation between jobs in SARS were clearly defined and logically structured and we are influenced in achieving SARS goals.**

The correlation between jobs in SARS was clearly defined and logically structured and we are influenced in achieving SARS goals was about 0.340 at 99 percent confidence interval. According to the criteria as set above, those correlations that are above the absolute value of 0.5 will be considered to have a strong relationship. This means that there is a positive weak correlation between two variables. As the economy continues to struggle through a slow recovery , cost cutting procedures may remain in effect for many years, making it necessary for employers to develop cost effective methods of maintaining employee motivation at a time when merit increase, bonus, and incentive program cash reserve budgets remain tight (Madlock,2008).

#### **4. 11.2.7. Correlation between SARS provides necessary resources for you to do your work properly and we are influenced in achieving SARS goals.**

The correlation between SARS provides necessary resources for you to do your work properly and we are influenced in achieving SARS goals was about 0.505 at 99 percent confidence interval. According to the criteria as set above, those correlations that are above the absolute value of 0.5 will be considered to have a strong relationship. This means that there is a positive strong relationship between two variables. Hence, organisations and employees have to find ways to respond to the new realities in the workplace (Elanain, 2009).

#### **4. 11.2.8. Correlation between SARS has performance management system in place and we are influenced in achieving SARS goals.**

The correlation between SARS has performance management system in place and we are influenced in achieving SARS goals was about 0.235 at 95 percent confidence interval. According to the criteria as set above, those correlations that are above the absolute value of 0.5 will be considered to have a strong relationship. This means that there is a positive weak correlation between two variables. Bakker and Demerouti (2007), argue that autonomous work groups (AWGs) entitle workers to control decision making and have responsibility for a task area without day to day supervision, and with authority to influence and control both group members and their behaviour.

### **4.12. t-Test**

The *t*-test for dependent samples helps to take advantage of one specific type of design in which an important source of with-in group variation (or so-called, error) can be easily identified and excluded from the analysis. Specifically, if two groups of observations (that are to be compared) are based on the same sample of subjects who were tested twice (e.g. before and after treatment), then a considerable part of the within-group variation in both groups of scores can be attributed to the initial individual differences between subjects. Note that, in a sense, this fact is not much different than in cases when the two groups are entirely independent where individual differences also contribute to the error variance; but in the case

of independent samples, one cannot do anything about it because people cannot identify (or "subtract") the variation due to individual differences in subjects.

**Table 4.8.** T-Test.

| <b>One-Sample Test</b>  |                |    |                 |                 |
|---|----------------|----|-----------------|-----------------|
|   | Test Value = 0 |    |                 |                 |
|   | t              | df | Sig. (2-tailed) | Mean Difference |
| According to your understanding, is what you earn on the job related to the efforts you put in?                             | 19.861         | 73 | .000            | 2.770           |
| Is what you earn on your job adequate to take care of all your needs?   | 43.927         | 76 | .000            | 2.701           |
| Do you think that what you earn is in a way related to what other employees in other organisations doing similar jobs earn? | 36.755         | 75 | .000            | 2.145           |
| Are you provided with adequate tools and equipment to get your work well done?  | 32.005         | 76 | .000            | 2.338           |
| Are there health hazards at your work place?  | 24.955         | 74 | .000            | 1.440           |
| Does your job require that you keep learning new things?  | 35.057         | 76 | .000            | 1.078           |

| One-Sample Test   |                |    |                 |                 |
|---|----------------|----|-----------------|-----------------|
|   | Test Value = 0 |    |                 |                 |
|   | t              | df | Sig. (2-tailed) | Mean Difference |
| According to your understanding, is what you earn on the job related to the efforts you put in?                                       | 19.861         | 73 | .000            | 2.770           |
| Is what you earn on your job adequate to take care of all your needs?   | 43.927         | 76 | .000            | 2.701           |
| Do you think that what you earn is in a way related to what other employees in other organisations doing similar jobs earn?           | 36.755         | 75 | .000            | 2.145           |
| Are you provided with adequate tools and equipment to get your work well done?  | 32.005         | 76 | .000            | 2.338           |
| Are there health hazards at your work place?  | 24.955         | 74 | .000            | 1.440           |
| Does your job require that you keep learning new things?  | 35.057         | 76 | .000            | 1.078           |
| Since you got your current job have you ever attended training or gone for further study or increased your capacity in any other way? | 46.808         | 76 | .000            | 1.039           |

The level of significance between these variables (Sig. (2-tailed)) are less than 0.05, table 4.8 shows that there is a significant linear relationship between the variables. The effect of the requirements met is therefore not the determinant of whether the respondents are positive or negative about the effects of the QWL. The *p*-level reported with a *t*-test represents the

probability of error involved in accepting our research hypothesis about the existence of a difference. Technically speaking, this is the probability of error associated with rejecting the hypothesis of no difference between the two categories of observations (corresponding to the groups) in the population when, in fact, the hypothesis is true. Some researchers suggest that if the difference is in the predicted direction, you can consider only one half (one "tail") of the probability distribution and thus divide the standard  $p$ -level reported with a  $t$ -test (a "two-tailed" probability) by two. Others, however, suggest that you should always report the standard, two-tailed  $t$ -test probability.

#### **4.13. Conclusion.**

The purpose of this chapter was to analyse and interpret the results obtained. The study intended to answer some questions and finding out whether the findings have been met. In this chapter statistical analysis of the data being collected has been done, using different approaches such as correlation coefficients to determine the relationship that exist between two or more variables in the impact of QWL among SARS employees. In this case different patterns have been identified and conclusions could be made. The data has been represented by using graphs and tables. During the analysis of data, the results have showed that majority of the respondents were female African and their ages were between 31-50 years. Most of the respondents have been in the SARS for a period of more than 16 years. The majority of them were in the administrative duties, since majority had grade 12 as their highest qualification.

The majority of respondents understand the QWL. They stated that the QWL was communicated and transparent therefore they are committed to it to making it a success. They also highlighted that they are not satisfied with what they earn on the job as it is not related to the efforts they put in.

The following chapter comes up with recommendations to the study being undertaken, and these recommendations will seek to answer the research questions being pointed out in order

to add value to the literature that already exists on the study. Finally future research on the area of this research will be given and the limitations to the study be identified to encourage further research.

## **Chapter 5**

### **Conclusion and Recommendations**

#### **5.1. Introduction**

The quality of work life (QWL) has gained increasing popularity since first discussion supporting the concept began in the USA and Scandinavia in the 1960s and 1970s. During this time, researchers from various disciplinary backgrounds explored ways to advance employment conditions for workers as rapid advancements in technology saw a greater de-skilling, dehumanization, estrangement and objectification of labour under the Taylorist influences ( Sammer, 2009) . Since then, programmes have been developed to improve a range of work life issues including occupational health and safety, worker involvement and job security (Nelson Cooper, 2007). There is also confirmation that while industrialized economies have grown increasingly affluent in material wealth, the quality of work life has not significantly improved. Rather, workers have experienced greater work amplification, more considerable stress, greater control, less autonomy and less job security than ever before. Overall, employees are getting no more satisfaction from their time at work than they used to, even though the material wealth of nations has been increasing (Abdulla, Djebarni & Thomas, 2008).

This chapter consolidates the findings of the research, derived through analyzing and interpreting of statistical data which had been discussed in the previous section. The research questions pertaining to the impact of Quality of Work Life (QWL) and its impact on the performance of the South African Revenue Services (SARS) employees at the Mmabatho Branch in the North West Province are also answered.

#### **5.2. Summary of the study**

Previous theorists have offered an array of definitions and suggestions of what constitutes QWL. For instance, QWL is a philosophy, a set of principles, which holds that people are the

most vital resource in the organization as they are dependable, accountable and competent of making valuable contribution and they should be treated with pride and admiration. The elements that are relevant to an individual's quality of work life include the task, the physical work environment, social environment within the organization, administrative system and relationship between life on and off the job. QWL consists of opportunities for active involvement in group working arrangements or problem solving that are of mutual benefit to employees or employers, based on labor management cooperation. People also envisage of QWL as a set of methods, such as autonomous work groups, job enrichment and high-involvement aimed at boosting the satisfaction and productivity of workers. It requires employee commitment to the organization and an environment in which this commitment can flourish. Thus, QWL is a comprehensive construct that includes an individual's job related well-being and the extent to which work experiences are rewarding, fulfilling and devoid of stress and other negative personal consequences.

Firstly, this research was aimed at enquiring how adequate and fair compensation reward structures, policies and practices, procedures have been clearly communicated to employees before being implemented, moreover, its influence on the QWL of employees. The study revealed that there is a negative correlation between gender and years of experience at 95% confidence interval, the value of 0.5 is considered to have a weak relationship. This finding goes hand in hand with compensation structure, policies and practices to emphasise that SARS should incorporate their policies, procedures and practices with legislation such as the Labour Relations Act and the Basic Conditions of Employment Act. Employee's compensation should be in line with the qualifications and years of experience need to be acknowledged as well.

Secondly, this research was aimed at finding out whether poor quality of work life prevailing at SARS is the main course of dissatisfaction among SARS employees. The study revealed that the correlation between jobs in SARS was clearly defined and logically structured and SARS does provide the necessary resource in order for employees to properly do their respective jobs properly at about 0.513 at 99% confidence interval, with a value of 0.5 which is considered to have a strong relationship. The researcher agrees with other scholars that there

are other core elements which comprises of quality of work life, the job content being one of them.

Lastly, the researcher wanted to establish how stress, poor performance, low staff morale, high absenteeism levels, high staff turnover rates and occupational burnout are caused by autocratic leadership style at SARS. The study revealed that the majority of employees (41.6%) strongly disagree that they are allowed to make decisions on their own without prior management approval. There is a correlation between SARS has performance management system in place and its influence in achieving SARS goals is about 0.235 at 95% confidence interval and the absolute value is 0.5 which has a weak correlation between the two variables. Bakker and Demerouti (2007) argue that autonomous work groups (AWGs) entitle workers to control decision making and have a responsibility for a task area without day to day supervision, and with authority to influence and control both group members and their behavior. In order to maximise enrichment of quality of work life, the management has to generate team spirit and a sense of involvement among the workers.

### **5.3. Response to Research Questions**

The main findings of this research in relation to each of the research question will now be discussed. Each of the questions is followed by a discussion of the findings relating to the question.

#### **5.3.1. What is the general attitude of employees of SARS personnel and administrative departments on QWL in SARS?**

The researcher unpacked this research question into two questions which were asked in the questionnaire and they are; a) Do employees seem to take much pride in their performance?, b) Do you feel that people in SARS work enough to get 100% performance?

The study revealed that the majority of the participants are in between with a percentage indication of thirty one point two percent (31.2%) about the fact that employees do not seem to take much pride in their performance. Studies have confirmed that satisfied employees are

more likely to be highly motivated, have a good morale at work, and given the opportunity can work more effectively and efficiently and in teams they are more productive (Wright *et al.*, 2007). It is clear that employees are not entirely happy at their workplace; they view their job as a source of income and not something that they are passionate about practicing. Furthermore, majority of respondents (31.6%) agree that the people in SARS work enough to get 100% performance. According to Elisaveta (2006) recognition of employee's performance increases their morale and stimulates an urge to excel in the workplace, spreading cheer to the families and enhancing the social status of the employee.

### **5.3.2. What effect has adequate and fair compensation had on QWL of the employees in personnel and administrative departments in SARS?**

The researcher unpacked this research question into three questions which were asked in the questionnaire and they are; a) Are the rewards clearly related to the performance? b) Is the Pay policy by SARS fair? c) If I meet the expectations of SARS I know that my achievements will be fully and fairly recognised.

The findings revealed that the majority of respondents (23%) disagree that the rewards are clearly related to their performance. Lee *et al.* (2007) highlight that QWL means having good supervision, good working conditions, good pay and an interesting, challenging and a rewarding job. Bakker and Demerouti (2007) are also in favor of the fact that the major factors that affect QWL may be stated differently, however, QWL is built around the concept of equitable pay. In the days ahead, employees may want to participate in the profits of the firm as well. Employees must be paid their due share in the progress and prosperity of the firm.

The majority of respondents (36.4%) agree that the SARS Pay Policy is fair. Porter (2006) identified eight dimensions which comprises of QWL framework and one of the elements include adequate income and fair compensation. Motivation experts believe that the money is still a vital motive, which makes people work on the job. However, people also want to see fairness and adequacy in their pay rewards. Equal pay for equal work pay that is linked to responsibility, skill, performance and individual accomplishment are viewed with great

importance. Pay must also be competitive with the external labour market and should be responsive to prevailing practices and changing economic conditions.

The majority of participants (37.7%) agree that if they meet the expectations of SARS they know that their achievements will be fully and fairly recognised. Gruman Saks and Zweig, (2006) agree that the resourcefulness of the employees in an organization depends largely on the environment at the workplace, and it has been suggested that due attention be paid in providing a satisfying and a high quality work environment for the employees commensurate with other associated work factors.

### **5.3.3. What are the results of safe and health working conditions in SARS on QWL of employees in personnel and administrative departments in SARS?**

The researcher unpacked this above mentioned research question into three questions which were asked in the questionnaire and they are; a) Do the working conditions allow for productivity to take place? b) Are the jobs in SARS clearly and logically structured? c) Is the work more focused on what employees produce than how they do their work?

Research revealed that the majority of respondents (28.6%) are in between or are not sure whether the working conditions allow for productivity to take place, however, some of the respondents who agree with the above mentioned statement share the same percentage (28.6%). Stress in the workplace is becoming a major concern for employers, managers and government agencies, owing to the occupational health and safety legislations requiring employers to practice duty of care by providing employees with the safe working environments which also cover the psychological well being of their staff ( Handolla *et al.*, 2006) .

The study also revealed that the majority of the respondents (48.6%) are flanked by idea of whether the jobs in SARS are clearly and logically structured. Ashforth, Sluss and Saks (2007) argue that an elevated QWL is critical for organizations to maintain, to attract and hold on to

employees. QWL is an inclusive, departmental wide program designated to pick up employee satisfaction, escalation of workplace learning and helping employees.

The researcher also discovered that the majority of respondents (32.5%) agree that work is more focused on what employees produce than how they do their work. According to Herzberg's two factor theory, the most common cause of job dissatisfaction can be from the company and the administration, while achievement can be the greatest source of extreme satisfaction. An individual's experience of satisfaction or dissatisfaction can be substantially rooted in their perception, rather than simply reflecting their real world.

#### **5.3.4. How has immediate opportunity to use and develop human capacity influenced QWL of the employees in personnel and administrative departments in SARS?**

The researcher unpacked this above mentioned research question into six questions which were asked in the questionnaire and they are; a) Do you get enough opportunity to advance in your career through hard work? b) Does SARS provide enough training and development for its employees? c) Do you get full feedback on how you are performing your work? d) Does SARS have performance management system in place? e) Is your supervisor helpful in getting the job done? f) Does management encourage team spirit in SARS?

The study has revealed that the majority of participants (32.5%) are in between about the fact that they get enough opportunity to advance in their career through hard work. According to Porter (2006), opportunity for continued growth and security should be enforced in organization whereby employment is practiced which provides for continual growth, job and income security. Opportunities for training and advancement should be considered.

Research indicated that the majority of participants (33.8%) disagree that SARS does provide enough training and development for its employees. Immediate opportunity to use and develop human capabilities is advocated for by Porter (2006) in which he suggests that the development of its workers involves training, skill developments, recognition and promotion.

Work assignments should create a positive effect on self esteem, autonomy, involvement and motivation.

The majority of respondents (30.3%) disagree that they get fullback on how they are performing their work. Armstrong (2006) argues that job enrichment is a programme of redesigning employee jobs to allow greater autonomy and responsibility in the performance of work tasks. Job rotation is whereby employees continue their present job, but duties are added with the intention of making the job more rewarding.

The majority of participants (45.5%) agree that SARS does have a performance management system in place. According to Edwards *et al.* (2009), the Job & Career Satisfaction (JCS) scale of the Work Related Quality of Life Scale (WRQoL) is said to reflect an employee's feelings about, or an evaluation of their satisfaction or contentment with their job and career and the training they receive to do it. Within the WRQoL measure, JCS is reflected by questions asking how satisfied people feel about their work. It has been proposed that this positive job satisfaction factor is influenced by various issues including clarity of goals and role ambiguity, appraisal, recognition and reward, personal development, career benefits and enhancement and training needs.

The results of the study revealed that the majority of the participants (40.3%) agree that their supervisor is helpful in getting the job done. Bakker and Demerouti (2007) argue that autonomous work groups (AWGs) entitle workers to control decision making and responsibility for a task area without day to day supervision, and with authority to influence and control both group members and their behaviour. Employees have a genuine hunger for participation in organisational issues affecting their lives. Naturally they demand far more participation in the decision process at the workplace.

Research indicated that the majority of respondents (42.5%) strongly agree that management encourages team spirit in SARS. To maximize enrichment of QWL, the management has to generate team spirit and a sense of involvement among the workers. For instance, the activities like celebration of the anniversary of the commissioning the department, by involving all the

staff give a sense of togetherness among them (Luthans and Youssef, 2007). Formation of participative group like quality circles enables the committed work teams, voluntary take up improvements in their area of work.

#### **5.3.5. How has stress in SARS influenced QWL of the employees in personnel and administrative departments in SARS?**

The researcher unpacked this above mentioned research question into one question which was asked in the questionnaire and it is as follows; a) Have you or do you get stressed at the workplace?

The research revealed that the majority of respondents (94.8%) agree they do get stressed at the workplace, however, the majority of respondents (26%) agree that their main satisfaction in life comes from their work. Elisaveta (2006) highlights that the importance of work and life and the life associated with the workplace for an employee is gaining significance. Hence, organizations and employees have to find ways to respond to the new realities in the workplace. Elias (2009) supports the notion that individuals selectively perceive and make attributions about their jobs in accordance with the expectations they bring to the workplace. Therefore it is clear that, job characteristics and organizational settings have an important influence on the employee's work attitude.

#### **5.4. Recommendations**

From the results and literature of this study the following recommendations can be given to the SARS management. According to Edwards *et al.*, (2009), the Job & Career Satisfaction (JCS) scale of the QWL at SARS is said to reflect an employee's feelings about, or an evaluation of their satisfaction or contentment with their job and career and the training they receive to do it.

The study reveals that a clear and consistent communication of the organisational goals and objectives is essential to both employer and employees. The study also recommends that an establishment of new policies and practices that promote a workplace culture that stimulates employees with the aim of reducing stress, poor performance and low morale of employees.

Alignments of organisational goals to day-to-day work by maintaining healthy working conditions; reduce high absenteeism levels and occupational burnout and remuneration of employees. The study also recommends that maintenance and open dialogue among the middle and junior employees. Ugboro (2006) indicated that the quality of work life was associated with satisfaction with wages, hours and working conditions, describing the “basic elements of a good quality of work life” as: safe work environment, equitable wages, and equal employment opportunities for advancement. Reward managers whose behavior fosters the development of human capacity which influences the QWL of the SARS. Listen carefully to what employees want and need to prevent poor QWL. Provide opportunities and challenges to leverage the respective talents of employees. Find out what is working and what is not, For instance, when management introduces a performance management system, it should be clearly communicated to employees and their responses should be valued. Be sure that employees know how they can contribute. Genuinely thank employees for their contributions. There are suggestions to effectively manage workplace stress; organisations can educate their employees to recognise the signs of stress (Lovelace, Manz and Alves, 2007).

## **5.5. Limitations**

The study has been limited to SARS employees at Mmabatho Branch Office in the North West Province. This study therefore only focused on the QWL of middle and junior employees of personnel and administrative departments and not senior management.

## **5.6. Future Research**

This study has the probable value for further research. To ensure representativeness, the study should be replicated to cover a bigger sampling frame in other provinces and the results should be compared to those found in this study. Future research should further explore the perception of career and understand that changes may take place in that awareness as life events arise and how social values narrate to career elements and family elements if we are to increase our present limited aptitude to explain individual’s QWL. Given the changes experienced by organizations that can include the virtual organizations, one possible insight is to evaluate the extent of QWL and the desirable level in such a climate where flexibility into organizational structures and work schedules are emerging.

## **5.7. Conclusion**

The chapter discussed the purpose of the study. Each research question has been highlighted followed by a discussion on the findings relating to the questions. The chapter discussed the limitations, ending with the recommendations for future research.

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## APPENDIX CONTENT

### Appendix A: A short disclaimer describing the purpose of the study

#### Dear Respondent

I am an employee of SARS and currently completing the research component of a Masters in Business Administration (MBA) with the North West University. The research topic is “The quality of work life and its impact on performance of SARS employees, (Mmabatho Branch Offices in the North West Province of South Africa).

Towards this end, I would really appreciate your input in understanding the impact of quality of work life on employees’ performance at the revenue services firm. I have attached a questionnaire which will assist me in collating the required data.

May I request for your assistance in the following:

- 1) Please complete the questionnaire to the best of your ability and;
- 2) Kindly forward it to other staff members within your area. For follow-up purpose, kindly copy me when you forward the questionnaire to colleagues.

The questionnaire will not take more than 30 minutes to fill in. After filling in, please email your response to: [mkhiba@sars.gov.za](mailto:mkhiba@sars.gov.za) The closing date is the 31<sup>st</sup> August 2011.

Thanking you in advance for your contribution in this regard.

Kind Regards,

Maipelo Khiba

018-384 1204

0825600099

## Appendix B: Matrix

| Theme #      | 1  | 2   | 3  | 4   | 5   | 6   | 7   | 8   | 9   | 10  | 11  | 12  |
|--------------|--|---|--|---|---|---|---|---|---|---|---|---|
| Theme/Source | Definitions of factors influencing quality of work life on employees   | Communication and information flow influence on performance | Career opportunity impact on performance | The effect of skill development and training on employees performance | Leadership and its influence on employees performance | Compensation and salary influence on performance of employees | Stress at work and its influence to performance | The impact of job satisfaction on employees performance | Health, wellness and safety programmes influence on performance | Workplace flexibility influence on employee performance | Work effectiveness on employees performance | Work-life balance effectiveness on employee performance |
| 1            | Can quality of work life affect performance among Government Agriculture Extension Officers? A case from Malaysia    | 1   | 1  |   |   | 1   |   |   |   |   |   | 1   |
| 2            | Keeping employees happy is key to organisation's success   | 1   | 1  | 1   |   |   |   |   | 1   |   |   |   |
| 3            | A new typology of employee engagement  | 1   |  |   |   | 1   |   |   |   |   |   | 1   |
| 4            | exploration of "pre-retirement bounce" in quality of working life and employee engagement                            | 1   |  |   |   |   |   |   |   |   |   | 1   |
| 5            | Effects of job experience, career stage, and hierarchy on leadership style   | 1   |  |   |   | 1   |   |   |   |   |   |   |
| 6            | Employees as an investment: a well-trained workforce can be a highly valuable asset                                  | 1   |  |   | 1   |   |   |   |   |   |   | 1   |
| 7            | Motivation in today's workplace: the link to performance   | 1   | 1  |   |   | 1   |   |   |   |   |   |   |
| 8            | Management communication: unlocking higher employee performance many companies today are relying on electronic forms |   | 1  |   |   |   |   |   |   |   |   |   |

|    |   |   |   |   |   |   |   |  |   |  |   |   |   |  |
|----|---|---|---|---|---|---|---|--|---|--|---|---|---|--|
|    | of employee communication   |   |   |   |   |   |   |  |   |  |   |   |   |  |
| 9  | Management/ Leadership  | 1 |   |   |   |   | 1 |  |   |  |   |   |   |  |
| 10 | The Moderating Role of Industrial Experience in the Job Satisfaction, Intention to Leave Relationship |   |   | 1 |   |   |   |  | 1 |  |   |   |   |  |
| 11 | Quality of working life and related concepts: job satisfaction, workplace stress and quality of life  | 1 | 1 |   | 1 | 1 |   |  |   |  | 1 |   |   |  |
| 12 | Employee wellness: work/life balance  | 1 |   |   |   |   |   |  |   |  | 1 |   |   |  |
| 13 | Workaholism: when there is no life after work   | 1 |   |   |   |   |   |  |   |  |   |   | 1 |  |
| 14 | Work-life balance - is it tipping the UK productivity?  | 1 |   |   |   |   |   |  |   |  |   |   |   |  |
| 15 | Breaking the mold: Redesigning work for productive and satisfying lives                               |   |   |   |   | 1 | 1 |  |   |  |   |   |   |  |
| 16 | Partnership, high performance work systems and quality of working life                                | 1 |   |   |   |   |   |  |   |  |   |   |   |  |
| 17 | Workplace flexibility and low-wage employees  | 1 |   |   |   |   |   |  |   |  |   | 1 |   |  |
| 18 | Management practices, work-life balance, and productivity: A review of some recent evidence           | 1 |   |   |   |   |   |  |   |  |   |   |   |  |
| 19 | Work-life balance and the economics of workplace flexibility  | 1 |   |   |   |   |   |  |   |  |   |   |   |  |
| 20 | What makes people happy at work   | 1 |   |   |   |   |   |  |   |  |   | 1 |   |  |
| 21 | Psychologically healthy workplace program: Resources for employers                                    | 1 | 1 | 1 |   |   |   |  |   |  |   |   |   |  |
| 22 | Job satisfaction  | 1 |   |   |   |   |   |  |   |  |   |   |   |  |
| 23 | Work-life balance   | 1 |   |   |   |   |   |  |   |  |   |   |   |  |

|    |  |   |   |   |   |   |   |  |  |   |   |   |   |
|----|--|---|---|---|---|---|---|--|--|---|---|---|---|
| 24 | workplace wellness   | 1 |   |   |   |   |   |  |  |   |   |   |   |
| 25 | Equity theory  | 1 |   | 1 |   |   |   |  |  |   |   |   |   |
| 26 | Quality of life  | 1 |   |   |   |   | 1 |  |  |   |   |   |   |
| 27 | Employee seeking rewards   |   |   | 1 |   |   |   |  |  |   |   |   |   |
| 28 | Influence of biographical factors on job performance   |   |   |   |   | 1 |   |  |  |   | 1 |   |   |
| 29 | Listen to, leverage and reward your employees  |   | 1 | 1 |   |   |   |  |  |   |   |   |   |
| 30 | Compensation: 25 easy ways to reward and motivate employees  | 1 |   | 1 |   |   |   |  |  |   |   |   | 1 |
| 31 | Incentives: match your employees with reward   | 1 |   | 1 |   |   |   |  |  |   |   |   | 1 |
| 32 | Relationship Management: create an enlightened work environment and reap the rewards from your employees | 1 | 1 |   |   | 1 |   |  |  |   |   |   |   |
| 33 | Employee rewards are powerful tools, so use them wisely  | 1 |   |   |   |   | 1 |  |  |   |   | 1 |   |
| 34 | The four intrinsic rewards that drive employee engagement  | 1 |   |   |   |   |   |  |  |   | 1 |   |   |
| 35 | The best stimulus: employee rewards  | 1 |   |   | 1 |   |   |  |  |   |   |   |   |
| 36 | Teaching employees English rewards employers with able, loyal staff                                      | 1 |   |   |   |   |   |  |  | 1 |   |   |   |
| 37 | Compensation and benefits news   | 1 |   |   |   |   | 1 |  |  |   |   |   |   |
| 38 | Compensation strategies: rewards are now critical to keep valued employees                               | 1 |   |   |   |   | 1 |  |  |   |   |   |   |
| 39 | Gen X and Gen Y are driving the new "4.0" career   | 1 |   | 1 |   |   |   |  |  |   |   |   |   |
| 40 | Optic manufacturer sees rewards by investing in employees, community                                     | 1 |   |   |   |   | 1 |  |  |   |   |   |   |



|    |  |   |  |  |  |  |   |   |   |   |  |   |   |
|----|--|---|--|--|--|--|---|---|---|---|--|---|---|
| 50 | Inner work life: Understanding the subtext of business performance   |   |  |  |  |  |   | 1 |   |   |  |   |   |
| 51 | Making the link between work-life balance practices and organizational performance   | 1 |  |  |  |  |   |   |   |   |  |   |   |
| 52 | Why money means less at work than thanks   | 1 |  |  |  |  | 1 |   |   |   |  |   |   |
| 53 | Common misconceptions in employee rewards management   | 1 |  |  |  |  | 1 |   | 1 |   |  |   |   |
| 54 | Effort-reward imbalance at work and the co-occurrence of lifestyle risk factors  | 1 |  |  |  |  | 1 |   |   |   |  |   |   |
| 55 | A total view of employee Rewards: Web-based tools make it easier for employees to see their total rewards                        | 1 |  |  |  |  | 1 |   |   |   |  |   |   |
| 56 | Employee incentive programs reap big rewards   | 1 |  |  |  |  | 1 |   |   |   |  |   |   |
| 57 | Relationship Among Perceptions of Quality of Work Life and Job Satisfaction  | 1 |  |  |  |  |   |   |   |   |  |   |   |
| 58 | Comparative analysis of stressor on job performance  | 1 |  |  |  |  |   | 1 |   |   |  |   |   |
| 59 | Employee wellbeing and job satisfaction  | 1 |  |  |  |  |   |   |   | 1 |  |   |   |
| 60 | Organizational Commitment, Job Redesign, Employee Empowerment and Intent to Quit among Survivors of Restructuring and Downsizing | 1 |  |  |  |  |   |   |   |   |  |   | 1 |
| 61 | Exploring Managerial Flexibility: Determinants and Performance Implications  | 1 |  |  |  |  |   |   |   |   |  | 1 |   |

## Appendix C: Table of construction

| Research Questions  | Survey Questions  | Variable(s) and/or Relationship Measured   | Question Type     | Statistical test to be used  |
|---|---|--|-------------------|--|
| What is the general attitude of employees of SARS personnel and administrative departments on QWL in SARS?                        | GENERAL ATTITUDE OF EMPLOYEES<br><br>1.1. Linkert scale Section 3   | 1.1.Strongly disagree, Disagree, In between, Agree and Strongly agree  | Ordinal / Nominal | Descriptive Stats – frequency tables, bar charts<br>Numerical description - location, spread, distribution.  |
| What effects have adequate and fair compensation had on QWL of the employees in personnel and administrative departments in SARS. | 2. ADEQUATE AND FAIR COMPANSATION<br><br>2.1. According to your understanding, is what you earn on the job related to the efforts you put in?<br><br>2.2. Is what you earn on your job adequate to take care of all your needs?<br><br>2.3. Do you think that what you earn is in a way related to what other employees in other organizations doing similar jobs | 2.1 Yes, Somehow, Not aware and No<br><br>2.2 Very enough, Just enough and Not enough at all<br><br>2.3 Yes, No and Don't know<br><br>2.4 Yes / No<br><br>2.5 Very good, good, Bad, Very bad | Ordinal / Nominal | Descriptive Stats – frequency tables, bar charts<br>Numerical description - location, spread, distribution, cross tabulation<br>Measures of association – Phi, Crammers V<br>Convert nominal to ratio 0,1,2,3,4 & do correlation<br>co-efficient testing with personal info – Pearson & Spearman<br>Rho<br>Normal & z-distribution |

|  |  |  |                   |   |
|--|--|--|-------------------|---|
|  | <p>earn?</p> <p>2.4. Do you contribute towards pension?</p> <p>2.5. What can you say about your allowance and frindge benefits?</p> <p>2.6 Do you have other jobs beside this one?</p>   | 2.6 Yes / No   |                   |   |
| <p>What are the results of safe and health working conditions in SARS on QWL of employees in personnel and administrative departments in SARS?</p> | <p>3. WORKING CONDITIONS</p> <p>3.1. Are you provided with adequate tools and equipment to get your work well done?</p> <p>3.2. How often does your equipment break?</p> <p>3.3. How long does it take to fix or repair broken or damaged equipment?</p> <p>3.4. Are there</p> | <p>3.1<br/>Very enough, just enough and not enough at all</p> <p>3.2 Very often, Often, Rarely and Never</p> <p>3.3 A day, Week, Month and More than a month</p> | Ordinal / Nominal | <p>Descriptive Stats – frequency tables, bar charts</p> <p>Numerical description - location, spread, distribution, cross tabulation</p> <p>Measures of association – Phi, Crammers V</p> <p>Convert nominal to ratio 0,1,2,3,4 &amp; do correlation co-efficient testing with personal info– Pearson &amp; Spearman</p> <p>Rho</p> <p>Normal &amp; z-</p> |

|  |   |  |                   |   |
|--|---|--|-------------------|---|
|  | health hazards at your work place?  | 3.4 Yes and No   |                   | distribution  |
| How has immediate opportunity to use and develop human capacity influenced QWL of the employees in personnel and administrative departments in SARS? | <p>4. TRAINING AND DEVELOPMENT</p> <p>4.1. Do you usually do specialized tasks on your job or is your job specialized?</p> <p>4.2. Does your job require that you keep learning new things?</p> <p>4.3. Since you got your current job have ever attended training or gone for further study or increased your capacity in any other way?</p> <p>4.4. In the past five years have you ever been promoted?</p> | <p>4.1 Specialized and Unspecialized</p> <p>4.2/3/4 Yes and No</p> | Ordinal / Nominal | <p>Descriptive Stats – frequency tables, bar charts</p> <p>Numerical description - location, spread, distribution, cross tabulation</p> <p>Measures of association – Phi, Cramers V</p> <p>Convert nominal to ratio 0,1,2,3,4 &amp; do correlation co-efficient testing with personal info – Pearson &amp; Spearman</p> <p>Rho</p> <p>Normal &amp; z-distribution</p> |
| How has stress in SARS influenced QWL of the employees in personnel and administrative departments in SARS?  | <p>5. STRESS AT WORK</p> <p>5.1. Have you or do ever get stressed at the work place?</p>  | 5.1/3/4/5 Yes;No   | Ordinal / Nominal | <p>Descriptive Stats – frequency tables, bar charts</p> <p>Numerical description - location,</p>  |

|  |  |  |  |
|--|--|--|--|
|  | <p>5.2. What is usually your main cause of stress?</p> | <p>5.2. Workload, Organization structure, Family, Performance standards and Others</p> | <p>spread, distribution, cross tabulation Measures of association – Phi, Cramm's V Convert nominal to ratio 0,1,2,3,4 &amp; do correlation co-efficient testing with personal info– Pearson &amp; Spearman Rho Normal &amp; z-distribution</p> |
|--|--|--|--|

## **Appendix D: Research Questionnaire**

### RESEARCH QUESTIONNAIRE

AN EVALUATION OF THE QUALITY WORK LIFE AND ITS IMPACT ON  
PERFORMANCE OF THE SOUTH AFRICAN REVENUE SERVICES  
EMPLOYEES CASE STUDY: MMABATHO BRANCH

School of Business Administration

North West University

Researcher: Maipelo Khiba

Supervisor: Prof. Sam Lubbe

Dear respondent

I am requesting for your help to understand the impact of quality of work life (QWL) on staff members in SARS.

Your participation will be entirely voluntary, however, it must be emphasized that your participation in this survey is appreciated.

This survey is confidential and what you say in this questionnaire will remain private and confidential

The questionnaire consists of 3 sections and should not take more than 30 minutes to complete.

Steps to complete the survey:

Step 1:

Section 1 requires personal information. Read each statement and select your answer.

Section 2 please select accordingly, read each statement and select your answer. Please select yes or no

In section 3, please select accordingly. Please select or decide whether you agree or disagree with each statement and mark each response by making a tick or a cross in the relevant box.

*Thank you very much for filling in this questionnaire*

SECTION 1:

BIOGRAPHICAL INFORMATION

NB: Please answer by making a cross (X) in appropriate boxes.

|                                   |           |           |          |          |        |
|-----------------------------------|-----------|-----------|----------|----------|--------|
| 1) Please indicate your age group |           |           |          |          |        |
| < 20 yrs                          | 21-30 yrs | 31-40 yrs | 41-50yrs | 51-60yrs | >60yrs |

|                                |        |
|--------------------------------|--------|
| 2) Please indicate your gender |        |
| Male                           | Female |

|   |          |              |       |                 |
|---|----------|--------------|-------|-----------------|
| 3) Please indicate your ethnicity group |          |              |       |                 |
| African                                 | Coloured | Indian/Asian | White | Other (Specify) |

|  |           |              |           |                |
|--|-----------|--------------|-----------|----------------|
| 3) Please indicate your position in the organisation |           |              |           |                |
| Managerial   | Executive | Professional | Technical | Administrative |

|  |         |         |          |         |
|--|---------|---------|----------|---------|
| 4) Please indicate your years of experience in your position |         |         |          |         |
| < 3 yrs  | 4-6 yrs | 7-10yrs | 11-15yrs | >16 yrs |

|   |          |         |           |                        |
|---|----------|---------|-----------|------------------------|
| 5) Please mark your type of qualification |          |         |           |                        |
| Matric                                    | B-degree | Masters | Doctorate | Diploma - postgraduate |

|   |    |
|---|----|
| 6) Please indicate whether your disabled or not |    |
| Yes   | No |

SECTION 2:

This section of the questionnaire consists of four parts. Please complete each part as directed.

(A) This part deals with adequate and fair compensation.

i. According to your understanding, is what you earn on the job related to the efforts you put in?

(a) Yes (b) Somehow (c) Not aware (d) No

ii. Is what you earn on your job adequate to take care of all your needs?

(a) Very enough (b) Just enough (c) Not enough at all.

iii. Do you think that what you earn is in a way related to what other employees in other organizations doing similar jobs earn?

(a) Yes (b) No (c) Don't know.

iv. Do you contribute towards pension?

(a) Yes (b) No

v. What can you say about your allowances and fringe benefits?

(a) Very good (b) Good (C) Bad (d) Very bad

vi. Do you have other jobs beside this one?

(a) Yes (b) No

(B) This part deals with working conditions at the work place.

i. Are you provided with adequate tools and equipment to get your work well done?

- (a) Very enough    (b) just enough    (c) not enough at all

ii. How often does your equipment break?

- (a) Very often    (b) Often    (c) Rarely    (d) Never

iii. How long does it take to fix or repair broken or damaged equipment?

- (a) A day    (b) Week    (c) Month    (d) More than a month

iv. Are there health hazards at your work place?

- (a) Yes    (b) No

Which ones

.....

v. What can you say about:

(a) Ventilation at your work place

.....

(b) Light at your work place

.....

(c) Working space at your work place

.....

(C) This section deals with training and development of employees.

i. Do you usually do specialized tasks on your job or is your job specialized?

(a) Specialized (b) Unspecialized

ii. Does your job require that you keep learning new things?

(a) Yes (b) No

iii. Since you got your current job have you ever attended training or gone for further study or increased your capacity in any other way?

(a) Yes (b) No

Explain.....

iv. In the past five years have you ever been promoted?

(a) Yes (b) No

v. What was the cause of your promotion?

.....

vi. Do you use your skills, knowledge and experience fully on your job?

Explain .....

.....

(D) This section deals with stress at the work place.

i. Have you or do you ever get stressed at the work place

(a) Yes (b) No

ii. How often do you usually get stressed?

Explain.....  
.....

iii. What is usually your main cause of stress?

(a) Workload (b) Organisation (c) Family (d) Performance (e) Others.  
structure standards Name them

iv. As per your opinion, do you know what you are expected to do on your job?

(a) Yes (b) No (c) Somehow

v. What management style does your organization apply?

Explain.....

vi. Have you ever been caught on the wrong side of the law?

(a) Yes (b) No

vii. Did you like how the situation was dealt with?

(a) Yes (b) No

Explain.....

viii. How do you manage the roles of your job and the family at the same time?

Explain.....

### SECTION 3:

This section of the questionnaire consists of linkert scale format. Please complete each part as directed.

1: Strongly disagree, 2: Disagree, 3: In between, 4: Agree, 5: Strongly agree

#### Instructions

Read the statements thoroughly and mark your responses by making a cross(x) in the column that you agree with. There are no right or wrong answers, but please give your honest opinion. All the information will be treated confidentially.

|  | Strongly disagree | Disagree | In between | Agree | Strongly agree |
|--|-------------------|----------|------------|-------|----------------|
| 1. The jobs in SARS are clearly defined and logically structured                     |                   |          |            |       |                |
| 2. The policies and organisational structure have been clearly explained             |                   |          |            |       |                |
| 3. The work is more focused on what employees produce than on how they do their work |                   |          |            |       |                |

|   |  |  |  |  |  |
|---|--|--|--|--|--|
| 4. We are allowed to make decisions on our own without prior management approval.                   |  |  |  |  |  |
| 5. Rewards are clearly related to performance   |  |  |  |  |  |
| 6. The Pay policy provided by SARS is fair  |  |  |  |  |  |
| 7. You get enough opportunity to advance in your career through hard work.                          |  |  |  |  |  |
| 8. SARS provides enough training and development for its employees.                                 |  |  |  |  |  |
| 9. SARS provide necessary resources for you to do your work properly.                               |  |  |  |  |  |
| 10. We work in order to achieve well defined and clearly communicated goals.                        |  |  |  |  |  |
| 11. If I meet expectations of SARS I know that my achievements will be fully and fairly recognised. |  |  |  |  |  |
| 12. We get full feed-back on how we are performing our work.  |  |  |  |  |  |
| 13. Employees do not seem to take much pride in their performance                                   |  |  |  |  |  |
| 14. SARS have performance management system in place  |  |  |  |  |  |
| 15 My supervisor is helpful in getting the job done.  |  |  |  |  |  |
| 16. My supervisor is concerned about my welfare   |  |  |  |  |  |
| 17. I feel that I am trusted by my supervisor.  |  |  |  |  |  |
| 18. We are allowed to seek better ways to do our work   |  |  |  |  |  |
| 19. We are influenced in achieving SARS goals.  |  |  |  |  |  |

|   |  |  |  |  |  |
|---|--|--|--|--|--|
| 20. Working conditions allow for productive.  |  |  |  |  |  |
| 21. My main satisfaction in life comes from my work   |  |  |  |  |  |
| 22.. Excessive rules, administrative details and red tape make it impossible for new ideas to be considered |  |  |  |  |  |
| 23. Management encourages team spirit in SARS.  |  |  |  |  |  |
| 24. Do you feel that people in SARS work enough to get 100% performance?                                    |  |  |  |  |  |
| 25. Would you resign from SARS if offered another job at more or same salary?                               |  |  |  |  |  |