

**The effect of job satisfaction on employee wellbeing among
administrative staff at the Durban University of Technology**

**Submitted in fulfilment of the requirements of the degree of Master
of Technology: Commercial Administration in the Faculty of
Accounting and Informatics at the Durban University of Technology**

Fiona Chetty

MTech: Commercial Administration

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**Supervisors: Prof P. Singh (PhD: Education) and Dr N. Sentoo
(D:Admin)**

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by

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**Submitted in fulfilment of the requirements of the degree of Master
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**I, Fiona Chetty, do declare that this dissertation is a representation
of my own work in both conception and execution.**

Signed:  _____

Date: 27/08/2012

Fiona Chetty

Approved for final submission.

Signed:  _____

Date: 27/08/2012

Prof P. Singh

PhD (Education)

DECLARATION

Student number: 1965-29-29

I, Fiona Chetty, declare that this study is my own work and that all the sources that I have used or quoted have been indicated and acknowledged by means of complete references.



F Chetty

27/08/2012

DATE

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To God be the glory.

ABSTRACT

Stress management is becoming more and more important as workloads increase. The World Health Organization (WHO, 2005:1-22) estimates that there will be a gradual rise in the number of people experiencing mental health difficulties in the workplace by the year 2020. Current trends indicate an emphasis on the employer's responsibility to provide services that meet their employees' mental health (WHO, 2005:1-22). International organizations such as the European Union and the World Health Organizations have thus been making recommendations about the measures that employers need to take to tackle workplace stress and promote employee wellbeing.

Research indicates that employee wellbeing is determined both by an individual's personality and the context of the work situation. Employers can have a huge impact on employee wellbeing, by creating appropriate work demands, support and levels of control, effective communication and engagement, supportive leadership and management and by promoting activities that improve health and wellbeing. This research attempted to better understand the happy/productive worker thesis.

The purpose of this study was to investigate the effects of job satisfaction on the wellbeing of administrative staff at the Durban University of Technology (DUT). A mixed methods approach was used to collect data in the form of questionnaires and semi-structured interviews from administrative staff on the six campuses of DUT. Analysis of results indicated that: job satisfaction significantly impacts on the wellbeing of employees; staff were unhappy with their work conditions and this subsequently led to physiological symptoms of stress and which in turn negatively impacted on their health; and were experiencing many symptoms of burnout.

Further investigation is needed to fully understand the predictors of burnout, i.e. the organizational and individual factors that impact burnout so that appropriate interventions may be put into place to increase employee wellbeing.

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CHAPTER ONE

INTRODUCTION AND OVERVIEW OF THE STUDY

1.1 INTRODUCTION

According to the World Health Organization (2012:01), the atmosphere in the workplace has changed due to globalisation and technological advancement as modern jobs are knowledge based and they create many challenges in an employee's life thus causing stress (Dhobale, 2009:39). A healthy job is likely to be one where the pressures on employees are appropriate in relation to: their abilities and resources; the amount of control they have over their work; and the support they receive from people who matter to them (World Health Organization, 2012:1). They add that pressure perceived as acceptable by an individual, may even keep workers alert, motivated and able to work and learn, depending on the resources available and their personal characteristics. When that pressure becomes excessive or otherwise unmanageable, it leads to stress.

Stress can damage an employee's health and the business' performance (World Health Organization, 2012:02). Pressure at work can be from: superiors; target oriented approach; relationships with colleagues; lack of time for personal life; spouse stress; children stress and many more (Dhobale, 2009:39). These kinds of stress can create mental and health ailments and which in turn affect the performance and productivity of the employee which can affect health, not only through the physical environment, but also through the psychosocial environment. To safeguard employee health then, it is important that we know how to abate not only physical hazards but also psychosocial ones (Gilbreath and Benson, 2004:255).

As humans spend much of their waking life at work, understanding how wellbeing may be fostered in the workplace, can make an important contribution to promoting wellbeing in society (McCarthy, Almeida and Ahrens, 2011:181). Baptiste (2008:284) explains that job related wellbeing refers to peoples' satisfaction with their jobs in terms of facets like pay, colleagues, supervisors, working conditions, job security, training opportunities, involvement, team working and the nature of the work undertaken.

1.2 BACKGROUND TO THE STUDY

The Durban University of Technology (DUT) came into being, first as a result of a voluntary merger between M L Sultan (a historically disadvantaged institution with mainly Indian enrolments) and Technikon Natal (a historically advantaged institution with mainly white enrolments) on 1 April 2002 at which time it was named the Durban Institute of Technology (DIT) (Council on Higher Education, 2008:04). The Technikons in South Africa have also undergone many changes in the name of transformation, but transformation at these institutions also included dealing with the transformation or incorporation of the institution from a technikon, to an institute of technology to a university of technology (Singh, 2011:1190).

Jones, Watson, Hobman, Bordia, Gallois and Callan (2008:295) in their research indicated that major organizational change disrupts the fabric of organizational life in terms of interpersonal relationships, reporting lines, group boundaries, employee and work unit status and the social identities associated with group memberships. Mergers are perceived to be highly emotive and consequential events in organizational life. The analogy between merger and marriage is frequently drawn to emphasise the highly charged nature of the change and the importance of partner compatibility in terms of the combining organizational cultures (Hoare and Cartwright, 1997:199). Joslin, Walters and Dudgeon (2008:23) add that employees within mergers may endure sizeable modifications with respect to work, location, people, practices and politics. These employment-related experiences have an important influence on work wellness and the productivity of employees (Linde and Schalk, 2006:497).

Being a member of staff at DUT, has allowed the researcher to be privy to the opinions/viewpoints held by colleagues and employees. It is apparent that employees have trouble disengaging from the 'old' organization, as they have a sense of loss with having 'to let go' of the old and highly valued structures, methods and rules into the new merged institution. The researcher has perceived a negative undercurrent among administrative staff members, with many indicating increased pressure at work, stress, problems with supervisors and lack of satisfaction at work among other issues, leading to stress. It was for this reason that the researcher

attempted to shed light on what the causes of the dissatisfaction among administrative workers were.

In conducting this empirical research, the researcher endeavoured to structure a literature outline to understand the implications of the number of changes and working conditions on the job satisfaction and its relation to wellbeing among administrative staff at DUT.

1.3 PROBLEM STATEMENT

As a member of the administrative staff, the researcher has ascertained that the challenges facing the administrative staff at the DUT are numerous. Moreover she has noticed that the effects of the culture and work dynamics of the staff employed in the administrative sectors at the institution require a huge amount of physical and mental endurance. To understand the reasons behind the wellbeing of administrative staff members, there was a need to study the factors causing satisfaction/dissatisfaction and its effect on them.

1.4 THE RESEARCH AIM AND OBJECTIVES

The aim of this research was to investigate the effect of job satisfaction/dissatisfaction on employee wellbeing among administrative staff at the DUT.

In order to achieve the above aim, the following objectives were addressed, to:

- determine the sources of job satisfaction/dissatisfaction which affect employee wellbeing;
- investigate the effects of changes at Durban University of Technology, post-merger on staff wellbeing;
- determine the effects of manager-staff (HOD's, Deans and Management) relationships on employee wellbeing and;
- determine the effect of wellbeing on productivity among staff.

1.5 DEFINITION OF KEY TERMS

The following key concepts are essential to understanding wellbeing and job satisfaction.

1.5.1 Wellbeing

Psychological wellbeing is a complex and multidimensional construct. In its simplest form, psychological wellbeing represents a generalized feeling of happiness (Schmutte and Ryff, 1997:551). The World Health Organization (2012:01) defines mental health as a state of wellbeing in which every individual realizes his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to her or his community. The definition and meaning of employee wellbeing is emergent, with a number of competing meanings of it, making a precise definition difficult (Renwick, 2009:312). It should be noted however that employee wellbeing covers both physical and mental wellbeing (Vanhala, 2003:71). Employee wellbeing is a subjective state that takes into account the physical, social, emotional, environmental, developmental and occupational considerations all within the context of the workplace. It therefore varies enormously between sector and workforce and is impossible to evaluate through observation and management intuition (Work and wellbeing, 2012:01).

1.5.2 Job Satisfaction

Job satisfaction has been defined in various complimentary ways. Locke (1969:317) defines job satisfaction as the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating one's job values. He adds that job dissatisfaction is the unpleasurable emotional state resulting from the appraisal of one's job as frustrating or blocking the attainment of ones values. This definition suggests that job satisfaction is a general or global affective reaction that individuals hold about their job.

According to the Encyclopedia of Business and Finance (2010:01), job satisfaction is a worker's sense of achievement and success, and is generally perceived to be directly linked to productivity as well as to personal wellbeing. Job satisfaction implies doing a job one enjoys, doing it well, and being suitably rewarded for one's

efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is thus the result of various intrinsic and extrinsic factors. Intrinsic rewards of work refer to the work associated with the interaction between the individual and the task itself and extrinsic rewards of work refer to the rewards that come from the interaction between the individual and organization (Yang and Devaney, 2011:422).

1.6 ABBREVIATIONS USED IN THIS STUDY

DUT: Durban University of Technology

1.7 STRUCTURE OF THE STUDY

Chapter One presented the background, research aim and objectives and scope of the study.

Chapter Two presents the literature review which focuses mainly on job satisfaction and employee wellbeing.

Chapter Three discusses the research methodology used in the study. The sampling technique, data collection methods and the research instruments that were used in this study are explained.

Chapter Four presents the results of the study with the aid of graphs and tables.

Chapter Five incorporates the discussion of results whereby the findings are compared with the results of the interviews conducted. It also deals with the recommendations that can assist in solving the problems identified before concluding the study.

1.8 SUMMARY

This chapter provided an introduction to the study, focused on the background of the study, the context of the research, the demarcation of the problem, research aim and objectives, the definition of key terms and structure of the study. The next chapter presents a review of pertinent review.

CHAPTER TWO: LITERATURE REVIEW

JOB SATISFACTION

2.1 INTRODUCTION

Many people spend a considerable proportion of their waking hours at work (Tatsuse and Sekine, 2010:133). Because of the central role of work in people's lives, job satisfaction is an important component of one's general wellbeing as well. Work occupies a large part of each worker's day, and naturally affects one's physical and mental health (Gustainiene and Endriulaitiene, 2009:52). The concept of job satisfaction refers to the status of balance between employee's needs and expectations towards work and their satisfaction (Czapkiewicz and Lewicka, 2008:1042). If organizations are concerned about developing their human resources and gaining a competitive advantage, it seems necessary that they attend to one of their most precious assets, namely their human resources (Chan and Wyatt, 2007:501).

2.2 DEFINITION

Job satisfaction is commonly defined as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Locke, 1976:1300). Porter, Lawler and Hackman (1975:53-54) define satisfaction as a feeling about a job that "is determined by the difference between the amount of some valued outcome that a person receives and the amount of outcome he feels he should receive". Mahmood, Nudrat, Asdaque, Nawaz and Haider (2011:203) state that job satisfaction is an attitude which results from balance and summation of many specific likes and dislikes experienced in connection with the job. The attitude manifests itself in the evaluation of the job and employing organization. This evaluation may rest largely upon one's success or failure in the achievement of personal objectives and upon the perceived contributions of the job and employing organization to those ends (Mahmood, Nudrat, Asdaque, Nawaz and Haider (2011:203).

2.3 COMPONENTS OF JOB SATISFACTION

There are various “facets” or “dimensions” that are considered to be vital to job satisfaction. These are important because they influence the way a person feels about their job (Lo and Ramayah, 2011:429). Based on the findings of Saygi, Tolon and Tekogul's (2011:1400), it is very important that universities understand the needs of employees and provide what is best for them. A degree of employee satisfaction which is also the level of motivation and involvement in the performance of tasks is affected by relations with superiors, clarity of rules in an organisation, access to and availability of information on its strategy and developmental perspectives as well as on developmental opportunities (Czapkiewicz and Lewicka, 2008:1042). Saygi, Tolon and Tekogul (2011:395) state further that an individual's career is the progression of his or her working life to gain more responsibility, better salary, more respect, and higher status and that any condition or perception negative to personal talents may cause work dissatisfaction, as well as psychological problems and complaints of the workers. They also found that that job satisfaction was a personal evaluation of job conditions (e.g., the job itself, attitude of the administrator) or the results (e.g., pay, job and security) of the job. Satisfaction with one's job consists of the internal reaction developed because of the perceptions about the job and also, because of job conditions (Saygi, Tolon and Tekogul, 2011:1395). Job Satisfaction, thus, is the result of various intrinsic and extrinsic factors.

2.3.1 Intrinsic and Extrinsic Job Satisfaction

Intrinsic rewards of work refer to the work associated with the interaction between the individual and the task itself and extrinsic rewards of work refer to the rewards that come from the interaction between the individual and organization (Yang and Devaney, 2011:422). However, a more comprehensive look at intrinsic and extrinsic factors is to be included before a complete understanding of job satisfaction can be obtained. It is imperative to recognize that factors that impact the employee as an individual impact on their wellbeing.

Recent trends towards more holistic views of psychology make clear the importance of work in the individual's overall enjoyment of life. A miserable employee cannot leave the dissatisfactions of an unhappy office at the end of the day. Tangible ways in which job satisfaction benefits the organization include reduction in complaints and grievances, absenteeism, turnover, and termination; as well as improved punctuality and worker morale. According to the research done by Connolly and Myers (2003:152) it was found that satisfaction with ones work has been found to be related to a myriad of physical, psychological, demographic or situational, and workplace variables, for e.g. individuals who reported being satisfied with their jobs experienced fewer physical and psychometric symptoms, whereas lack of satisfaction of ones work has been associated with anxiety, depression, poor physical and psychological health.

Probably the most important point to bear in mind when considering job satisfaction is that there are many factors that affect satisfaction and that what makes workers happy with their jobs varies from one worker to another and from day to day. It is important to realize that some people enjoy work and find it to be a central part of their lives, whilst others hate to work and only do so because they are required to. Judge and Watanabe (1994:106) found in their studies that for most individuals job and life satisfaction are positively related, in other words from an attitudinal perspective, one domain 'spills over' into the other, such that workers who have (dis)satisfying jobs also will have (dis)satisfying lives and vice versa.

2.4 EMPLOYEE WELLBEING

2.4.1 Introduction

According to researchers across many fields (Danna and Griffin, 1999:357) there exists a vast but surprisingly disjointed and unfocused body of literature that relates directly or indirectly to health and wellbeing in the workplace. As humans spend much of their waking life at work, understanding how wellbeing may be fostered in the workplace can make an important contribution to promoting wellbeing in society (McCarthy, Almeida and Ahrens, 2011:181). It is also interesting to note that a 2009 global wellness survey found that stress, depression, anxiety and fatigue are leading drivers of workplace productivity impairment (Isaac, 2010:14). Research done by

Gilbreath and Benson (2004:255) indicates that work can affect health, not only through the physical environment but also through the psychosocial environment. Workplace psychosocial factors such as social support, job control and role conflict have been linked to sickness, absence, hypertension, depression, burnout, cardiovascular disease and other ailments. To safeguard employee health then, it is important that we know how to abate not only physical hazards, but psychosocial ones as well. In other words, wellbeing can be built on happiness by using our own psychological strengths which encompass pursuit of meaningful and development goals.

2.4.2 Definition

There is also considerable variation in the meanings and definitions attached to the term wellbeing. The construct of psychological wellbeing is ambiguous in nature and there is no single unanimously accepted definition of the term. It is a subjective term which means different things to different people. The World Health Organization (2012:01) defines wellbeing as a state in which every individual realizes his or her own potential, can cope with the normal stresses of life and can work productively and fruitfully. Health is a state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity. According to Garg and Rastogi (2009:42), wellbeing refers to the degree to which an individual judges the overall quality of his or her life, it is also concerned with an individual's judgement regarding enduring mood (happiness) as well as evaluation of the self (satisfaction with one's physical and mental health and functioning) and its relation to the material and psychosocial environment (life satisfaction or work satisfaction). Despite differences in conceptualization of the term, researchers studying the notion of psychological wellbeing agreed that it represents the quality of an individual's psychological and social functioning. In simple words, psychological wellbeing can be defined as the positive psychological functioning of the individual (Rathi, 2010:54).

According to Dr. Noeleen Doherty (2010:01), there is a spectrum of employee wellbeing which is linked to individual performance and ultimately to organizational performance. This extends from more serious, less common conditions, through to mild and moderate states such as anxiety and depression with psychological and

social wellbeing at the other end of the scale. It is the combination of the disposition of the individual and the characteristics of the environment which can facilitate wellbeing and fulfillment.

Given the amount of time and energy people expend at the workplace, it is important for employees to be satisfied with their life at work. Professor Rob Briner (2011:37) states that work is a mix of positive and negative and that in the end, this shapes our wellbeing; So to get to grips with wellbeing, we must look at the good and the bad together and the overall impact on how employees feel. He goes on further to state that having clear goals and the resources to meet them is vital, but more fundamental is the quality of the relationship employees feel they have with their employer.

When staff feel they are putting in far more than they are getting back, this leads to disgruntlement and lower wellbeing, but when they feel that what they are getting back from work (rewards, praise, challenge and sense of meaning) is equal to what they put in, they are more likely to experience wellbeing and want to carry on making a contribution to the organization. The relationship between employer and employee will have its up and downs, understanding and managing those dynamics can be a useful way to promote wellbeing. Grawitch, Gottschalk and Munz (2006:135) found that approximately half of all absences are related to unhealthy work environments or stress. This finding highlights the need to consider a variety of employee factors, such as the mental, physical and emotional health of individual's, when evaluating organizational outcomes, such as health care costs and absenteeism.

It is well established in the literature that employees with a high level of psychological wellbeing are better, more committed, and more productive than employees with a low level of psychological wellbeing. Efforts to improve the health and wellbeing of the workforce should begin with the organization itself (Dejoy and Wilson, 2003:337). Danna and Griffin (1999:358) indicated that studies suggest that an individual's experience at work be they physical, emotional, mental or social in nature obviously affect the person while she or he is in the workplace. In addition, these experiences also "spill over" into non-work domains. Workers spend about one-third of their waking hours at work, and don't necessarily leave the job behind

when they leave the work site. They state further that according to research work-related stress combined with the stress from everyday life can lead to detrimental physical and emotional outcomes because of the excess physical and mental demands placed on the human body and mind. Health and wellbeing are also important because of their consequences for workers. Researchers and managers have generally reorganized that health and wellbeing can potentially affect both workers and organizations in negative ways (Danna and Griffin, 1999:358).

The amount of stress a person experiences at work is likely to be a result of the interaction of a number of factors such as the type of work they are doing (their occupation), the presence of work stressors, the amount of support they receive both at work and at home and the coping mechanisms they use to deal with stress. Different occupations will have different basic stressors (Johnson, Cooper, Cartwright, Donald, Taylor and Millet, 2005:180). Work related stress is of growing concern because it has significant implications for the organizations through employee dissatisfaction, lowered productivity, and lowered emotional and physical health of the employees (Dua, 1994:59). Research as reflected above indicated strong connections between job satisfaction, work, stress and employee wellbeing. For an organization to be successful and achieve its organizational objectives it is imperative that its employees are satisfied with their work and have a high level of wellbeing (Rathi, 2010:53).

The researcher conducted this study with the hope to uncover root causes of job satisfaction/dissatisfaction with the aim to improve wellbeing among administrative workers at DUT.

2.5 FACTORS THAT AFFECT JOB SATISFACTION AND THE IMPACT ON EMPLOYEE WELLBEING

For the purposes of this study the researcher identified and limited certain factors that influence job satisfaction within the Durban University of Technology. They are:-

- **Supervisor support**

The feeling of support experienced by individuals at the workplace, be it from their supervisors or colleagues, has been consistently linked to attitudinal outcomes such as job satisfaction (Elias and Mittal, 2011:306).

- **Burnout**

Many workers are happy to go to their jobs each day and enjoy their experience at work. Other employees, however, experience their jobs more negatively. One concept related to understanding employees' negative work experience is job burnout (Siegall and McDonald, 2003:291). It is apparent that burnout has a significant negative impact on job satisfaction and performance (Low, Cravens, Grant and Moncrief (2001:602).

- **Stress**

According to Fairbrother and Warn (2003:9), stress is associated with impaired individual functioning in the workplace. Negative effects include reduced efficiency, decreased capacity to perform, dampened initiative and reduced interest in working, increased rigidity of thought, a lack of concern for the organization and colleagues, and a loss of responsibility. They state further that stress has been associated with important occupational outcomes of job satisfaction and high levels of work stress are associated with low levels of job satisfaction.

- **Workplace Flexibility**

Work- life balance seems to be an important part of corporate social responsibility nowadays. Good employers need to recognize their obligations so that they can ensure employees are not working so hard to damage their lives outside of work or lead to health problems increasing levels of stress can rapidly lead to low employee

morale, poor productivity and decreasing job satisfactory (Muhammad, Rehman and Raza, 2010:378).

- **Physiological symptoms of stress due to working conditions**

A stress-filled workplace can be harmful to the organization as a whole. Statistics indicate that stress is a growing problem in many organizations and is having an increasingly negative impact on employees. Not only does it affect a person's health and how much he or she is able to work, but it also affects performance (Carr, Kelley, Keaton and Albrecht, 2011:32).

- **Complaints/ grievances**

The typical conflicts which occur within universities are likely to have important impacts on personal and group well-being, which will be termed psychological costs, some of which cannot be captured in monetary terms (Harris, 2007:97). Dijkstra, Beersma and Evers (2011:169) add that workplace conflict is considered to be one of the most potent stressors in working life bringing about individual stress reactions known as strain. They add that besides the physical reactions such as raised adrenaline levels, heart rate and muscle tension that stressors bring about, conflict stressors are also related to a variety of psychological reactions; these typically range from feeling upset and worried to feelings of irritation, anger and anxiety.

- **Mergers**

Mergers are particularly complex in terms of change management. The human, emotional and behavioural issues are but one element of the three essential elements required for successful change, the others being strategy and execution. In a merger the sensitivity to these various elements required exceeds that of other change situations (Muller, 2006:198).

These aspects are explored in detail further in this chapter.

2.6 MASLOW'S THEORY AS A THEORETICAL FRAMEWORK FOR EMPLOYEE WELLBEING

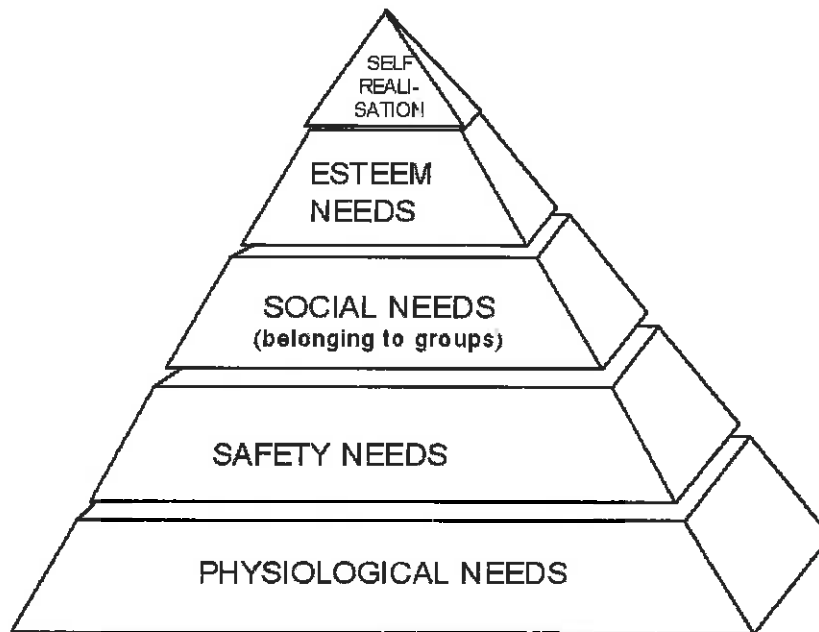


Figure 2.4

(Business Management, 2012:01)

Abraham Maslow's theory of needs as shown in Figure 2.4 is a theory about the way in which people are motivated. Maslow first presented the theory in a paper published in 1943 (Hindle, 2008:01). In it he postulated that human needs fall into five different categories, needs in the lower categories have to be satisfied before needs in the higher ones can act as motivators. The hierarchy is not absolute; it is affected by the general environment in which the individual lives and the extent to which social needs are met in the workplace (Hindle, 2008:01). Job satisfaction is subjected to many factors which play a part in an individual's performance. First and foremost, requirements and needs of an individual is an important factor. An understanding of these needs and the value of fulfilling them in the workplace may add immeasurable long-term benefits in maintaining employee wellbeing, and therefore employee productivity and retention.

According to Maslow, each need has to be satisfied substantially in order for an individual to progress to the next level; managers are able to motivate their

employees by providing rewards that help satisfy the need that is operational and prevalent at any point in time (Golnaz and Clarke, 2011:45).

Abraham Maslow did most of his important research in humanistic psychology in the 1950's, while chair of the psychology Department at Brandeis University, it was there that he created his "hierarchy of needs", determining that low-level needs must be satisfied before higher level needs can be met (Workforce, 2002:49). Maslow looked beyond the basics – air, water, food – and added five others in this order: physiological, safety, love and belonging, esteem and self-actualization (Workforce, 2002:49).

Fundamental to Maslow's theory of motivation is that human needs are hierarchical, this means that unfulfilled lower needs dominate ones thinking, actions, and being until they are satisfied. Once a lower need is fulfilled, a next level surfaces to be addressed or expressed. Once all of the basic or deficiency needs – so called because their absence is highly motivating – are satisfied, the human beings tend to pursue the higher needs of self-actualization. Indeed the fulfillment of the basic needs is considered a prerequisite to such pursuit (Zalenski and Raspa, 2006:1121).

2.6.1 PHYSIOLOGICAL NEEDS

Maslow defined the physiological need as the most basic, it includes the needs for food, air, water and shelter as well as the need to be active, to rest and to sleep (Golnaz and Clarke, 2011:45). All individuals have these needs and they have to be met, if unfulfilled then individuals would not be motivated to move up the hierarchy. Most of their activities will be confined to fulfilling these needs (Sultan, 2005:27). The most obvious motivational item in this category is monetary compensation, which includes wages and salaries, bonuses, and retirement plans. Money is a vital part of employees reward packages and helps fulfill the bulk of their physiological needs (Golnaz and Clarke, 2011:45). These needs constitute the general wellbeing of individuals (Sultan, 2005:27).

2.6.2 SAFETY NEEDS

Once physiological needs are satisfied then safety needs become predominant, these needs reflect freedom from physical dangers (Sultan, 2005:27). The safety

need as defined by Maslow, consists of the need to be safe from physical and psychological harm (Golnaz and Clarke, 2011:47). As with physiological needs, wages and salaries help to provide a safe place to live, a basic need. Another factor that is as important as a safe place to live is a sense of security regarding an employee's health (both physical and mental), the provision of retirement plans, employees derive an overall sense of long term security with the knowledge that they are able to provide for themselves during their retirement years (Golnaz and Clarke, 2011:47).

2.6.3 BELONGING AND LOVE NEEDS

The desire to be love and be loved is the third tier in Maslow's hierarchy and includes the need for affection and belonging. Individuals who are looking to satisfy their love/belonging needs are likely to join or continue working at a company based on the relationships and social support machines they have established or potentially expect to establish there, two important sources of social support for employees include co-workers and bosses (Golnaz and Clarke, 2011:47).

These needs relate to the desire to belong in a group, family, organization, relationship, these needs focus on the social aspects of the work and non-work environment. In order to accommodate these needs within the work environment, interpersonal relations arise in work situations as a consequence of these needs (Sultan, 2005:27).

2.6.4 ESTEEM NEEDS

Maslow's esteem need includes the needs for responsibility, reputation, prestige, recognition and respect from others (Golnaz and Clarke, 2011:47). These, in turn lead to self-confidence and strengthen employee's motivation and productivity as research has shown the lack of recognition from the direct supervisor is one of the main reasons employees leave their jobs. Receiving recognition and praise are fundamental motivators across all levels of employees.

These needs related to the need to feel good about one 's self. He or she wants to feel confident, adequate and capable. In a work situation if these needs are not met, an individual loses confidence in him or herself and assumes a sense of inferiority.

Wanting to be recognized and wanting to be respected constitute aspects of esteem needs (Sultan, 2005:28).

2.6.5 SELF-ACTUALISATION NEEDS

The fifth and final tier of Maslow's hierarchy is the need for self-actualization, which is the need for self-fulfillment and to become the best one is capable of becoming. Employees who significantly have satisfied the four lower needs now are looking to better themselves, those around them and the world as a whole, there is a sense that once these needs are engaged, they likely will become stronger as they are fed and satisfied (Golnaz and Clarke, 2011:47).

These needs reflect the desire to achieve one's potential. It is a complex drive which manifest in different forms in different individuals, it is important to note that not all individuals possess these drives. According to Maslow these needs are arranged in a hierarchy of "prepotency" that is in the urgency of the drive (Sultan, 2005:29).

2.7 THE ROLE OF DUT IN EMPLOYEE MOTIVATION

The theory of Maslow's hierarchy of needs can be used as a framework to identify the various benefits organizations can offer to satisfy their employee's needs and in turn increase revenues and reduce expenses (Golnaz and Clarke, 2011:45). Based on this theory administrators should identify ways in which to provide for the higher order needs of his/her staff, while ensuring that the lower order needs are satisfied well. The greatest potential for increased work performance comes from intrinsic motivators, in this respect, it is important for administrators to identify and utilize effective motivators (Skemp-Arit and Toupence, 2007:30). Motivation in the workplace is affected by several factors as each employee has his or her own individuality. Individuals differ in their personal needs, attitudes, interests and values thereby making it obvious that motivation might be recognized or appreciated differently by each person. The organization's cultures and features of each job also determine what best approach should be taken to motivate (Honore, 2009:64). It is in this way that the hierarchy remains a valid tool in understanding human motivation, management leadership, and what people desire in their development. Too often it is thought that the prime motivator is money, but many studies have

shown it is not (Shoup, 2011:4). In order to manage people effectively, we have to consider the consequences of unmet needs and learn how to handle such situations. The key to motivating others is to utilize the right method for each individual. Organizations use numerous methods in order to motivate their employees. Some essential motivational techniques include creating a fun workplace, open communication, recognition, rewards or incentives, and growth opportunities (Honore, 2009:73). Unmet needs cause conflict and frustration and as a consequence the individuals involved do not give their best (Sultan, 2005:29). Maslow himself wrote: "What conditions of work, what kinds of management, and what kinds of reward or pay will help human stature to grow healthy, to its fuller and fullest stature?" (Hindle, 2008:01). It must be noted that motivation is individual, each employee will respond to a different mix of internal and external stimuli and the administrators cannot assume that what is motivating to them will also motivate their employees (Skemp-Arit and Toupenca, 2007:30). Managers and organizations can use the Theory of Maslow's Hierarchy of Needs as framework to develop benefit packages that are meaningful to and resonate with their employees, thus increasing motivation, productivity and overall company revenues (Golnaz and Clarke, 2011:48). The premise of Maslow's research is that employee motivation requires more than a good salary, not all people are at the same level of the needs hierarchy; therefore they are not motivated by the same types of incentives.

2.8 CONTRIBUTION OF SUPERVISOR BEHAVIOR TO EMPLOYEE PSYCHOLOGICAL WELLBEING.

2.8.1 Definition of Supervisor Support

Eisenberger (2012:01) defines supervisor support as the degree to which employees form impressions that their supervisors care about their wellbeing, value their contributions, and are generally supportive. Perceived supervisor support refers to the perception of employees regarding their relationship with their supervisor and how well they can rely on the supervisor to care for their individual concerns (Hsu, 2011:235).

2.8.2 Consequences of lack of supervisor support

Human resources are a vital asset to any organization and these include two sets of people: supervisors and employees. Organizations need effective employees and supervisors to achieve their objectives. Understanding such a relationship and how they can work together is considered a key for organizational success (El-Kot and Leat, 2008:149). A potential situational factor in the workplace that may foster employee satisfaction is the quality of the relationship between an employee and the supervisor (Ladebo, 2008:481). He explains that employees who evaluate their supervisor as showing genuine concern for their wellbeing, valuing their contributions, encouraging participation in decision making and autonomy, and supporting them to achieve individual goals and aspirations would develop positive feelings for the job, thus supervisors play critical roles in the motivation of employees to develop positive work attitudes and behaviours.

Weiss (2007:19-20) focused on effective supervisory traits and argued that supervisors need individual characteristics such as effective problem solving skills, ability to maintain fairness, acknowledgement for work, taking positive action when situations call for it, and quality feedback to employees. Organizational support has become an important issue as it is essentially linked to organizational performance, given the current climate of competitiveness in the business world, there are high expectations being placed on each and every employee. Thus organizations need to know about their employees' sentiments and opinions about the current working environment and other relevant factors in order to prevent and exodus of employees especially the talented ones (Arokiasamy, Marimuthu and Moorthy, 2010:438). Interpersonal conflict at work is a social stressor that seems to elicit a variety of negative affective outcomes, including feelings of frustration, anger, annoyance, and anxiety. It seems logical, therefore that it is not specific emotional reaction that is experienced as a result of conflict that matters (Bruk-Lee & Spector, 2006:147). Gilbreath and Benson (2004:264) in their studies found empirical evidence that the behavior of supervisors was significantly associated with the wellbeing of their employees. They state further that supervisor behavior acts as both a source and a moderator of stress. According to Ng and Sarris (2009:8) their research findings

indicate that investment in organizational support can be used to enhance employee attitudes and job outcomes among employees. The results of their study indicate that organizational support is an important determinant in the level of job satisfaction and organizational commitment among employees. As indicated in the research reflected by Corts, Boz, Medina, Benitez and Munduate (2011:118) social support stemming from supervisors and co-workers are key resources for reducing negative effects associated with personal discrepancies as well as fostering satisfaction at work. They state further that supervisors can advise and help employees to better carry out their jobs, improve their interpersonal relationships and ultimately contribute to improving their wellbeing at work. Many employees affirm that supervisors affect employee wellbeing, and research has demonstrated associations between supervisor behavior and employee psychological wellbeing (Gilbreath and Benson, 2004: 255).

2.9 BURNOUT

2.9.1 Definition

Burnout is a prolonged response to chronic emotional and interpersonal stressors on the job, and is defined by the three dimensions of exhaustion, cynicism and inefficacy (Maslach, Schaufeli and Leiter, 2001:397). Burnout has been further defined as a syndrome of emotional exhaustion, depersonalization and reduced personal accomplishment that can occur among individuals who work with people (Maslach & Jackson, 1981: 01). Emotional exhaustion refers to feelings of being depleted of one's emotional resources, depersonalization is a negative and cynical attitude and behavior towards people and reduced personal accomplishment is the self-perception of a decline in one's own competence and self-efficacy (Kovacs, Kovacs and Hegedus, 2010:423). The second dimension, depersonalization, signifies an unfeeling, or cynical and impersonal response toward the recipients of one's services. The third dimension, reduced personal accomplishment is marked by a tendency to evaluate oneself negatively, particularly with regard to work with clients (Maslach and Jackson, 1981:01).

2.9.2 Consequences of Burnout

According to Nayeri, Negarandeh, Vaismoradi, Ahmadi and Faghihzadeh (2009:264), high levels of burnout can result in feeling as though one has nothing left to give, negative attitudes and a reduced feeling of competence. Burnout is an important variable not only because it is an indicator of poor employee wellbeing, but also because it is related to employee attitudes, health and behavior (Cordes & Dougherty, 1993:637-638). Little research has been done to examine what can be done to enable employees to cope with job stressors. Empirical evidence suggests that emotionally exhausted employees are weakly committed to the supervisor and organization, exercises a withdrawal cognitive style, and performs poorly on the job. (Cropanzano, Byrne and Rupp, 2003:160-169). According to Ladebo (2008:49), an emotionally drained employee may decide to stay on in an organization to confront work-place demands. This becomes feasible where the organization provides material aids and emotional support to employees. Alternatively, where the organization fails to provide resources to buffer employee's strain reactions, an exhausted employee may adopt the "flight" approach by deciding to leave the organization. Sonnentag and Zijlstra (2006:330) in their research indicated that continuous depletion of resources led to negative load effects (e.g. fatigue) and ultimately, in the absence of recovery, led to exhaustion, losses of function, and physical and mental impairment which in turn led to negative consequences for employees health and wellbeing.

Maslach and Leiter (1999:50) concluded that 'burnout' is not a problem of people but mostly of the places in which they work. When the workplace does not recognize the human side of work or demands superhuman efforts, people feel overloaded, frustrated and burned out. The professional staff in universities are often required to spend considerable time on intense involvement with other people. For those working continuously the chronic stress can be emotionally draining and poses the risk of 'burnout'. Emotional exhaustion is defined as being overextended and drained of one's emotional and physical capacity and is often considered the hallmark of burnout (Bui, Shackelford and Acsell, 2011:462). Burnout will result in negative and unproductive relationship with work for the individual and the organization. In extreme burnout, individuals no longer believe the ability of their

actions to make a difference, and consequently quit trying (Priyadarsini and Maran, 2009:26). Employees stress and burnout are generally recognized to have a negative effect on both employee health and organizational performance (Hollett-Haudebert, Mulki, and Fournier, 2011:411). Discovering the underlying construct of job burnout is the key to preventing burnout and intervening to increase vigor (Bayram, Gursakal and Bilgel, 2010:42). Bayram *et al* further found that a huge amount of research burnout resulted in fatigue, physical exhaustion, sleep difficulties, headaches, cardiac symptoms and emotional outcomes such as depression, anxiety, and stress. Understanding the antecedents of burnout is very important for coping with burnout at individual and organizational levels (Bolat, Bolat and Yuksel, 2011:373). Managers should design work settings that influence people towards engagement with work while eliminating organizational features that aggravate burnout (Leiter and Maslach, 2001:49). Through their research and work with a range of businesses around the world, Leiter and Maslach (2007:49) developed a focus of six areas of work life that need to be focused on to avoid burnout, 1) workload, 2) control, 3) reward, 4) community, 5) fairness and 6) values. In recent years, working conditions have rapidly been changing. For instance, clear role expectations at work do not exist anymore, and the boundaries between work and personal life are becoming more blurred. These changes of work conditions call for a better understanding of how employees feel about their work (Shimazu & Schaufeli 2009:495).

2.10 STRESS

2.10.1 Definition

Workplace stress can be defined as the change in one's physical or mental state in response to workplaces that pose an appraised challenge or threat to that employee (Colligan and Higgins, 2005:89).

2.10.2 Consequences of stress on the employee

Work-related stress is a complex issue involving environmental, work life and personal factors (Buys, Matthews and Randall, 2010:25). Stress is a state of physiological imbalance in the body which has unpleasant emotional and cognitive components (Hussin, 2008:16). In a report by the national occupational health and

safety commission, job stress is defined as 'the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker (Fairbairn, 2010:186). The World Health Organization has declared occupational stress to be a worldwide epidemic (Avey, Luthans and Jensen, 2009:677). Research has shown that there are a number of factors that contribute to workplace stress (Colligan and Higgins, 2005:89). These factors include a toxic work environment, negative workload, isolation, types of hours worker, role conflict, role ambiguity, lack of autonomy, career development barriers, difficult relationships with administrators and/or co-worker, managerial bullying, harassment, and organizational climate (Colligan and Higgins, 2005:89). Should the stressors continue, the employee is at significant risk of developing physiological disorders that can lead to increased absenteeism, organizational dysfunction, and decreased work productivity (Colligan and Higgins, 2005:89). Wright (2007:279) in his research quoted a leader in the field of occupational stress, Karasek, as saying that job stress occurs because the demands of employment exceed the controls of the individual needed to interact with those demands; areas of our of control might include the resources, capabilities or needs of the worker. Organizational restructuring, downsizing and increasing pressure on management in keeping up with performance figures have radically transformed the nature of work; chronic job stress can be associated with a range of debilitating health outcomes, including cardiovascular diseases, depression and anxiety, musculoskeletal problems, or alcohol dependence (Limm, Angerer, Heinmueller, Mittag, Nater and Guendel, 2010:252). A major area in many studies is the potential for conflict between professionals and the organizations for which they work. This generally occurs when the values, goals and expectations of the professional are incompatible with those of their employing organization, especially when professionals are employed in large organizations. Employees cannot function effectively unless stress is dealt with wisely and systematically. Understanding the realities of stress, exploring how it affects the body and minds, the various levels of stress, some practical approaches and adaptive response strategies to stress and management is therefore a vital part of life (Hussin, 2008:17). The stress built up by work in the person may be related to factors like too many tasks, duty conflicts, negative attitude of the management, and lack of decision-making ability (Saygi *et al*, 2011:1396). Stress can help people

achieve their goals and propel them through challenging situations, on the other hand, stress can also become burdensome causing one to experience significant emotional distress and physical illness (Colligan and Higgins, 2005:90).

2.10.3 Symptoms of work-related stress

Changes in the emotional state of the employee – work stress will affect individuals differently, so some may become more disinterested or deflated at work; others may appear overwhelmed, anxious, or even aggressive. An increase in sick days and other absenteeism; a decline in the individuals work performance; cognitive difficulties – work stress may cause employees to suffer a reduced ability to concentrate; fatigue or tiredness – employees may develop sleeping difficulties such as insomnia, making it hard for them to stay alert at work (Fairbairn, 2010:186). In the bustling working world today, competition is relentless, the success and wellbeing of an employee as found in researches above is imperative. It is important that organizations continue to examine ways of managing stress in their workplaces in an effort to reduce the direct and indirect costs associated with absenteeism, staff turnover and decreased productivity (Buys *et al*, 2010:29). When an organization recognizes that workers are their most valuable assets, their only rational response can be to support their workers in managing stress positively (Hussin, 2008:17).

2.11 WORKPLACE FLEXIBILITY

2.11.1 Definition of Workplace Flexibility

In the organizational perspective, the goal of flexibility is to enable the organization as a whole to adapt to rapidly changing demands placed in the organization from either internal or external forces. In contrast the goal of workplace flexibility from the worker perspectives is to enhance the ability of individuals to meet all of their personal, family, occupational, and community needs (Hill, Grzywacz, Allen, Blanchard, Matz-costa, Shulkin, Pitt-Catsouphe, 2008:151).

2.11.2 Consequences of lack of workplace flexibility

Workplace flexibility has been linked to defining work differently – with new parameters for when, where and how we get work done. It's about redefining or rethinking talent, jobs and the workplace in new and unique ways. It's about

measuring results and not face time. Workplace flexibility is a tool for both employees and employers with different motivations and rewards for each. It's a partnership between the employee and the business that creates results for both (Sladek and Hollander 2009: 17). Understanding the ways in which the use and value of workplace flexibility options vary by gender and life stage, and how the latter (gender and life stage) are related to family-to-work conflict and stress and burnout, would facilitate the development of effective programs, and work-life strategies to meet employee and organizational needs (Hill *et al*, 2008:166).

Flexible working arrangements are a popular means to help workers better manage the competing demands of work and family (Butler, Grzywacz, Ettner and Liu, 2009:45). Although flexibility is inherently an attribute of the workplace in both the organizational and worker perspectives, the functional purpose of flexibility defers in each. In the organizational perspective, the goal of flexibility from the worker perspective is to enhance the ability of individuals to meet all of their personal, family, occupational, and community needs. It is assumed, however, that as a byproduct the organization will indirectly benefit with increased efficiency, effectiveness and greater productivity (Hill *et al*, 2008:151).

Butler, Grywacz, Ettner and Liu (2009:45-59) indicated through their research that there are several mechanisms through which job flexibility may operate to affect health. Firstly, flexibility at work may increase the ability of workers to cope with competing life demands, thereby reducing conflicts with other significant life roles. Flexible work arrangements have also been noted to reduce work-family conflict and enhanced inter-role balance. Second, flexible working arrangements may improve health by increasing the amount of control individuals have over their work. Unfortunately the evidence base linking workplace flexibility to employee health-related outcomes remains conceptually and empirically underdeveloped, as noted by the researcher. One of the goals of this study is to contribute to the understanding of the relationships of flexibility with regard to employee satisfaction and wellbeing.

2.12 GRIEVANCES

2.12.1 Definition of Grievance

A grievance is any dissatisfaction or sense of injustice, or unfairness felt by a staff member in connection with his/her work or employment situation that is brought to the attention of the person(s) in charge of the staff member, other than in terms of the Conditions of Service and other than arising from disciplinary action (Employee Relations: grievances, 2011).

2.12.2 Consequences of grievances

Many South African universities over the past few years have experienced levels of conflict within and between the main categories of people within a university – staff (academic and general), management and students. This has occurred in the context of increasing financial constraints, the domination of executive management in decision making and the use of authoritarian methods in dealing with conflicts, compared with the more collegial methods of the past. This is consistent with a world-wide trend for universities to become corporate in outlook and practice and less like a community (Harris, 2008:94). Van der Waal and Uys (2009:137) say that considering the tertiary context, the need to transform South African universities extends not only to the improvement of access of the previously excluded population, but also to the need to increase the population diversity in academic and non-academic settings. Especially where racial, social and cultural differences are experienced as significant, these processes often give rise to tension in employment relations. Conflict is costly – and not only in economic terms – and the cost increases the longer conflict continues. Adversarial approaches extend the time over which conflict continues and may not result in a sustainable resolution, so that the conflict may re-emerge in some higher cost form (Harris, 2008:95). Each discipline has its own way of defining its concepts and tools, Conflicts, result from one party feeling that their needs or wants are being threatened by another party (Harris, 2008:95). Conflict resolution is a process which aims to achieve solution which satisfied all parties to a conflict and which normally means that the conflict is dealt with. Conflict management may operate where a resolution which satisfies the parties has not proved possible, but where an agreement is reached on arrangements which limit or control the conflict. Conflict management and resolution

are ideally handled by the parties themselves. For a range of reasons, including high levels of emotion and different power levels of the parties involved, the parties may not be able to reach a resolution by themselves. In this case a mediation process can be implemented, facilitated by a mediator, to assist parties to a conflict to reach a resolution (Harris, 2008:96).

2.12.3 The cost of typical university conflicts

The typical conflicts which occur within universities are likely to have important impacts on personal and group wellbeing, which termed psychological costs, some of which cannot be captured in monetary terms. Three main types of costs can be identified :- a) Direct or economic costs – the cost of times used in dealing with conflicts which is therefore not available for other work activities; b) indirect or productivity costs – reduced work output due to such factors as physical illness, depression, absenteeism, deliberately working to rules, dropping “voluntary” activities, putting time into searching for alternative employment and resignation; c) Financial costs – the costs of employing outside arbitrators or lawyers (Harris, 2008:9). The design and implementation of a conflict management/resolution system needs to be carefully thought out in accordance with the ethos and needs of each university (Harris, 2008:99).

2.13 MERGERS IN A UNIVERSITY CONTEXT

2.13.1 Definition of a merger

A merger is the voluntary amalgamation of two firms on roughly equal terms into one new legal entity. The resources of the merging entities are pooled for the benefit of the new entity (Business Dictionary, 2010:1).

For most people change hurts, according to Muller (2006:200). It sometimes involves loss – of the past, of routine, comfort, relationships, security and identity. It often involves a change in knowledge of facts and of understanding. It can address emotions – individuals have fears and attachments. When people experience a high level of uncertainty, their response is to move to protect themselves; consequently, coping behaviours tend to be self-oriented and dysfunctional as far as the organizational good is concerned.

2.13.2 TRANSFORMING TERTIARY EDUCATION

The system of apartheid left a skewed system that not only disadvantaged black students, but failed to meet the social and economic requirements of the country. The size and shape of the higher education sector was transformed into a more equitable one that better met South Africa's human resource requirements. Education Minister Kader Asmal (2002:1-4) disclosed details of the plan after Cabinet approved the final draft of the National Plan for Higher Education, the culmination of an intensive process of restructuring the higher education system that began long ago. Key goals of the restructuring process were to include increasing the number of students in the system over the next 10 to 15 years, increasing the number of black and female students in under-represented areas, establishing centres of excellence, and reducing the number of institutions through institutional mergers. Asmal (2002:1-4) said the new system, after two years of restructuring, would comprise 11 universities, six technikons and six comprehensive institutions (offering both university and technikon programmes).

2.13.3 'COMPREHENSIVE INSTITUTIONS'

The following mergers took place:

- Universities of Natal and Durban-Westville in KwaZulu-Natal;
- Universities of Potchefstroom and North West in North West Province;
- Technikons Pretoria, Northern Gauteng and North West in Gauteng and North West Province;
- University of Fort Hare and the East London Campus of Rhodes University in the Eastern Cape;
- The incorporation of the seven Vista campuses around the country into those universities and technikons closest to them;
- University of Port Elizabeth and Port Elizabeth Technikon in the Eastern Cape;
- University of Transkei/Border and Eastern Cape technikons in the Eastern Cape;

- Rand Afrikaans University and Wits Technikon in Gauteng;
- Cape Technikon and Peninsula Technikon in the Western Cape.

The merger of ML Sultan Technikon and Natal Technikon into the Durban Institute of Technology in KwaZulu-Natal took place in April 2004. The University of South Africa (Unisa), Technikon SA and the distance education arm of Vista University in Gauteng were also merged (South Africa information, 2003).

2.13.4 MERGERS DESCRIBED FROM A HIGHER EDUCATION PERSPECTIVE

During mergers and acquisitions a variety of integration management transgressions – both intentional and unintentional occur (Galphin and Whittington, 2010:48). If these are not addressed, there will be a severe and potentially permanent damage to the relationship between the organization and its employees (Galphin & Whittington, 2010:48). Since 2002, the South African Higher Education System has undergone a complex restructuring process involving the merger of higher education institutions (Viljcen and Rothmann, 2009:67). They found further that consequences such as financial predicaments, increased demands, insecurity and rapid changes are unavoidable and cause increasing emotional turmoil and stress. Mergers are not an occasion: they are a process, and it is important to understand how such change processes unfold and the stress factors that are brought about by the change (Muller 2006:198). During a merger, the process of integration may not even appear to follow a predictable trajectory and be characterized by a series of contingencies. People affected by a merger may be unable to make sense of the changes in policy direction as they occur, causing apprehension and disquiet. Since the merger of institutions of higher education in South Africa is an externally motivated organizational change, the role of management in creating a participative and open culture is essential in addressing and overcoming negative staff perceptions in order to harness their collective potential in ensuring merger success, especially since the literature is consistent that poor communication from management during transformation impacts negatively on employee motivation thus affecting job satisfaction and subsequently employee loyalty to the institution (Reddy, 2007:500). Differences in organizational culture and staff attitudes leading to conflict and controversy are also characteristic of higher education mergers. Such differences

between mergers are not always adequately recognized and taken into account leading to an intensification of these differences they can also create conflict within the new institution between factions who stay loyal to the identity and culture of the old institutions. Other effects include feelings of being disadvantaged and powerless among staff (Pick, 2003:303). There is also agreement in the literature that mergers are very time consuming and resource intensive processes – before, during and after the actual event – and that this is underestimated more often than not (Locke, 2007:89).

2.13.5 HISTORY OF THE DUT MERGER

Universities of Technology came into being as part of the major reconfiguration of the higher education landscape, which took place from 2004 onwards. Through a process of mergers and re-designations, South Africa's 36 higher education institutions (21 "traditional" universities and 15 technikons) were trimmed down to 23 - comprising 11 "traditional" universities (some of which were merged with others), 6 "comprehensive" universities (arising out of mergers between a traditional university and a technikon), and 6 universities of technology (created from 11 merged and unmerged technikons) (Council on higher education, 2008). The Durban University of Technology (DUT) formed by the merger of Technikon Natal and M L Sultan Technikons, is a vibrant multi-campus tertiary level institution at the forefront of higher education, technological training and research. This merger on 1 April 2002, was South Africa's first tertiary sector merger. The two merged institutions share a combined history of over 170 years (DUT website, 2012:1).

2.13.6 EMOTIONAL IMPACT OF MERGERS ON EMPLOYEES: STAFF POLITICS

Conflict is a natural disagreement resulting from individuals or groups that differ in attitudes, beliefs, values or needs. It can also originate from past rivalries and personality differences. In organizations a conflict can take many forms and can stem from many sources (Bakhare, 2010:41). Conflict can be devastating in business as well; it can destroy morale, polarize co-workers and divert precious energy from meeting company goals (Guttman, 2009:33). According to Jonathan

Jansen (2004: 44), the impact on staff, in all cases, has been devastating for the emotional and professional lives of all staff, at all levels. In most of the merger cases, staff politics was inconsequential in determining the forms and outcomes of the merger. There have been rumors of nepotism, losing staff to other universities, problems with transport between campuses and the fact that many staff members felt that DUT was being ruled by former M L Sultan Technikon staff (Dibetle 2009:2). Shweta and Jha (2010:73) say that interpersonal conflicts are quite common at workplace as we spend long hours in the offices dealing with boss, subordinates and peer. Broadly speaking, moderate levels of interpersonal conflicts are received as sign of healthy and dynamic work culture. However, higher incidences of interpersonal conflicts are viewed detrimental to individual, team and organizational effectiveness. At times, interpersonal conflicts may jeopardize the otherwise conducive environment at workplaces. Thus, the overall impact of interpersonal conflicts may aggregate into deteriorating organizational climate, organizational culture, team spirit, morale, motivation, and productivity. Interestingly however, of all factors that turn the organization into a stressful place, interpersonal conflicts between employees and their superiors, their peers or their subordinates assume a rather prominent role (Dijkstra, Evers and Dierendonck, 2009:406). Singleton, Toombe, Taneja and Larkin (2011:150) believe that conflict must be managed so that it does not hinder performance or corrode individual or team spirit. They say further that conflict can be considered functional when its results are positive and when the people with divergent views intend their disagreements to have positive results. Dijkstra, Evers & Dierendonck (2009:408) suggest that proactive conflict management through forcing problem solving may reduce stress related outcomes like psychological strain and exhaustion, whereas passive ways of managing conflict, such as avoiding and yielding may decrease these outcomes. Jaramillo, Mulki and Boles (2011:349) found that the effect of interpersonal conflict on job attitudes is fully mediated by emotional exhaustion. They also found that employees who have hostile interactions with colleagues and supervisors become dissatisfied with their jobs, become emotionally exhausted and are more likely to leave the organization.

2.14 COMMUNICATION

Good communication is essential to successful mergers. Too often communication does not start until it is too late. Companies with high trust levels give employees unvarnished information about company performance and explain the rationale behind management decisions. They also are unafraid of sharing bad news and admitting mistakes (Denton, 2012:19). Denton states further that if trust is low, members are more likely to be evasive, competitive, devious, defensive or uncertain in their actions with one another. Misunderstanding either consciously or unconsciously leads to disorganization and a lack of clear goals.

According to the studies done by Thomas, Zolin and Hartman (2009:287), it was found that communication plays an important role in the development of trust within an organization. In their studies, they found further that in order to increase trust among co-workers and supervisors, it was important that information be timely, accurate and useful, it was quality not quantity of information that best predicted trust. Harrison (2010:1-2) stated that even before a formal merger or acquisition is underway, employees often become aware from indirect information or by chance that something is in the air. It is human nature to want to know what is happening. If they feel management is keeping information from them, quite understandably they start to feel anxious. When people are uncertain, they start to speculate about the clues in front of them. Invariably this interpretation of clues becomes paranoia as they chat to workmates and quickly develop a view that management is conspiring the worst. The grapevine goes overtime with rumors. Harrison states further that productivity starts to drop as staff waste time in discussing rumors and losing some of their motivation. With well-developed rumors, some staff actually start to leave the company before, as they believe, the bad news hits. Effective strategic communication plays a key role in addressing issues, but is difficult and complex due to the following:

- Often the skill of effective communication requires training because many managers have never received guidance on good interpersonal communication practices.

- Communication does not come easily to many managers who throughout most their careers have dealt almost entirely with hard facts and figures, not the 'soft' people issues – these managers may not be good enough as leaders.

Kinnick and Parton (2005:447) in their study found that the communication elements of leadership, such as delegating, facilitating, instructing, team building, motivating, decision making, managing conflict and serving as spokesperson are critical to the future business leader's success. Good communication averts misperceptions which are often at the heart of feelings of mistrust. When feelings of trust are established, there would be a greater chance for true feelings of loyalty and commitment to take place (Zeffane, Tipu, Syed & Ryan, 2011:82). Kandlousi, Ali & Abdollahi (2010:57-58) found in their studies that if the formal process of communication does not provide adequate information to their employees, employees will then turn to the informal form of communication with others.

2.15 SUMMARY

The literature review in this dissertation included the field of research, Key factors that affect job satisfaction amongst administrative employees, Maslow's hierarchy of needs as a theoretical framework for employee wellbeing, the contribution of supervisor behavior to employee wellbeing, burnout, stress, workplace flexibility, grievances and mergers in a university context.

The next chapter explores the research methodology used in this research.

CHAPTER 3

METHODOLOGY

3.1 INTRODUCTION

Uma Sekaran (2000:3) defines research as a systematic and organized effort to investigate a specific problem encountered in the work setting that needs a solution. She adds that it comprises a series of steps designed and executed with the goal of finding answers to the issues that are of concern in the work environment. The issue being referred to here is the research problem.

According to Alain, Poesi, Marechal, Royer, and Zarlowski (2001:32), the research problem is a key element in the research process: it translates and crystallizes the researchers' study. They explain that it is the process of constructing the architecture and the methodology of a research project for the research design. This chapter highlights how the research problem was explored with specific reference to how the participants were selected and the procedure followed to gather the data. The ethical considerations and confidentiality aspects are addressed. The data collection instruments and its ensuing properties are discussed. This chapter concludes with the statistical techniques utilized for data analysis.

3.2 RESEARCH DESIGN

Ghuri and Gronhaug (2002:47) state that strategic choice of research design should come up with an approach that allows for answering the research problem in the best possible way within the given constraints e.g. time, budgetary and skill constraints. The following section thus examines the research approach used in this study.

3.3 MIXED- METHODS APPROACH

For the purpose of this study a mixed-methods approach was chosen, using both a qualitative and quantitative research design as this was considered an appropriate means to gather data. Several definitions exist for mixed-methods research. Azorin and Cameron (2010:96) define mixed-methods research designs as those that include at least one quantitative method (designed to collect numbers) and one qualitative method (designed to collect words). Creswell and Plano Clark (2007:5)

add that mixed-methods is a research design with philosophical assumptions as well as methods of inquiry. They explain that as a methodology, it involves philosophical assumptions that guide the direction of the collection and analysis of data and the mixture of qualitative and quantitative approaches in many phases in the research process. They state further that as a method, it focuses on collecting, analyzing, and mixing both quantitative and qualitative data in a single study or series of studies. The World Bank Group (2007:01) state that mixed-method research relies on the presentation of facts through words (qualitative) and statistical results represented with numbers (quantitative); it combines depth (qualitative) and breadth (quantitative).

Mixed-methods research is a composite of basic data types and methodological procedures. In a mixed-method research study, the researcher collects data based on research questions that will contain numbers and non-numbers along with related methodologies categorized within a qualitative or quantitative framework (Schreiber and Asner-Self, 2011:16). Questioning, and especially using techniques such as face-to-face interviews, is a particularly useful way of collecting data which has the potential at least for substantial depth and detail, and where the data encompasses complex issues (Lancaster, 2005:130).

Johnson, Onwuegbuzie and Twinn (as cited by Truscott, Swars, Smith, Thornton-Reid, Zhao, Dooley, Williams, Hart and Matthews, 2010:317) suggest that the goal of mixed-methods is not to replace quantitative or qualitative approaches, but to draw from their strengths and minimize their limitations. The researcher used quantitative questionnaires to identify the sources of job satisfaction/dissatisfaction and identify its impact on wellbeing and qualitative data in the form of interviews to better understand the context/meaning of the data obtained. Qualitative research allows a vast amount of exploration in comparison to quantitative research. It allows the researcher to talk face-to-face with participants to uncover candid perceptions. The main advantage of face-to-face interviews is that the researcher can adapt the questions as necessary, clarify doubts, and ensure that the responses are properly understood by repeating or rephrasing the questions (Sekaran and Bougie, 2010:193).

Quantitative research may be defined as research aiming at reducing ambiguity through transforming perceptions into pre-structured, quantifiable categories (Alvesson and Deetz, 2000:55). The quantitative data collection methods rely on random sampling and structured data collection instruments that fit diverse experiences into pre-determined response categories. They produce results that are easy to summarize, compare, and generalize (Data collection methods, 2012:01). The advantage of using qualitative methods is that they generate rich, detailed data that leave the participants' perspectives intact (Weinreich, 1996). Although data collection and analysis may be labor intensive and time-consuming, the researcher felt that the qualitative research methods would obtain more rich data. The semi-structured interview approach method was chosen as a means for obtaining qualitative data for this study. The researcher chose to use the mixed-methods approach by using a questionnaire a semi-structured interview with participants who were willing to discuss questions more in-depth. The data collection instruments are explained later in this chapter; it is first necessary to define the target population and study site.

3.4 STUDY SITE AND TARGET POPULATION

This study was conducted at the Durban University of Technology which has a total of six campuses; four in Durban, namely: Ritson, Steve Biko, M L Sultan and City; and Riverside and Indumiso campuses in Pietermaritzburg.

The population refers to the entire group of people, events or things of interest that the researcher wishes to investigate (Sekaran, 2003:265). The population targeted in this study included all permanent administrative employees at the DUT. The total number of administrative employees obtained from the Human Resources Department of DUT as at September 2011 was 749. A sample then had to be extracted from the total population.

3.5 SAMPLING

The quality of a piece of research stands or falls not only by the appropriateness of methodology and instrumentation but also by the suitability of the sampling strategy that has been adopted (Cohen, Manion and Morrison, 2007:100). The sampling

frame is a (physical) representation of all the elements in the population from which the sample is drawn (Sekaran and Bougie, 2010:267).

3.5.1 Sampling Frame

Questions of sampling arise directly out of the issue of defining the population on which the research will focus (Cohen, Manion and Morrison, 2007:100). They add that factors such as expense, time, accessibility frequently prevent researchers from gaining information from the whole population, therefore they often need to be able to obtain data from a smaller group or subset of the total population in such a way that the knowledge gained is representative of the total population (however defined) under study.

A sample is a subset of the population; it comprises some members selected from it, in other words, some, but not all elements of the population would form the sample (Sekaran, 2003:266). It is an element of the population element on which measurement is being taken (Blumberg, Cooper and Schindler, 2005:228).

With both qualitative and quantitative data, the essential requirement is that the sample is representative of the population from which it is drawn (Cohen, Manion and Morrison, 2007:105). In this study, simple random sampling was used. In simple random sampling, each member of the population under study has an equal chance of being selected and the probability of a member of the population being selected is unaffected by the selection of other members of the population, i.e. each selection is entirely independent of the next (Cohen, Manion and Morrison, 2007:110)

Ghuri and Gronhaug, 2002:114). Simple random sampling, in this study was believed to be the simplest and least time consuming method. Once the sampling frame had been properly established, the sample size was determined.

3.5.2 Sample size

The size of a random sample can be determined in two ways, either by the researcher exercising prudence and ensuring that the sample represents the wider features of the population with the minimum number of cases, or by using a table which indicates the appropriate size of a sample for a given number of the wider

population (Morrison, 1993:117). The sample size in this study was determined from the 749 permanent administrative staff members (on the list from the Human Resources Department, DUT) by using Sekaran's (1992:253) table for determining sample size from a given population. The table states that for a population count of 750, a sample of 254 respondents must be drawn. A complete master list of the population was therefore created and each person was assigned a number. The researcher printed out this list and the names were then cut out, tightly folded, and put into a hat and mixed thoroughly. The blind-folded researcher then picked out 254 numbers from the hat. All the individuals bearing the numbers picked by the researcher became the sample for the study. Having determined the sample for the study, the following section discusses the data collection methods employed.

3.6 DATA COLLECTION

Data collection methods are an integral part of research design (Sekaran and Bougie, 2010:184). Spurlock, Cox, Lewis, and Lueck (2008:46) believe that researchers have at their disposal a variety of methods whereby they can collect and analyze data. They explain that each has its own set of strengths and weaknesses for the researcher due to the constraints of expense, cost and ease of data collection. Sekaran (2003:223) adds that problems researched with the use of appropriate methods greatly enhance the value of research.

Data collection methods may include interviews that are face-to-face, telephonic, computer-assisted, or through the electronic media; and questionnaires that are either administered personally, through the mail, or electronically (Sekaran, 2003:236). Although interviewing has the advantage of flexibility in terms of adapting, adopting, and changing the questions as the researcher proceeds with the interviews, questionnaires have the advantage of obtaining data more efficiently in terms of researcher time, energy and costs (Sekaran and Bougie, 2010:185). In this study, data was collected in the form of questionnaires and semi-structured interviews. At the end of each questionnaire, an option to participate in an interview was given to the respondent. If they agreed to be interviewed, participants had to provide their contact details. They were assured that this page would be removed before sending the questionnaire for analysis. In other words, only the researcher and her supervisors had access to their personal information.

3.7 COLLECTING DATA THROUGH SEMI-STRUCTURED INTERVIEWS

The interview is the most prominent data collection tool in qualitative research. It is a very good way of accessing people's perceptions, meanings, definitions of situations and constructions of reality (Punch, 2009:144). In a semi-structured interview, the interviewer and respondents engage in a formal interview and the interviewer develops and uses an interview guide. This guide is a list of questions and topics that need to be covered during the conversation, usually in a particular order; the interviewer follows the guide but is able to follow topical trajectories in the conversation that may stray from the guide when he or she feels this is appropriate (Semi-structured Interviews, 2008).

The semi-structured individual interview is designed to be focused in terms of topics covered and yet flexible in that it is possible and often desirable to steer questions into areas that appear promising from the point of view of providing rich data and/or additional insights (Lancaster, 2005:134). Semi-structured interviews are often scheduled in advance at a designated time normally outside everyday events, and organised around a set of predetermined questions (Whiting, 2008:36). Often other questions emerge from the dialogue and usually last from 30 minutes to several hours (Whiting, 2008:36).

According to Focused Semi-structured Interviews (2011:1): the focus of the interview is decided by the researcher; the objective is to understand the respondent's point of view rather than make generalisations about behaviour; the researcher tries to build rapport with the respondent; the interview is like a conversation; and questions are asked when the interviewer feels it is appropriate to ask them, these may be prepared questions or questions that occur to the researcher during the interview and the wording of questions will not necessarily be the same for all respondents.

For the purposes of this study the semi-structured interview technique was chosen, to interview those respondents who opted for an interview. Only four respondents agreed to be interviewed. Three interviews were successfully conducted but one respondent pulled out of the various appointments that were scheduled. The researcher found the interview experiences to be thought provoking. All 3 interviews were carried out at each of the respondent's offices. Questions were prepared from

the questionnaire and the researcher followed up on their responses as they indicated willingness to share their experiences. At the onset of the interview, the researcher introduced herself, explained the structure of the interview and thereafter started the interview by asking questions and allowing the respondent time to think and respond. Notes were taken by the researcher throughout the interview. Each of the respondents was thanked for their time and assured that a copy of the transcript would be given to them for verification.

3.8 DATA COLLECTION INSTRUMENT: QUESTIONNAIRE

According to Sekaran (2000:233) a questionnaire is a pre-formulated written set of questions to which respondents record their answers usually within rather closely defined alternatives. Questionnaires are an efficient data collection mechanism when the researcher knows exactly what is required and how to measure the variables of interest (Sekaran and Bougie, 2010:197). Respondents were asked questions relating to the degree of satisfaction they felt about various aspects of their job as well as questions concerning their wellbeing.

3.9 LAYOUT OF THE QUESTIONNAIRE

This study followed the guidelines for a good questionnaire layout as suggested by Cohen, Manion and Morrison (2007:338) who stated that the appearance of the questionnaire is vitally important. It must look easy, attractive and interesting rather than complicated, unclear and forbidding. When the goals of a study can be expressed in a few clear and concise sentences, the design of the questionnaire becomes considerably easier, as noted by the researcher. The questionnaire was developed to directly address the goals of this study.

The respondent's first impression comes from the covering letter. The covering letter thus provided the best chance of persuading the respondent to complete the survey. It included assurances of confidentiality, anonymity and non-traceability, for example by indicating that respondents need not give their name, that the data will be aggregated and that they will not be able to be identified through the use of categories or details of their location etc. (Cohen, Manion and Morrison, 2007:339).

Sahlqvist, Song, Adams, Preston and Ogilvie (2011:2-3) state that response rates decrease once length exceeds 12 pages, while more recent studies suggest no effect of length when the questionnaire is over four pages long. The questionnaire in this study therefore comprised of eight sections, including a page for further comments (positive or negative) regarding job satisfaction and wellbeing. The eight sections were as follows: supervisor support; factors affecting burnout; stress; workplace flexibility; physiological wellbeing; complaints and grievances; general working conditions affecting satisfaction; and the merger. At the end of the questionnaire, respondents were invited to participate in an interview, if they were willing to discuss the questions more in-depth. The researcher was mindful of the fact that respondents may be concerned about confidentiality issues especially given the sensitive nature of the topics under discussion, the covering letter therefore gave a brief explanation of the research and explained how confidentiality would be maintained during and after the interview. All the questions were rated on a five point Likert Scale ('strongly agree' to 'strongly disagree'). The Likert scale, developed by Rensis Likert (Cooper and Schindler, 2006:339) is the most frequently used variation of the summated rating scale. Each response was given a numerical score to reflect its degree of attitudinal favorableness, and the scores were summed to measure the participant's overall attitude as suggested by Cooper and Schindler (2006:339).

3.10 QUESTIONNAIRE DESIGN

Sound questionnaire design principles should focus on three areas, the first relates to the wording of the questions, the second refers to the planning of issues with regard to how the variables will be categorized, scaled and coded after receipt of the responses, the third pertains to the general appearance of the questionnaire (Sekaran and Bougie, 2010:198).

The questionnaire was designed to be easy to understand and easy to complete. The questionnaire included clear and concise instructions on how to complete the questionnaire by using simple and direct language. The questionnaire was created by grouping questions on the same topic in one section. The questions were presented in a logical and simple manner. Long questions were avoided. The

wording of the questions were simple, brief and to the point. In trying to eliminate misunderstandings, crucial words were emphasized in each item by using bold font, and underlining text.

The questionnaire was neatly spread out over several pages and the size of font chosen was large enough to be read comfortably by the respondent. Respondents could cross the selected boxes, and provide comments when preferred. The respondent was eased into the task with relatively straightforward questions while the more difficult or sensitive ones were left for later.

In this study the questionnaire was created using both closed and open-ended questions to obtain quantitative data for this research.

3.11 OPEN-ENDED QUESTIONS

Open-ended questions allow respondents to answer them in any way they choose (Sekaran and Bougie, 2010:200). The addition of open-ended questions to a standard self-report tool can lead to an increased level of depth and understanding and the opportunity for a greater level of sophistication during interpretation and analysis (Harland and Holey, 2011:485). Open-ended questions have the advantage in that they afford an opportunity to gain unexpected information (Engwall, 1983:262) and they have the potential for richness of responses, some of which may not have been anticipated by the researcher (Gray, 2009:348).

Although the open-ended questions produced data that were difficult to organize and code, the researcher noted that it allowed respondents to respond freely and express shades of opinion rather than forcing them to have pre-coded or forced responses. As Cohen, Manion and Morrison (2007:330) state, it is the open-ended responses that might contain the 'gems' of information that otherwise might not be caught in the questionnaire; furthermore, it puts the responsibility for and ownership of the data much more firmly into respondents' hands. There was sufficient space on the questionnaire for the respondent to answer open-ended questions bearing in mind that the number of lines for the answer was an indication to the length of the response which was required.

3.12 CLOSED QUESTIONS

In contrast to open-ended questions, closed ended questions can be useful in that they provide some structure to their answers (Gray, 2009:349). A closed question asks the respondents to make choices among a set of alternatives given by the researcher (Sekaran and Bougie, 2010:200). Highly structured, closed questions are useful in that they can generate frequencies of response amenable to statistical treatment and analysis (Cohen, Manion and Morrison, 2007:321).

Closed questions are a means of asking questions that have a definite set of clear-cut answers. They usually result in simple factual information. They avoid problems of interpreting respondents' handwriting. They can provide better information than open-ended questions, particularly where respondents are not highly motivated (Open and Closed Questions, 2008).

3.13 PILOT STUDY

As stated by Cooper and Schindler (2006:281), pre-testing the instruments permits refinement before the final test, the preliminary questionnaire was therefore distributed to ten members of the permanent administrative staff at DUT. These ten respondents were not included in the sample used in the study.

Feedback from this pilot study was obtained with regard to clarity of questions; length of the questionnaire; their understanding of questions; ambiguity; identification of semantic difficulties encountered when completing the questionnaire; and identification of other confusing aspects and queries. These were then addressed before the questionnaire was administered to the study sample.

3.14 ADMINISTRATION OF QUESTIONNAIRE

The questionnaires were sent electronically and by post to the research sample in October 2011. They were e-mailed to the staff member's work/DUT address and a printed copy was sent to the administrative staff who made up the sample *via* the DUT internal mail delivery system to ensure that they received the questionnaire. Each questionnaire was accompanied by a Covering Letter (*Appendix 1*) and a letter of informed Consent (*Appendix 2*) which provided details of the researcher and the purpose of the study. Respondents were assured that their confidentiality was

guaranteed, that they would remain anonymous throughout the study and in the reporting of results, and that results of the study would be made available to them. Respondents were asked to return questionnaires *via* the internal mail or to drop them off in a box provided by the researcher.

Two weeks were allocated for respondents to return the questionnaires. Returns were monitored and employees that had not responded by the end of the two weeks were contacted *via* e-mail in order to ascertain whether they had indeed received the questionnaire. The importance of their responses to the study as well as its mutual benefit was also stressed.

3.15 ETHICAL CONSIDERATIONS

Prior to administering the questionnaires, the aims and objectives of the study were clearly explained to the participants and written informed consent was obtained by providing sufficient information about the study to enable them to exercise their right to make an informed decision as to whether or not they wanted to participate in the study. Participants were assured that their responses would be kept confidential and that their individual responses would not be divulged to anyone in the organization as these two steps make the employees comfortable with the research undertaken and ensure their co-operation (Sekaran and Bougie, 2010:50). The ethical considerations took into account the personal and revealing nature of the study which required voluntary informed consent from the participants.

Participants were informed that they would remain anonymous and that their responses would remain confidential. They were assured that any identifying information would be removed before the questionnaire was sent for analysis. They were also informed that they were free to withdraw from the study at any point and that only the researcher and her supervisors would have access to their questionnaires and details. Confidentiality and anonymity was ensured throughout the execution of the study, however it was noted that some participants still chose to remove the letter of Informed Consent attached to the questionnaire to remain completely anonymous.

Ethical clearance for the questionnaire was obtained from the Faculty Research Committee of the Faculty of Accounting and informatics, where this study is

registered. Permission to conduct research was obtained from the Research Office of the DUT.

3.16 SUMMARY

This chapter discussed the research methodology and the research design and approach that was used to conduct this study. The study site and population, sampling, sampling frame, sample size, data collection, selection of subjects, and the research instruments employed as well as the ethical considerations of this study were presented.

Chapter 4 deals with the presentation of results and provides an analysis of the findings. The results are presented by means of tables, graphs and figures.

CHAPTER 4

ANALYSIS OF RESULTS AND DISCUSSION

4.1 INTRODUCTION

Management research is becoming increasingly complex and intricate, requiring new techniques for examining research problems and analysing data to explain and clarify social phenomena (Jogulu and Pansiri, 2011:687).

Qualitative data analysis involves organizing, accounting for and explaining the data; in short, making sense of data in terms of the participants definitions of the situation, noting patterns, themes, categories and regularities (Cohen, Manion and Morrison, 2007:461). Quantitative data analysis on the other hand, according to Cohen, Manion and Morrison (2007:501), is a powerful research form, emanating in part from the positivist tradition.

Mixed methods research has now become established as a legitimate methodological choice and is utilised by many academics and researchers from across a variety of discipline areas (Cameron and Molina-Azorin, 2011:256). Divergent findings created through differing data collection and analysis techniques appear to lead to greater depth and breadth in overall results, from which researchers can make more accurate inferences with increased credibility (Jogulul and Pansiri, 2011:688).

The data collected from the responses was analysed using the Predictive Analytic Software (PASW) Statistics version 18.0. The results are presented in the form of graphs, cross tabulations and other figures.

The researcher investigated factors affecting job satisfaction (positive/negative) and wellbeing in the questionnaire and those specific subjects in the questionnaire will be discussed in detail next. There was a total of 254 questionnaires given out to the selected respondents and of these, 88 questionnaires were completed and returned to the researcher. The percentages discussed hereafter refer to these 88 questionnaires that were returned.

4.2 SUPERVISOR SUPPORT

Table 4.2 below shows the effect of supervisor support on job satisfaction and employee wellbeing.

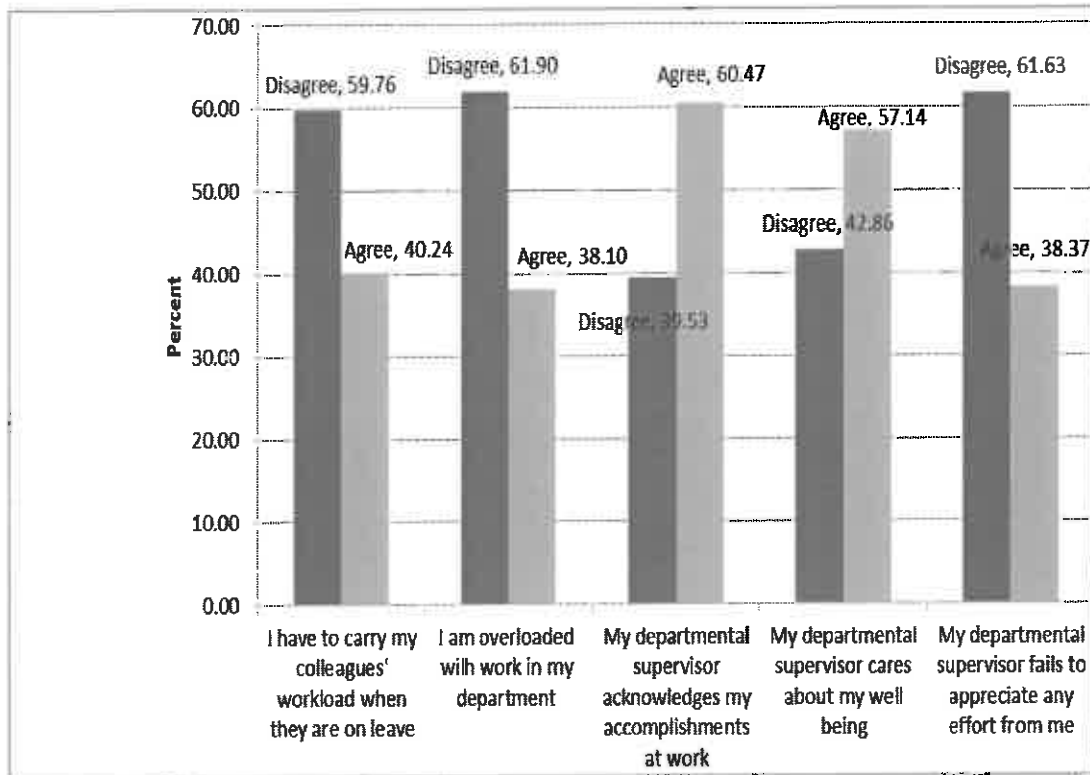


Figure 4.2 Supervisor Support

As illustrated in Figure 4.2, 34 (38%) of the 88 respondents indicated that their supervisors failed to acknowledge any effort from them, whilst 54 (61%) of the respondents indicated that their supervisors appreciated effort from them, 51 (57%) of the respondents indicated that their supervisors cared about their wellbeing whilst 37(42%) of the respondents stated that their supervisors did not care about their wellbeing, 53 (60%) of the respondents indicated that their supervisors acknowledged their accomplishments at work while 35 (39%) of the respondents indicated that they received no recognition for their accomplishments at work, 34 (38%) of the respondents agreed that they were overloaded with work in their department, whilst 54 (60%) of the respondents stated that they were not overloaded with work in their department, 45 (40%) of the respondents agreed that they carried

colleagues workloads when they were on leave and 52 (59%) of the respondents stated that they did not have to carry the work of colleagues during periods of leave.

The overall pattern is that six out of every ten respondents were satisfied with the support that they received from their supervisors. Cortes, Boz, Medina, Benitez, and Munduate (2011:118) in their research indicated that social support stemming from supervisors and co-workers are key resources for reducing negative effects associated with personal discrepancies as well as fostering satisfaction at work. This would explain the general satisfaction levels perceived by the respondents. If the employee had a positive relationship with the supervisor, he or she would feel that the organization had contributed to satisfying their need for relatedness, and thus, perceive that the organization cares about their wellbeing. Thus, it can be assumed that better exchange relationship between the employees and their supervisor will lead to the higher level of Perceived Organizational Support (Muhammad, 2010:4). Supervisors and co-workers can advise and help employees to better carry out their jobs improve their interpersonal relationships and ultimately contribute to improve their wellbeing at work. This is the perhaps the reason why the four out of ten respondents were not satisfied with their jobs, i.e. they are not receiving the support necessary for them to feel valued and appreciated.

With regards to being overworked, one respondent indicated in the comments section of the questionnaire that he was the technician for three subjects within his department and this caused him undue stress. He indicated that he received no support from his supervisor with regards to being overworked. Shultz, Wang and Olson (2010:108) found in their studies that role overload was associated with higher reported frequencies for all health-related outcomes, both psychological and physical in nature. They also found that role overload is detrimental to both ones physical and psychological health and wellbeing. Therefore it can be assumed that this is the reason combined with no support from the supervisor for the respondent being stressed. This indicates a dis-satisfied employee with negative wellbeing due to the stress. There were no other significant findings in this aspect of the questionnaire.

The results of the interviews corresponded with the results from the questionnaire survey. Results indicated that supervisor support is strongly and positively related to job satisfaction. The results address the issue of the influence of supervisor support on the worker's levels of satisfaction. Specifically, it was found that a high quality exchange relationship between the supervisor and employee is positively influenced with job satisfaction and supervisor support.

Employees who maintain an interpersonal relationship with their supervisors characterized by mutual reciprocity, loyalty and positive affect are also more inclined to have job satisfaction. Failure to obtain the above conditions resulted in negative consequences in the form of no job satisfaction and physiological symptoms of stress. The interviews were designed to provide cross-references, and supplement and support the quantitative analysis. In particular, the interview data highlighted differences in variables responsible for lack of job satisfaction between respondents.

4.3 BURNOUT

Figure 4.3 (overleaf) shows the effect of factors such as staff politics, policy changes, lack of communication, new technology, supervisor behaviour, lack of employee autonomy, lack of organisational support, working conditions inflexibility and workload on the symptoms of burnout.

	Staff politics	Policy changes	Lack of communication	New technology	Supervisor behaviour	Lack of employee autonomy	Lack of organis. support	Working conditions inflexibility	Workload	Total
	No. of respondents	No. of respondents	No. of respondents	No. of respondents	No. of respondents	No. of respondents	No. of respondents	No. of respondents	No. of respondents	No. of respondents
I am in a constant state of mental weariness due to being over-worked at DUT	10	2	4	1	12	6	14	8	19	70
I feel resentful because of the amounts of work that I am required to do	10	2	5	2	10	7	12	7	16	71
I feel pessimistic about work due to the constant demands required from me at work	10	2	4	2	13	6	13	5	13	62
I feel overwhelmed and unable to meet my deadlines at work .	7	2	4	2	8	4	11	5	13	53
I have no freedom to use my own judgement in work situations	8	1	2	1	18	8	7	5	7	57
I am not motivated because there are no chances of advancement in the job	9	3	3	0	8	6	10	6	4	49
Total	54 (61%)	12 (13%)	22 (25%)	8 (9%)	69 (78%)	37 (42%)	67 (76%)	36 (40%)	72 (81%)	

Figure 4.3 Burnout

Figure 4.3 shows that 54 (61%) of the 88 respondents experienced symptoms of burnout due to staff politics at DUT, 12 (13%) of the respondents experienced symptoms of burnout due to policy changes, 22 (25%) of the respondents experienced symptoms of burnout due to lack of communication, 8 (9%) of the respondents experienced symptoms of burnout due to new technology, 69 (78%) of the respondents experienced symptoms of burnout due to supervisor behaviour, 37 (42%) of the respondents experienced symptoms of burnout due to lack of employee autonomy, 67 (76%) of the respondents experienced symptoms of burnout due to due to lack of organizational support, 36 (40%) of the respondents due to working conditions inflexibility, and 72 (81) of the respondents experienced symptoms of burnout due to workload.

The majority of the respondents indicated that the most common factors that caused burnout were supervisors' behaviour, lack of organizational support and workload. According to research done by Viadut and Kally (2010:265), workload is the most

frequently cited source and predictor of burnout. They further found that too many simultaneous tasks, too tight deadlines, unfavourable work environment, interpersonal conflicts all impair the relationship between the employee and the job, leading to increased emotional exhaustion. If this impairment is not remedied in time, it may lead to increased levels of cynicism and inefficacy. This could be the reason for the number of respondents (administrative workers) at DUT that are experiencing symptoms of burnout. The decline in the quality of work and in both physical and psychological health can be very costly – not just for the individual worker, but for everyone affected by the person suffering from burnout (Maslach and Goldberg, 1998:63).

Although job demands have a negative impact on employee wellbeing, that impact can be reduced if employees have the appropriate resources to deal with those demands (Peng, Wong and Che, 2010:777). It is possible that it is due to this lack of organizational support, that some respondents are experiencing symptoms of burnout.

Thancoody, Bartram and Casimir (2009:56) in their research revealed that support from the supervisor was extremely important in helping the employees to attain job satisfaction and to prevent depression. They also found that high levels of work support especially from the immediate supervisor have been associated with lower levels of burnout in a number of studies on nurses. It is imperative staff receive the supervisory support that they require to perform work related duties to prevent burnout and this may perhaps be the reason that staff are experiencing symptoms of burnout. The results for burnout clearly indicate dis-satisfied employees and a negative effect on wellbeing.

The results of the interviews lead to a number of important implications, since many of the variables that cause burnout are controllable by management. The respondents who indicated feeling symptoms of burnout, seemed to be influenced primarily by work-related factors such as staff politics, high workload, lack of organizational support and a lack of supervisor support. One older respondent's intention to retire was particularly strongly influenced by the relationship with her

supervisor. It is clear that certain respondents are suffering from burnout, as based on evidence from the responses of interviews and questionnaires that employees are suffering from emotional exhaustion, diminished personal accomplishment and perceived depersonalization. It is noted that those that indicated higher levels of job satisfaction with regard to variables tended to be accompanied by lower levels of burnout. It is apparent that burnout has a significant negative impact on job satisfaction and performance as well as wellbeing among respondents from the interviews.

4.4 STRESS

Figure 4.4 below shows the percentages of factors affecting stress levels among employees at the Durban University of Technology.

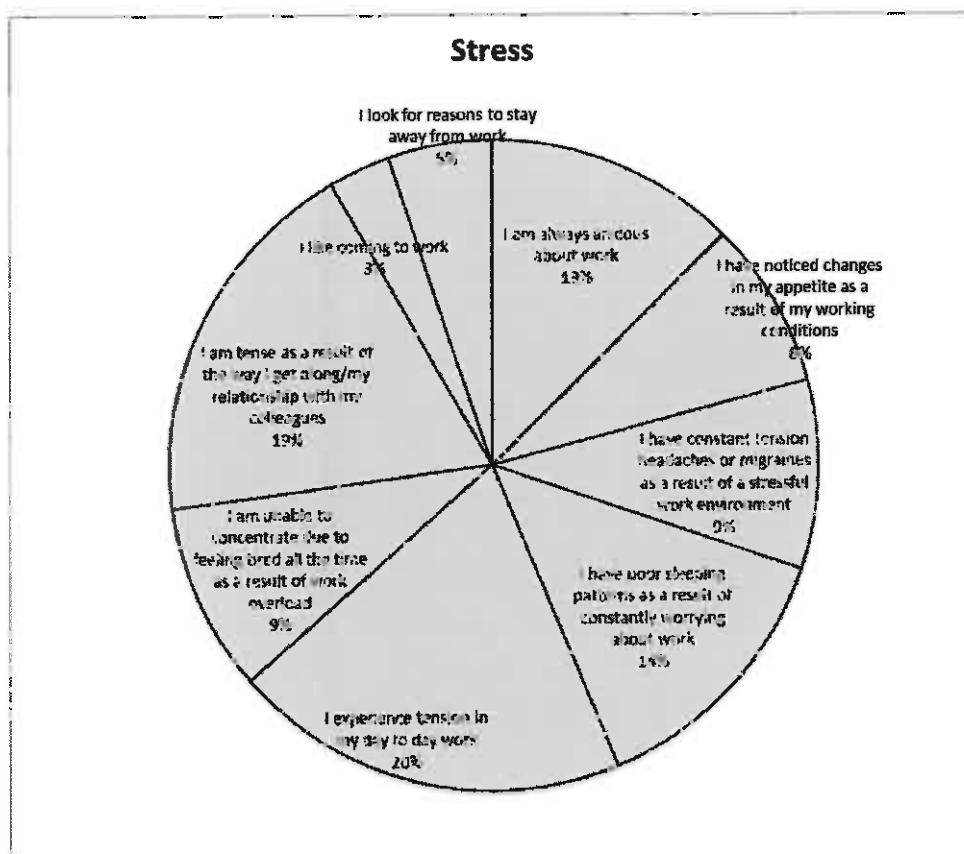


Figure 4.4 Factors influencing stress amongst administrative workers at DUT

It is noted in Figure 4.4 that supervisor behaviour and workload constitute a little more than one-third of the reasons for stress levels. Fourteen (15%) of the 88 respondents indicated that supervisor behaviour caused increased stress levels

whereas 16 (18%) of the 88 respondents indicated that workload contributed more than one-third of the reasons for stress levels.

Given the high costs of stress for both mental and physical health, understanding of how supervisor behaviour causes stress has significance at DUT. Stress among leaders and employees may be influenced by relationships at work, with colleagues, employees and leaders (Skakon, Nielsen, Borg and Guzman, 2010:108). Abusive leader behaviours may be related to high levels for stress and low level wellbeing among employees (Skakon, Nielsen, Borg and Guzman, 2010:109). These reasons may possibly account for the reasons that respondents are experiencing stress due to supervisor behaviour at DUT. Job satisfaction may result from the removal of work related tensions (Leats and El-kot, 2009:183).

An important part of our lives which causes a great deal of stress is our workload. Work-related stress is of growing concern because it has significant economic implications for the organizations through employee dissatisfaction, lowered productivity and lowered emotional and physical health of the employees (Dua, 1994:59). The consequences of work intensity (positive or negative for the employee, organization and society), such as psychological wellbeing/stress and work engagement, are influenced by the specific dynamics of the environment. That is a strong psychological desire to work intensely may produce positive outcomes for the employer (e.g. increased satisfaction and work engagement), if the work environment is conducive to personal effort and aligned to the individual needs. On the other hand, negative outcomes, such as stress and fatigue, will be more pronounced in a coercive, non-rewarding work environment (Burke, Singh and Fiksenbaum, 2010:350). The results of this survey suggest that workload was positively associated with stress. The results suggest that workload is likely to be a characteristic of respondents' specific job requirements and responsibilities associated with greater demands for work, longer working hours and higher levels of stress. The results for stress indicate certain respondents experiencing dissatisfaction with their jobs and this is having a negative effect on wellbeing.

From the respondents that were surveyed via the questionnaires, it was discovered that the reasons for burnout were lack of organizational support, supervisor behaviour, staff politics and workload. The results of this interview are strongly correlated with the findings of the questionnaires in that the results identified that the sources of burnout for respondents were Supervisor behaviour , lack of organizational support and workload. Content analysis of the interview data revealed many instances where the staff felt under pressure. Respondents gave indications of feeling trapped and unable to exert any control on the demands placed on them. The consequences of the high levels of stress were causing physiological changes, i.e. tiredness, headaches, high blood pressure. The interviews revealed symptoms of stress that were likely to be harmful. In correlation with the respondents of the questionnaires, it was found that staff in the administrative field at DUT experienced a great deal of stress in a number of areas within the workplace. On the whole they tend to receive very little support. All of those interviewees expressed a desire to reduce the stressors experienced. Results indicate that respondents interviewed were suffering from extreme symptoms of stress, resulting in no job satisfaction and negative impact on wellbeing.

4.5 WORKPLACE FLEXIBILITY

Figure 4.5 below reflects the opinions of respondents regarding flexible working conditions.

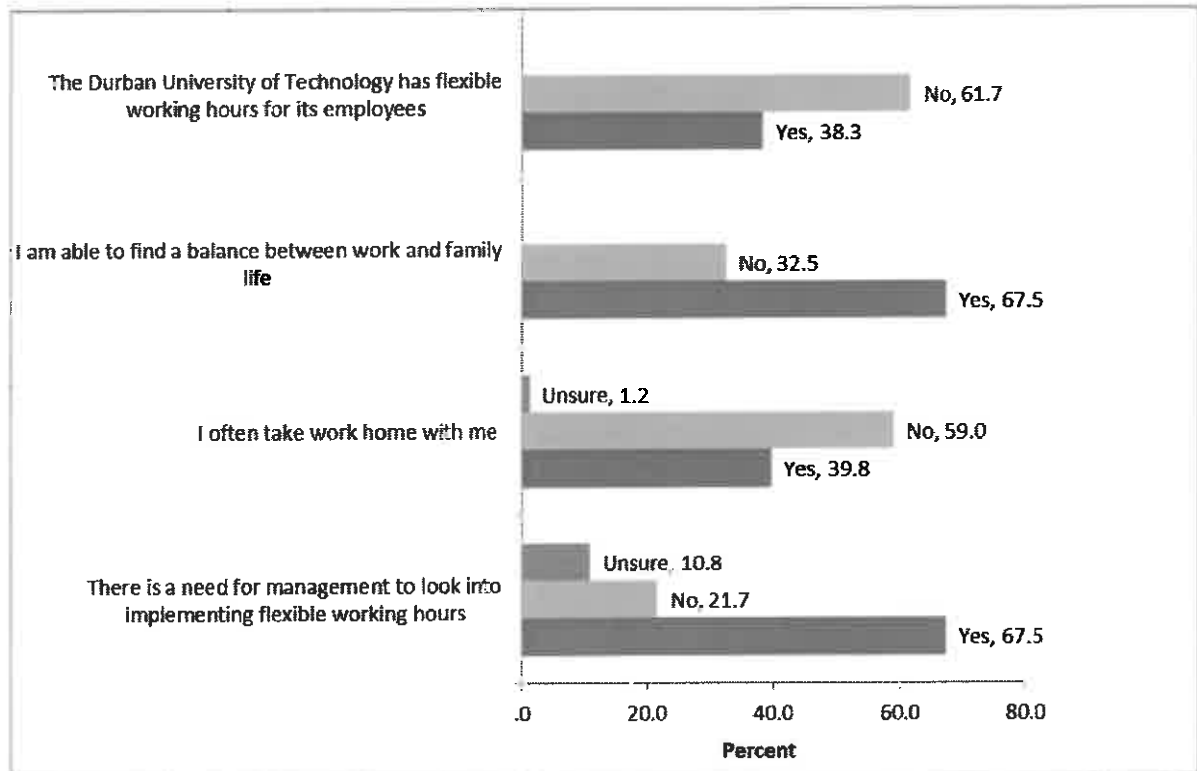


Figure 4.5 Flexible Working Arrangements

As reflected in figure 4.5, 69 (61%) of the 88 respondents sample indicated that their departments had no flexibility with regard to working hours, 34 (38%) of the respondents agreed that their departments did have flexible working hours for its employees.

Twenty nine (32%) of the respondents indicated that they were not able to find a balance between work and family life, whilst 59 (67%) of the respondents agreed that they did indeed find a balance between work and family life.

Twenty nine (33%) of the respondents indicated that they did not take work home with them whereas 35 (39%) of the respondents indicated that they did take work home with them.

Nine (10%) of the respondents were unsure of whether there was a need for management to look into implementing flexible working hours, 19 (21%) of the respondents thought that there no need to for management to look into flexible working arrangements and 59 (67%) of the respondents agreed that there was a need for management to look into implementing flexible working arrangements.

More than two-thirds (59 respondents: 67%) were able to find a balance between family life and work. Amongst the reasons for this is that most (56 respondents: 59%) did not take work home.

The most significant finding regarding this question was that 54 (61%) of the respondents indicated that DUT had no policies regarding flexible working practices and 59 (67%) respondents also indicated that there was a need to look into implementing flexible working hours. The reasons for this, according to the comments made by respondents were issues such as flexible working arrangements were not an option within their departments and some respondents indicated that there were managerial barriers. There were different perspectives regarding flexible working arrangements, which clearly meant different things to different people. For some respondents what emerged from data analysis of comments was the need for informal mechanisms of flexibility, for example being able to alter planned working time at short notice to accommodate commitments outside of work. One respondent indicated that informal flexibility relieved pressure from his conflicting demands and allowed for a wider range of solutions to be met, ensuring that all needs potentially had a better chance of being met. Another respondent indicated that inflexibility created difficulties with childcare arrangements. Some respondents indicated negative perceptions of flexible arrangements such as flexitime was not available in their current department. Based on the data analysis for this question and the comments made by the respondents, the researcher identified the prevalence and value of flexible working arrangements being implemented. Due to the larger number (67%) of the respondents showing an interest in flexible working arrangements it can be assumed that this would be pertinent to their job satisfaction and wellbeing.

It was noted in the interviews that when individuals had flexibility in their work schedules, they seemed to experience less stress as evidenced by the respondent's comments and analysis of the questionnaires. It is apparent that the potential for conflict and stress as well as negative effects on wellbeing increased when workers struggled to balance the demands of work and personal life. It is also fairly apparent that frustrations of inflexible working arrangements suggest that there are potential for decrements in psychological and physical wellbeing of workers and general job dissatisfaction as based on the interview analysis.

Flexibility is a multidimensional concept. It means different things to different people. There are various positive and negative connotations of flexibility (Sushil, 2001:860). Flexible working is defined as "any policies and practices, formal or informal, which permit people to vary when and where work is carried out" (Maxwell, Rankine, Bell and Macvicar, 2007:138). Success in business involves to some extent having a workforce flexible enough to meet changeable demands. But flexibility has become a two way process and employees, particularly mothers of young children, are increasingly requesting work arrangements that allow them to better balance work and home life (Managerial Law, 2006:536).

Non-work and family commitments are often cited as the main drivers and rationale behind requests for flexible work. It has almost become a truism that many people face increased stress and experience negative behavioural patterns as a direct result of trying to balance or reconcile work, family and other non-work commitments (O'Brien and Hayden, 2008:201).

Flexible working arrangements can serve a number of organizational purposes including increasing competitiveness and productivity; fostering organizational change; and improving recruitment quality and the retention of labour. For individuals, flexible working arrangements can facilitate the reconciliation of work and family needs and allow individuals to balance both responsibilities (Papalexandris and Kramar, 1997:593)

Balancing home and work not only leads to a balanced emotional and physical life but also is important for business success (Cooper, 2005:399). The future of flexible working does not have to be a "doom and gloom" scenario; it can prove to be a

liberating experience, giving choice and control to the individual – but individuals have to arm themselves with the right skills and attitudes (Cooper, 2005:399).

4.6 PHYSIOLOGICAL WELLBEING

Figure 4.6 (overleaf) shows the various effects of working condition factors and its effect on the physiological wellbeing of administrative employees at DUT.

As illustrated in Figure 4.6, 4 (4%) of the 88 respondents indicated that they experienced stomach ulcers as a result of work; 6 (6%) of the respondents indicated high blood pressure due to work situations; 13 (14%) of the respondents indicated exhaustion due to extreme working conditions; 9 (10%) of the respondents indicated increased smoking due to stress at work; 7 (8%) of the respondents indicated increased consumption of alcohol due to inability to cope with work conditions; 12 (13%) of the respondents indicated erratic moods due to inability to cope with work conditions; 14(15%) of the respondents reported experiencing anger due to having no control over work situations and 7 (8%) of the respondents reported feeling unwell as a result of work.

The results of this survey indicated that the most common physiological problem among the respondents, was depression as a result of other work. The most common reasons for this were the following: staff politics, supervisor behaviour, lack of organizational support, workload and salary incentives. It is evident that employees are dis-satisfied and are experiencing negative effects on their wellbeing. While other studies (Cordes and Dougherty, 1993; Dijkstra *et al.*, 2009; Donaldson-Feilder *et al.*, 2008; Dua, 1994, and Erkutlu *et al.*2006) have investigated two or three variables of physiological symptoms of wellbeing as they relate to job satisfaction, the uniqueness of this survey is the use of multiple variables assessed and related to the various factors influencing respondents. Physical symptoms as defined in this study were physical symptoms of strain that were likely to be responses to the stressors at work. It is apparent based on the findings from the data analysis of the interviews that the individual symptoms varied from person to person depending on the nature of the aspect causing dis-satisfaction at work. Supervisor support, lack of organizational support, workload, lack of salary incentives and staff politics contributed significantly to gastrointestinal problems, high

blood pressure, headaches, depression, exhaustion, increased consumption of alcohol and smoking, erratic moods, anger, lack of sleep and appetite loss.

To summarize, it is asserted that stressors at work were significantly related to nine of the physical symptoms examined and interestingly found other physical disturbances such sleep deprivation, headaches and loss of appetite. The researcher believes that this study advances knowledge and provides a platform for other researchers to better understand the relationship between stressors at work and employees physical health. Based on these findings, it can be summarized that respondents are job dis-satisfaction which negatively affected wellbeing.

4.6.1 Staff Politics and depression among employees

Given that most jobs require some degree of interaction with other people, interpersonal conflict is considered to be both an inevitable and intrinsic characteristic of working and is generally referred to as disagreements among individuals as a result of perceived oppositions about respective interests or goals (Chung-Yan and Moeller, 2010:383). In terms of individual health and wellbeing, the experience of interpersonal conflict is related to depression (Chung-Yan and Moeller, 2010:383). This may possibly account for respondents being depressed due to the on-going staff politics.

		Stomach ulcers as a result of work	High blood pressure due to work situations	Depression as a result of work	Exhaustion due to extreme working conditions	Increased smoking due to stress at work	Increased consumption of alcohol due to inability to cope with work conditions	Erratic moods as a result of inability to cope with work	Anger due to having no control over work situation	I often feel unwell as a result of work
Staff politics	No. of respondents	2	5	12	9	6	4	8	9	5
Policy change	No. of respondents	2	3	2	4	2	3	3	4	2
Lack of communication	No. of respondents	1	3	5	6	4	3	5	4	3
New technology	No. of respondents	0	0	0	2	0	1	1	1	0
Supervisor behaviour	No. of respondents	3	3	15	11	8	6	13	13	9
Lack of employee autonomy	No. of respondents	2	1	7	4	5	3	5	7	3
Lack of organizational support	No. of respondents	3	3	11	10	8	6	9	9	6
Working conditions inflexibility	No. of respondents	1	3	6	4	6	4	5	6	4
Workload	No. of respondents	5	5	17	18	8	6	11	13	9
Salary incentives	No. of respondents	2	4	12	4	4	4	5	8	3
Career advancement	No. of respondents	2	3	7	3	3	2	4	7	2
Total	No. of respondents	23	33	94	75	54	42	69	81	46

Figure 4.6 Physiological wellbeing

4.6.2 Supervisor behaviour and depression among employees

Employees want a supervisor to be concerned about their personal welfare, to be accessible and to treat them with respect. Stress-producing supervisors include those who do not give criticism in a helpful way, those who play favourites with subordinates and those who “pull rank” or who take advantage of their subordinates. Supervisors who rule with an iron hand and rarely try out new ideas or allow participation in decision making may also cause serious stress problems for their subordinates (Larson, 2004:1127). The above reasons may possibly be causing depression among respondents due to supervisor behaviour.

4.6.3 Lack of Organizational support and Depression among employees

Organizational support has become an important issue in companies as it is essentially linked to organizational performance. In this current climate of competitiveness in the business world, there are high expectations being placed in the shoulders of each and every employee. Employees are expected to achieve given targets although some of them are highly unrealistic (Arokiasamy, Marimuthu and Moorthy, 2010:438). There are an increasing number of workers experiencing depression or difficulty in adjusting to the workplace (Nakamura, Seto, Okino, Ono, Ogasawara, Shibamoto, Agata and Nakayama, 2011:89). In their studies, Andrea, Bultmann, Amelsvoort and Kant (2009:1041) found that low social support and low decision latitude were associated with depression, whereas emotional demands at work were associated with both anxiety and depression. The most common symptoms of stress are anxiety, tension, anger, irritability, poor concentration, apathy and depression; these manifestations of stress will interfere with the sense of wellbeing and may be precursors of more severe illnesses (Hadi, Naing, Daud and Nordin, 2008:145). The results of this study suggest that low organizational support is associated with depression. This may be attributed to respondents experiencing depression as a result of stress factors at work and no coping or support structures. The on-going stress and lack of organizational support is possibly leading to depression.

After analysis of questionnaires, it was found that the findings of the interviews correlated with the comments made by respondents in the questionnaires. Respondents indicated that they had a lack of organizational support e.g. having no supportive systems to assist with daily work pressure or overload. Responses reflected concerns about the nature of the respondent's jobs, dealing with problems, completing several tasks at once within fragmented time-frames, constant interruptions, increased paperwork, budget cuts, and trying to be responsive to everyone were cited as particular problems. Respondents spoke of increased demands and responsibilities, the need to implement changes and complete tasks for their departments simultaneously. Respondents also indicated a need for support systems to provide assistants, talk about issues, to plan, and to seek understanding and advice. Responses indicate that this lack of organizational support has negative consequences in the form of lowered job satisfaction and a negative impact on wellbeing, in the form physiological symptoms such as depression and stress.

4.6.4 Workload and depression among employees

On the job depression can be a real problem. It saps energy and reduces effectiveness (Johnson and Indvik, 1997:362). In addition, episodes of depression may be triggered by stressful experiences on the job such as hurried deadlines, unrealistic expectations, pressure to do work faster and harassment (Johnson and Indvik, 1997:362). Remarks or behaviours which negate employee's contributions, demean them personally, or interfere with their ability to function as individuals may start the cycle of depression. Additional sources of job related stress include unclear job expectations and descriptions: short deadlines and frequent "fire drills": responsibility but no decision making authority: routine, and monotonous jobs with no room for creativity (Johnson and Indvik, 1997:13). Any of the above reasons may be responsible for causing depression among respondents as a direct relation to workload.

4.6.5 Lack of salary incentives and depression among employees

A good reward system is necessary to motivate the employees of an organization (Zaidi and Abbas, 2011:978). It is important to understand the influence of monetary incentives on job satisfaction is important given that the composition of an employee's remuneration package is an integral element of his/her overall working conditions (Pouliakas, 2010:599). Money is the means through which through an individual can saturate all necessities of life such as food, housing, health, insurance, education in addition to social status. It then stands to reason that given, as evidenced in the results of this study, the lack of salary incentives leads to depression among respondents. It is possible that in the absence of rewards (monetary) the motivation level of the employees and satisfaction levels of employees falls sharply leading to depression.

4.7 COMPLAINTS/ GRIEVANCES

Figure 4.7 below shows the levels of agreement and disagreement regarding complaints/grievances that encompass workplace determinants.

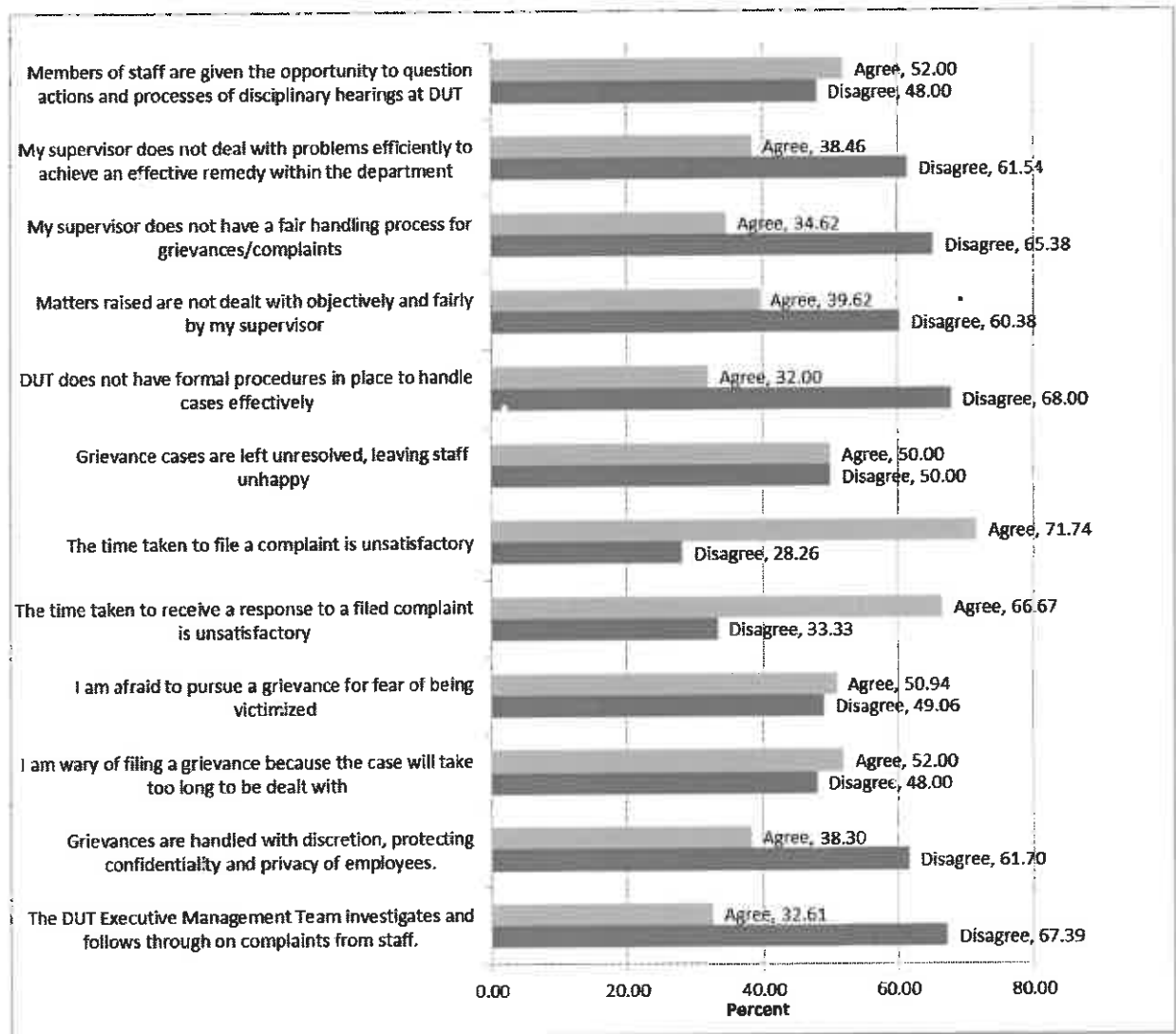


Figure 4.7 Grievance Procedures/complaints at DUT

Figure 4.7 indicates that 46 (52%) of the 88 respondents agreed that members of staff are given an opportunity to question actions and processes of disciplinary processes at DUT, whereas 43 (48%) of the respondents disagreed with this.

Thirty four (38%) respondents agreed that their supervisors did not deal with problems efficiently in their departments to achieve effective remedies within the

department, and more than half i.e. 54 (61%) were happy with the way in which their supervisors dealt with problems within their departments.

Thirty (34%) of the respondents agreed that their supervisors did not have a fair handling process for grievances whereas 58 (65%) of the respondents indicated that their supervisors had a fair handling process for grievances/complaints.

Thirty five (39%) of the respondents agreed that matters raised within the department were dealt with objectively and fairly, with a majority, 53 (60%) of the respondents indicating that matters raised within the department were not dealt with efficiently.

Twenty nine (32%) of the respondents indicated that they agreed that DUT does not have formal procedures in place to handle cases effectively, with a majority of 60 (68%) of the respondents indicating that there were indeed formal procedures in place to deal with problems effectively.

Forty six (52%) of the respondents indicated that they were wary of filing grievances because it would take too long for the case to be dealt with whereas 43 (48%) of the respondents indicated that they thought that the time taken to resolve cases was satisfactory.

It is important to point out that there were six significant findings as follows:-

Question 6f) Grievance cases are left unresolved, leaving staff unhappy.

It was interesting to note that there was a fifty, fifty split with regards to question 6f in the questionnaire, 44 (50%) of the 88 respondents agreed that grievance cases were left unresolved and 44 (50%) of the respondents indicating that grievance cases were resolved. Handling conflict means effectively resolving an existing disagreement between oneself and another person (Knippen and Green, 1999:27). The outcomes of effective dispute resolution includes the employees making an agreement, finding a resolution to their problem, receiving an apology, maintaining or improving their relationship, gaining personal benefits (feeling happy, confident and satisfied), and enjoying an improved atmosphere (McGrane, Wilson and Cammock, 2005;273). Respondents that are experiencing or going through unresolved

conflict/dispute resolution might possibly be going through similar consequences hence their belief that cases are left unresolved.

Question 6g) the time taken to file a complaint is unsatisfactory, Question 6h) The time taken to receive a response to a filed complaint is unsatisfactory and Question 6j) I am wary of filing a grievance because the case will take too long to be dealt with.

With regards to question 6g, a majority of 63 (71%) of the respondents indicated that that the time taken to file a complaint was unsatisfactory, while 25 (28%) of the respondents thought that the time taken to lodge complaints was satisfactory. For question 6h, 58 (66%) of the respondents agreed that the time taken to receive a response to filed complaints was unsatisfactory, and 29 (33%) of the respondents indicated that the time taken to receive responses from filed complaints was satisfactory. In question 6j, 4 (4%) of the respondents strongly disagreed that cases take too long to be resolved and 17 (19%) of the respondents indicated that they agreed that grievance cases take too long to be resolved. One respondent indicated that he had an unresolved grievance with no resolution as yet. He was given a R2000 fine and was subjected to a demotion and he is still awaiting a grievance hearing with regards to this. One of the cardinal principles to effective complaints and grievance management is that workers must be aware of and have unencumbered access to well defined procedures that are easy to understand and use. Another principle of effective grievance management is that workers' concerns should be addressed in a timely fashion (Nurse and Devonish, 2007:92). As soon as the grievance arises, it should be identified and resolved. This will lower the detrimental effects of grievance on the employees and their performance (Management study guide, 2012). Taking the perspective of respondents, these results provide tangible evidence that they are unsatisfied with the time taken to file complaints as well as receive responses.

Question 6i) I am afraid to pursue a grievance for fear of being

In question 6i, there was an almost fifty fifty split, with 54 (50%) of the respondents indicating that they were afraid to pursue grievances for fear of being victimised, and 43 (49%) of the respondents indicating that they were not afraid of filing grievances due to victimisation. Much recent attention has been given to workplace victimisation, defined as incidents in which one or more individuals use words or actions to cause physical or psychological harm to another person at work (Acquino and Thau, 2009:718). There are many causes of workplace victimisation (Bowling, Beehr, Bennett and Watson, 2010:141). Tangirala and Ramanujam (2008:37) in their research indicated that employees frequently choose to remain silent about important issues at work. Their silence spanned issues such as conflicts with co-workers, disagreements with organizational decisions, personal knowledge of potential weaknesses in work processes, and individual grievances. It is possible that employees are being victimised hence their response to this particular question.

Question 6k) Grievances are handled with discretion, protecting confidentiality and privacy of employees

In question 6k, 34 (38%) of the respondents agreed that cases were dealt with discretion, protecting confidentiality and privacy of employees, with a majority of 54 (61%) of the respondents indicating that there was no discretion or protecting of confidential details with grievance cases. A disclosure should be unauthorised and highly offensive, including genuinely private matters, to be illegal (Chieh and Kleiner, 2003:85). The concept of privacy can generally be defined as the individuals' ability to control the terms by which their personal information is collected and used. It has also generally been defined as the right "to be left alone", meaning that it represents a sphere where it is possible to remain separate from others, anonymous and unobserved; thus it represents an aspect of freedom and, more specifically, freedom from interference (Gritzalis, 2004:257). The employer must keep the accused employee's privacy interests in mind in any investigation (Chieh and Kleiner, 2003:87). Managing privacy in the physical everyday life is a situated social process, and in most cases it is intuitively performed. People disclose different versions of personal information to different parties under different conditions

(Karyda, Gritzalis, Park and Kokolakis, 2009:205). Given all of the above factors, it is possible that these are the reasons for cases not being dealt with confidentially leading to distrust/lack of faith by respondents regarding grievance cases.

Question 6l) The DUT executive management team investigates and follows through on complaints from staff

With regards to question 6l, 29 (32%) of the respondents agreed that the DUT executive management team investigated and followed through on complaints from staff, with a majority of 59 (67%) of the respondents indicating that management did not follow through on complaints from staff. The use of grievance procedures is intended to serve the needs of both employers and employees, it is therefore important for organizations to employ effective grievance management systems to address the concerns of raised by employees in the interest of promoting justice and avoiding conflict, especially in an unionized establishment (Nurse and Devonish, 2007:92).

Results of the interviews suggest that grievance procedures are a complex and evolving phenomenon to employees. It is apparent that there is a lack of consensus as to what employees regard as "efficiently resolved" in grievance procedures. It seems that even after grievances have been settled, employees do experience negative outcomes. It is unclear as to whether and perhaps to what extent these outcomes are consequences of differences in employees output or whether they result from punishment and retribution from employers. In some cases where the grievance was triggered by deterioration in the relationship between supervisor and employee, it would seem that the formal grievance activities did not restore that relationship but in fact exacerbate it.

4.8 FACTORS AFFECTING JOB SATISFACTION

This section looks at the general comments made by the respondents. The responses are given in the figure below.

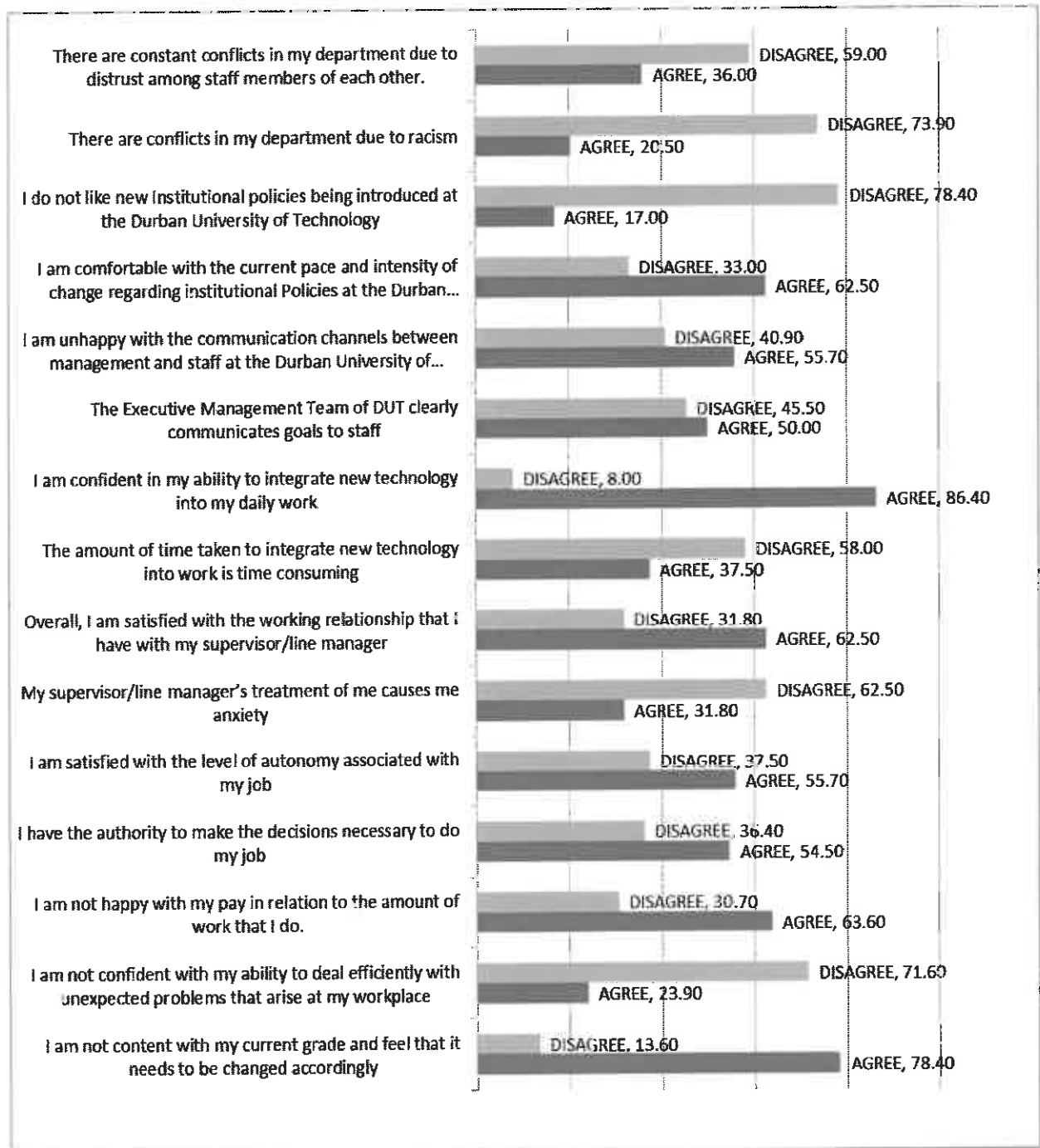


Figure 4.8 Level of satisfaction among respondents at DUT.

4.8.1 DEPARTMENTAL CONFLICTS DUE TO DISTRUST

It was noted that 32(36%) of the 88 respondents indicated that they agreed there were constant conflicts in the department due to distrust of each other and 52 (59%) of the respondents disagreed that there were conflicts due to distrust in their departments.

Two respondents indicated that there were too many bosses at higher levels, 1 respondent indicated that their directors undermined staff, two respondents indicated that staff had a tendency to gossip about one other, one respondent indicated that they thought that only Indians got promoted, one respondent indicated that there was a lack of communication and transparency, one respondent indicated that they had a fear of victimisation and one respondent indicated that there were no conflicts in the department.

4.8.2 CONFLICTS DUE TO RACISM

It was noted that 18 (20%) of the 88 respondents that there were constant conflicts in their departments due to racism whereas 65 (73%) of the respondents indicated that they agreed with this statement, 2(2%) of the respondents indicated that black female staff feel victimised due to racism, 2(2%) of the respondents indicated that DUT is socially polarised and 1(1%) of the respondents indicated that there was unnecessary conflict due to race issues.

4.8.3 INSTITUTIONAL POLICIES AT DUT

It was noted that 69 (78%) of the 88 respondents disagreed with this statement indicating that they were comfortable with the policies being introduced at DUT, 15 (17%) of the respondents indicated that they were not happy with the new policies that were being introduced at DUT, 2(2%) of the respondents indicated that there was a lack of transformation, 1(1%) of the respondents indicated that the pace was good for change at DUT.

4.8.4 PACE AND CHANGE OF POLICES AT DUT

It was noted that 55 (62%) of the 88 respondents indicated that they were happy with the pace and intensity of changed at DUT whilst 29 (33%) of the respondents

indicated that they were not happy with the current pace of change at DUT, one respondent indicated that the pace and intensity of change was too slow at DUT, one respondents indicated that management seldom communicated with staff and one respondent indicated that people shuffled paper instead of working hard to reach departmental goals.

4.8.5 COMMUNICATION CHANNELS BETWEEN MANAGEMENT AND STAFF AT DUT

It was noted that 49(55%) of the 88 respondents indicated that they were unhappy with the communication channels between management and staff at DUT whilst 36(40%) of the respondents were happy, one respondent indicated that he was unsure of the functioning of the communication channels as far as order was concerned. One respondent indicated that the unions were too slow, and two respondents indicated that management did not inform staff of the goals of DUT.

4.8.6 COMMUNICATION OF DUT GOALS

It was noted that 54(50%) of the 88 respondents indicated that the executive management clearly communicated goals to DUT, whilst 40 (45%) of the respondents indicated that they disagreed that DUT communicated its goals to staff clearly, one respondent indicated that Executive management tended to include senior management only in communication processes and not junior staff.

4.8.7 NEW TECHNOLOGY

It was noted that 76(86%) of the 88 respondents indicated that they were confident in their ability to integrate new technology into their daily work, with 7(8%) of the respondents indicating that they were not confident in their ability to integrate new technology into their daily working lives.

4.8.8 TIME TO INTEGRATE NEW TECHNOLOGY INTO WORK

It was noted that 33(37%) of the 88 respondents indicated that they agreed that the time taken to integrate new technology into work was time consuming, whilst 51(58%) of the 88 respondents indicated that they had no complaints with regard to

the time taken to integrate new technology into, there were no comments made with regard to this question.

4.8.9 RELATIONSHIP BETWEEN SUPERVISOR AND EMPLOYEE

It was noted that 55 (62%) of the 88 respondents indicated that they were happy with the relationship that they had with their supervisors with 28(31%) of the respondents were not happy with their relationships with their supervisors, one respondent indicated that he was satisfied with his immediate supervisor but not the manager and one respondent indicated that his supervisor/line manager was not approachable.

4.8.10 SUPERVISOR TREATMENT TOWARDS EMPLOYEE

It was noted that 55(62%) of the 88 respondents indicated that their supervisors did not cause them anxiety, whilst 28(31%) of the respondents indicated that they did experience anxiety.

4.8.11 AUTONOMY

It was noted that 49(55%) of the 88 respondents indicated that they agreed that they were satisfied with the level of autonomy associated with their jobs, whilst 33(37%) of the respondents indicated that they were not satisfied with the level of autonomy associated with their jobs. One respondent that autonomy needed to be reviewed attentively

4.8.12 AUTHORITY TO MAKE DECISIONS ABOUT WORK

It was noted that 48(54%) of the 88 respondents indicated that they had the authority to make decisions necessary to do their jobs, with 32(36%) of the respondents indicating they did not have the authority necessary to make the decisions necessary to do their jobs. One respondent indicated that Supervisors decided on his behalf.

4.8.13 WORKLOAD AND PAY

It was noted that 56(63%) of the 88 indicated that they were not happy with their pay in relation to the work that they were doing, whilst 27(30%) of the respondents were happy with their pay in relation to the work that they did.

It was noted that 7(7%) of the respondents indicated that their salaries did not match the amount of work they did in relation to their grades, 2(2%) of the respondents were expected to work during the day and night shifts. One respondent indicated that he was the technician for 3 subjects and assisted with practicals as well and one respondent indicated that benchmarking proved this.

4.8.14 UNEXPECTED PROBLEMS WITHIN DEPARTMENTS

It was noted that 21(23%) of the 88 respondents agreed that they were not confident with their ability to deal with unexpected problems that arose at the workplace, whilst 63 (71%) of the respondents were confident in their ability to deal with unexpected problems at their workplace.

There were no comments for this question.

4.8.15 SALARY GRADES

It was noted that 69 (78%) of the 88 respondents indicated that they were not content with their grades and that this needed to be re-evaluated, with 12 (13%) of the respondents indicating that they were content with their grades. One respondent indicated that staff doing the same job function were on differing grades, 4 (4%) of the respondents indicated that grades need to be aligned with job tasks, one respondent said that the ML Sultan scale and Natal Technikon scales need to be equally aligned. One respondent indicated that the workload was too great and new people have to be hired.

Consistent with the findings of the questionnaires, respondents from the interviews indicated that they were not happy with the grading process. This has had a significant effect on the level of satisfaction that was experienced at work. It can be conceived at this stage that there is a positive linkage between salary grading and job satisfaction.

4.9 MERGER

Figure 4.9 below shows the effect that the merger has had on administrative staff members at DUT.

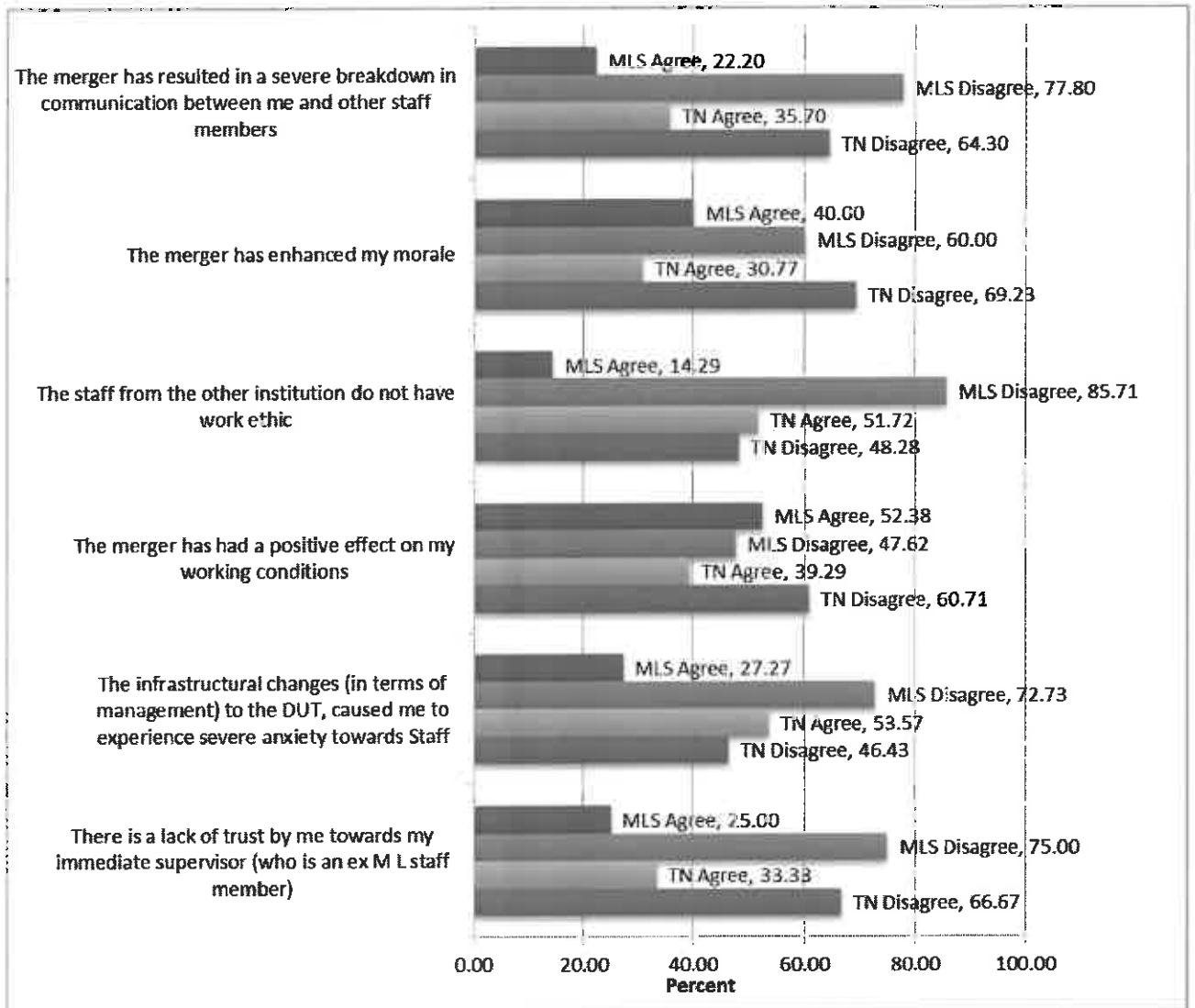


Figure 4.9 Merger

Figure 4.9 indicates that 20(22%) of the 88 respondents of ex M L Sultan respondents and 31(35%) of the respondents of ex Natal tech respondents indicated that they agreed that the merger resulted in a severe breakdown in communication between them and other staff members, whilst 68(77%) of ex M L Sultan and 57(64%) of the respondents of ex Natal Tech respondents indicated that there was no breakdown in communication.

36 (40%) of the respondents of ex ML Staff and 27(30%) of the respondents of ex Natal tech staff agreed that the merger has enhanced their morale whilst 53(60%) of the respondents of ex ML Staff and 61(69%) of ex Technikon Natal staff stated that the merger did not enhance their morale.

It is interesting to note that there are similar levels of agreement and disagreement for all statements, except for that regarding work ethic of staff from the “other” institution. Whereas 75 (85%) of the ML Sultan staff disagreed with the statement, implying that they felt that the ex-Natal Technikon staff did have a good work ethic. However, most of the ex-Natal Technikon staff 45 (51%) did agree that the ex-ML Sultan staff did not have a good work ethic. Work ethics include not only how one feels about their job, career or vocation, but also how one does his/her job or responsibilities. This involves attitude, behaviour, respect, communication, and interaction; how one gets along with others. Work ethics demonstrate many things about whom and how a person is. Work ethics involve such characteristics as honesty and accountability. Essentially, work ethics break down to what one does or would do in a particular situation (Work Ethics, 2012). Despite the fact that most employees have an inherent need to work well and give of their best, this behaviour ought to be nurtured and rewarded. Only if the employees experience a benefit of their behaviour will they use it (Hamilton-Attwell, 1998:86). This could possibly explain why ML staff appear to have a lack of work ethic.

It was noted that 46(52%) of the respondents of ex ML staff and 35(39%) of the respondents of ex Natal staff agree that the merger has had a positive effect on their working conditions with 42(47%) of the respondents (ex ML staff) and 53(60%) of the respondents (ex natal tech staff) think that the merger has not had a positive effect on their working conditions.

Twenty four (27%) of the respondents (ex ML staff) and 29(33%) of the respondents (ex Natal staff) agree that the infrastructural changes (in terms of management) to the DUT has caused them to experience severe anxiety towards staff, with 64(72%) of the respondents (ex ML Staff) and 41(46%) of the respondents (ex Natal Staff) felt no anxiety towards other staff.

Twenty two (25%) of the respondents (ex MI staff) and 29(33%) of the respondents (ex Natal staff) felt that there was a lack of trust towards their immediate supervisors (ex ML/Natal tech staff member); whilst 66 (75%) of the respondents (ex ML staff) and 58(66%) of the respondents (ex Natal staff) indicated that there were no problems with trust towards their supervisors.

There were no other significant findings in this section of the questionnaire.

The keys to post merger success are hands on leadership styles, a bias for action, clear vision, involvement of the entire staff, communication of commitment to offer the best value to customers, and most of all open and honest communication with employees (Nguyen and Kleiner, 2003:453). The results of the interviews indicate that perceptions of outcomes from the merger were general satisfaction which correlates with the findings of the questionnaires.

4.10 FACTORS AFFECTING JOB SATISFACTION AT DUT

Figure 4.10 below shows the summary of results of the factors affecting job satisfaction among administrative workers at DUT.

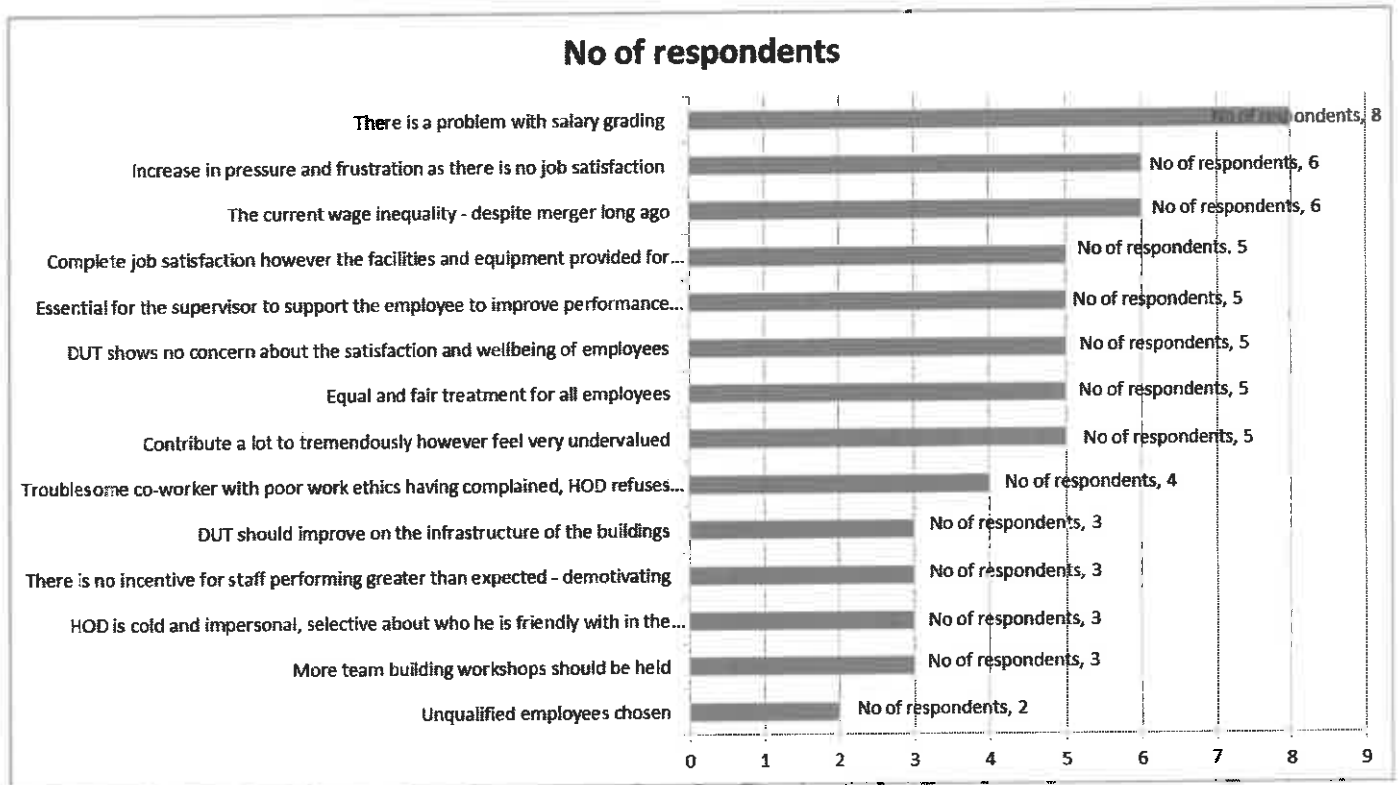


Figure 4.10 Factors affecting job satisfaction at DUT

It was noted that most discerning source of job dissatisfaction were found to be with Grading, with 8 (9%) of the respondents indicating that there was a problem with salary grading.

It was found that 6 (6%) of the respondents indicated an increase in pressure and frustration as there was no job satisfaction, 6 (6%) of the respondents indicated that there was current wage inequality despite the merger occurring long ago, five respondents indicated that they felt it was essential for their supervisors to support them, five respondents indicated that DUT showed no concern for their job satisfaction and five respondents indicated that they contributed a lot towards DUT's goals but they feel undervalued. There were 4 (4%) of the respondents who indicated that they had troublesome co-workers, 3 respondents indicated that the university should improve on the infrastructure of DUT, 3 respondents indicated that

their HOD's were selective about who they were friendly with, 3 respondents indicated that there should be more teambuilding workshops to improve relationships between staff and 2 respondents indicated that unqualified employees were employed at DUT.

It was encouraging to note that some respondents reflected positive comments as follows:- five respondents indicated complete satisfaction with regards to their jobs and five respondents indicated that there was fair and equal treatment of all employees. It can be noted as reflected by the comments in the general section of the questionnaire, that there was some degree of dissatisfaction with working conditions and it was found to have a negative impact on wellbeing.

4.11 SUMMARY

This chapter presented the results of the study using descriptive analysis and by means of tables, graphs and reports. The results identify significant relationships and differences between the variables of the study and also points out areas that require improvement. Chapter 5 presents the conclusion and recommendations of the study, which can be implemented to enhance job satisfaction and employee wellbeing among administrative staff at the Durban University of Technology.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

According to the United Nations International Labour Organization, occupational stress is a 'global epidemic' (Roberts, 2012:01). He adds that research conducted by Vicky Eriksson of the Human Resources Effectiveness Group in South Africa (The People Element), revealed that as much as R3 billion a year is being lost to workplace stress. Work stress is thought to affect individuals' psychological and physical health as well as organizations' effectiveness in an adverse manner (World Health Organization, 2012:04).

This chapter presents the research conclusions and makes recommendations for improving the level of satisfaction and employee wellbeing among administrative staff at the Durban University of Technology. Suggestions are made for further research.

5.2 ACHIEVEMENT OF OBJECTIVES

5.2.1 Objective one: To determine the sources of job satisfaction/dissatisfaction which affect employee wellbeing.

Job satisfaction is a multi-dimensional concept involving satisfaction with job facets ranging from pay to supervision to satisfaction with the nature of the work itself (Richard, Lemay, Taylor and Turner, 1994:97). They add that these facets fall into two categories, namely: intrinsic and extrinsic sources. They explain further that intrinsic sources come from within the individual and have psychological value to the person whereas extrinsic sources originate from outside the person (e.g. working conditions, job security, and pay). The findings in this study offer strong support that extrinsic factors such as supervisor support, organizational support, workload, stress and relationships with co-workers were pivotal to job satisfaction and subsequently employee wellbeing. High job stress was associated with job dissatisfaction, psychological distress, negative wellbeing, doctors' visits and illness and detrimental effects to physical health. Stress was also associated with poor physical health, poor emotional or psychological health and high job dissatisfaction. Intrinsic

measures such as working flexibility and salary incentives were high on the list for sources of job satisfaction/dissatisfaction.

5.2.2 Objective two: To investigate the effects of changes at the Durban University of Technology, post-merger on staff wellbeing.

Organizations coming together through mergers face a steep learning curve. There are elements of the “give and take” of a marriage in buying into each others cultural legacy (Strategic direction, 2011:31). The keys to post-merger success are hands-on leadership styles, clear vision, involvement of the entire staff and most of all open and honest communication with all employees (Nguyen and Kleiner, 2003:453). This study found that most of the problems regarding merger have been resolved at DUT. It was clear that respondents are more positive than negative regarding the effects of changes at DUT post-merger on wellbeing. Based on the comments of the respondents, a harmonious outcome has been achieved with processes and values have been aligned. The only negative aspect revealed in this study was that employees from the previous institutes (i.e. M L Sultan and Natal Tech) each felt that employees from the other institute lacked work ethic.

5.2.3 Objective three: To determine the effects of manager-staff (HOD’s, Deans and management) relationships on employee wellbeing.

Managers use various leadership styles to influence subordinates and get things done in organizations. Motivating and inspiring those around them, paying attention to each individuals needs for achievement and growth, creating a supportive organizational climate, reorganizing individual differences in needs and desires, encouraging a two-way exchange in communication, and actively listening to subordinates’ concerns and opinions are all examples of personal power sources that are relationship-oriented (Erkutlu and Chafra, 2006:295). They add that whether intentional or unintentional, the actions and attitudes of those in positions of authority affect the actions and attitudes of employees. The findings presented in this study offer strong support that manager/supervisor relationships were pivotal to good relations and job satisfaction and that job dissatisfaction subsequently affected employee wellbeing. Overall a consistent result in the study was that trust in management and support promoted employee wellbeing at work in the form of commitment, job satisfaction, work-life balance, and satisfaction amongst workers,

whereas the lack of supervisor support led to detrimental effects on employees' wellbeing.

5.2.4 Objective four: To determine the effect of wellbeing on productivity among staff.

Organizations that do not take care of workplace happiness ultimately experience diminished individual performance (Hosie and Sevastos, 2009:151). The findings in this study offered strong support that wellbeing had an influence on productivity. It was noted that people's overall sense of happiness was likely to be displayed through attitudes and behaviour. A consistent result in the study was that satisfied workers were more productive whereas unhappy workers were unproductive due to symptoms of stress and illnesses. It was also found that productivity was seriously affected by stress and dissatisfaction. Increased stress levels led to reduced productivity. It was also noted that decreased productivity arose in cases where there was a lack of motivation and job satisfaction, and the influence of stress on productivity was then accentuated. It was further noted that stressed employees tended to make wrong decisions, and experienced negative relationships with co-workers. There was clear evidence that staff members with higher levels of psychological wellbeing at work (both mentally and physically) were more productive compared to those who experienced lower levels of psychological wellbeing.

5.3 LIMITATIONS OF THE STUDY

The main limitations of the study are set out below.

Despite targeting a reasonable sample size, the actual response rate resulted in a sample size too small to cater for differences such as age, gender and race. The low response rate may be attributed to the following reasons: some of the respondents were too busy to participate in the study; some respondents were away on courses or on leave at the time of this study. The total number of the population was seven hundred and forty nine, with two hundred and fifty four respondents selected, of which only eight eight respondents responded to the questionnaire and three interviews were carried out.

It is suggested that for further research, employees be given a slightly longer period to respond as many of them have heavy workloads and have to find the time to

respond to questionnaires or interviews. It is further suggested that questionnaires developed be worded simply to avoid confusion and misinterpretation.

The way in which the questionnaire was phrased led to limitations in the interpretation of the data. Certain respondents reported that the section on Flexibility caused them confusion and they needed further clarification as to what exactly flexibility entailed.

The aforementioned reasons contributed to the integrity of the data collection and the accuracy of findings of the study. Despite these limitations, it is safe to conclude that this study makes a contribution to understanding the working conditions at DUT.

5.4 RECOMMENDATIONS

5.4.1 Supervisor and Organizational Support

This study supports earlier findings that emphasise the relationship between levels of organizational support and supervisor support to employee reciprocity. First, since high perceived organizational support has been revealed to increase employees needs for approval and social identity, employers should care for the wellbeing of their employees as this could motivate towards the realization of the set goals and objectives of the organizations (Babalola, 2010:108). DUT should explore ways to provide their employees with support such as flexible working hours, perhaps job sharing and relief from work overload.

Improving supervisor support is a relatively inexpensive and practical measure compared to the costly alternatives such as improving employee compensation, training and career turnover. For instance, supervisors might be encouraged to have regular meetings with their subordinates to inquire what forms of practical support may be provided from the organization to help individuals perform better in their job (Newman, Thanacoody and Hui, 2012:68). All said, direct face-to-face communication from a direct supervisor to a subordinate is most effective in increasing employee trust, satisfaction, loyalty and productivity (Therkelsen and Fiebich, 2003:127).

5.4.2 Stress

The workplace is one of the greatest causes of stress in our lives. Stress overload has also been shown to compromise a person's ability to work at an optimal level, affecting emotional, interpersonal and intellectual functioning. People who cannot adapt, adapt poorly, or let themselves become overloaded with stress, suffer physically and emotionally (Abbott, 1998:64). Stress levels in the workplace should be carefully and regularly monitored by management. A company's efficiency and productivity largely depend on its ability to cope with and adjust to stress at work. Managements' first role is to implement policies and procedures that will help to both manage and reduce stress. Strategies should also include counselling and psychotherapy. No one strategy will work in every situation, but research shows that applying two or more methods results in a higher success rate. As management becomes aware of these various strategies, efforts should be made to make them available to employees or at least make employees aware of the strategies (Carr, Kelley, Keaton and Albrecht, 2011:35-36).

5.4.3 Relationships with co-workers

People can be our most valuable resources, but dealing with difficult people can certainly be challenging and time consuming (Wilson and Foltz, 2009:55). Understanding the various kinds of disruptive behaviours, what may cause them, how they manifest themselves and how they can be dealt with can help give a sense of control of the situation (Hacker, 2009:14). One method for addressing employee issues is to address it during employee reviews and evaluations. Discussing positive and negative employee attributes during an evaluation can be an effective method for bringing about change. It can alert employees to negative behaviours that they may not be aware of, and it allows one to get on record as having being discussed (Wilson and Foltz, 2009:55). They add that as part of the communication with employees, it is especially important to document these review conversations and discussions.

5.4.4 Workplace flexibility

There are many reasons why DUT should look at implementing flexibility options for its staff. The reasons are: increased productivity; reduced absenteeism; increased

staff morale; to become an 'employer of choice' attracting and retaining a talented workforce; to proactively address DUT's obligation as an employer with regard to corporate and social responsibility; to become a forward thinking university, addressing the future challenges of the changing work demographics; increased employee loyalty; improved service due to happy, healthy and dedicated employees; a more flexible and being a dynamic organization able to adapt to the changing demands of the business world (Hughes, 2007:283).

5.4.5 Work ethic

The amount of work people do is inescapably tied to the meaning of work in their lives, and this meaning can change over time and across circumstances. Only by clarifying the norms for an appropriate amount of work, is it possible to make the distinction between a healthy work ethic and working to excess (Porter, 2004:424). To grow appropriate work ethic, a sound communication strategy and action plan is needed. The work ethic ought to be imbedded in the mission and strategy of the organization and any message communicated should be tested to determine its contribution to strengthening the work ethic (Hamilton-Attwell, 1998:85).

5.4.6 Salary Incentives and Grading

There is one simple fact in all employment situations: salary is what provides the means by which all employees tend to base many aspects of their lives around their work; it is the "bread and butter" of the employment agreement (Cottrell, 2011:188). It is important that employees are satisfied with their overall pay as this may impact their attitudes and behaviours (Singh and Loncar, 2012:470). They found that an organizations' reward system is increasingly reviewed as a strategic tool in aligning the interests of workers and management and improving firm performance; in other words, organizations may use their pay system to motivate strategic behaviours, making it crucial that employees are satisfied with their pay. If the employee comes to understand the company's position, he may be less likely to vent his/her grievance to other employees and subsequently turn the workplace atmosphere negative. It is therefore suggested that DUT management address this ongoing issue of salary grading and reach a solution that would satisfy the needs of employees.

5.4.7 Workload, Wellbeing and Productivity

Stress levels in the workplace should be carefully and regularly monitored by management. If left to itself, stress often results in high absenteeism, increased turnover rates, low productivity and poor levels of quality (Carr, Kelley, Keaton and Albrecht, 2011:35). A company's efficiency and productivity largely depend on its ability to cope with and adjust to stress at work. Managements' role is to first identify what is causing the unnecessary stress and then to implement policies and procedures that will help to both manage and reduce stress (Carr, Kelley, Keaton and Albrecht, 2011:35). Managers can impact on workplace stress of employees in a number of ways: managers can cause (or prevent) stress by the way they behave towards their employees, managers can act as the 'gatekeepers' to the presence of or absence of hazardous working conditions for employees, for instance, preventing an unfair workload being placed on an individual or ensuring that organizational change is well communicated, managers can help ensure that stress is identified early if it occurs in their team; if an individual suffers from stress, the manager needs to be involved in the solution (Donaldson-Feilder, Yarker and Lewis, 2008:12). Using this framework could result in healthier organizations and better employee wellbeing. Organizations that make positive efforts to deal with stress not only help to build trust among their employees, but add to the productivity of their employees and the organization as a whole (Waxler and Higginson, 1993:93).

5.5 SUGGESTIONS FOR FURTHER STUDY

It is apparent that a number of administrative staff at DUT is experiencing many symptoms of burnout as evidenced by the results of this study. Further investigation is needed to fully understand the predictors of burnout, i.e. the organizational and individual factors that impact burnout among administrative workers at DUT and design interventions that increase employee wellbeing. Grievance procedures which are instituted when a member member of staff fails to resolve a problem, need to be interrogated. In other words, there needs to be a careful scrutiny of procedures and processes regarding grievances at the institution as delay in resolving grievance issues can only lead to further stress and unhappiness for the 'victim'. Research in grievance policies could yield data to track processes thereby protecting employees' wellbeing.

5.6 CONCLUSION

This study found that job satisfaction/dissatisfaction has an impact on wellbeing; management at DUT should therefore, in order to create greater levels of job satisfaction, make a concerted effort to resolve many of the issues affecting the wellbeing of employees. Why is wellbeing so important? Because, simply put, employees' levels of wellbeing can sustain or erode their levels of engagement. As time spent at work is such a huge part of modern life, the workplace has become a major factor in individual health and wellbeing. Peoples' experiences at work affect how they feel about themselves, how they interact with their families and friends, how they use their leisure time and how anxious they are about the future (Watson, 2010:1). he adds that on the other side of the coin, employee health and wellbeing have a significant effect on organizational performance. He explains that for the employee, the rewards are clear: a sense of balance between work and home life, meaningful work that's appreciated by the employer, overall good health and a feeling of control over one's life; for the employer the benefits are also significant: higher levels for sustained engagement and lower turnover, it's the advantage of having the whole employee on the job, contributing high levels of sustained engagement.

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Appendix: 1

Dear Respondent,

This questionnaire forms part of my Masters Research Study and is entitled: the effect of Job satisfaction on employee wellbeing among administrative staff at the Durban University of Technology.

It is in this regard that I would be very grateful if you could complete the attached questionnaire and return it in the envelope provided to:-

Fiona Chetty Physical Planning Department Steve Biko Campus: Gate 5

Alternatively, once completed, it could be scanned and sent to me via email at Fionac@dut.ac.za, or dropped off at the designated drop off points.

It is not necessary to divulge any confidential information and no reference will be made to any particular person arising from the results of the questionnaire. The questionnaire is very brief and will take a few minutes to complete.

Please be assured that all information you provide will be kept strictly confidential. Your name or other identifying information will not appear on any study report – all results from the research will be reported at statistical summaries only.

Please do not hesitate to contact me should you have any questions or concerns about the questionnaire or any aspect of the study.

Yours faithfully,

F Chetty (Mrs)

Appendix: 2

LETTER OF CONSENT

Dear Participant

Thank you for agreeing to participate in this research study entitled: The effect of job satisfaction on employee wellbeing among administrative staff at the Durban University of Technology.

The researcher undertakes to assure you of the following:

- to maintain your confidentiality
- to present information and transcripts used in this research in such a way as to maintain your dignity, and if in doubt to first consult with you; and
- to make available to you the final copy of this research publication
- you are free to withdraw from this research at any time, if the need should arise
- no manipulation or withholding of information is involved in this study

Thank you for support and time.

Yours sincerely

MTech:
Student No: 19652929

I, _____ (participant's name), agree to participate in this study, to add to the body of academic knowledge in postgraduate development and support.

Participant's signature

Date

Appendix: 3

FIONA CHETTY

DURBAN UNIVERSITY OF TECHNOLOGY

This questionnaire forms part of my Masters research and is titled:
The effect of job satisfaction on employee wellbeing among
administrative staff at the Durban University of Technology.

I am grateful to you for your participation in this study. All
information given by you will be held in strict confidence, and will
be used for the purpose of this study, only upon the removal of any
identifying information.

INSTRUCTIONS:-

Please answer EACH question by marking an X in one box
on each line, unless otherwise instructed.

Mark as shown below:-

Mark as shown	X		Please use a ball-point pen.
Correction		X	Please follow the examples shown to help optimize the reading results

1 SUPERVISOR SUPPORT

The following section deals with organizational support from DUT, Please indicate your perception

		STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	REASONS/EXPLANATIONS IF APPROPRIATE
a)	My departmental supervisor fails to appreciate any effort from me					
b)	My departmental supervisor cares about my well being					
c)	My departmental supervisor acknowledges my accomplishments at work					
d)	I am overloaded with work in my department					
e)	I have to carry my colleagues' workload when they are on leave					

2 BURNOUT

Please indicate your responses as follows: **FIRST**, whether you experience any of the following symptoms of burnout listed (YES or NO) **AND** secondly identify which of the listed factors contribute to the burnout (You can choose more than one option)

SYMPTOMS OF BURNOUT	CONTRIBUTORY FACTORS							WORKLOAD				
	YES	NO	STAFF POLITICS	POLICY CHANGES	LACK OF COMMUNICATION	NEW TECHNOLOGY	SUPERVISOR BEHAVIOUR		LACK OF EMPLOYEE AUTONOMY	LACK OF ORGANISATIONAL SUPPORT	INFLEXIBILITY	WORKING CONDITIONS
a) I am in a constant state of mental weariness due to being over-worked at DUT												
b) I feel resentful because of the amounts of work that I am required to do												
c) I feel pessimistic about work due to the constant demands required from me at work												
d) I feel overwhelmed and unable to meet my deadlines at work .												
e) I have no freedom to use my own judgement in work situations												
f) I am not motivated because there are no chances of advancement in the job												

3 STRESS

Please indicate your responses as follows: **FIRST**, whether you experience any of the following listed symptoms of stress **AND** secondly identify which of the listed factors contribute to the stress

SYMPTOMS OF STRESS	CONTRIBUTORY FACTORS												
	YES	NO	STAFF POLITICS	POLICY CHANGE	LACK OF COMMUNICATION	NEW TECHNOLOGY	SUPERVISOR BEHAVIOUR	LACK OF AUTONOMY	LACK OF ORGANANISATIONAL SUPPORT	WORKING CONDITIONS INFLEXIBILITY	WORKLOAD	SALARY INCENTIVES	CAREER ADVANCEMENT
a) I am always anxious about work													
b) I have noticed changes in my appetite as a result of my working conditions													
c) I have constant tension headaches or migraines as a result of a stressful work environment													
d) I have poor sleeping patterns as a result of constantly worrying about work													
e) I experience tension in my day to day work													
f) I am unable to concentrate due to feeling tired all the time as a result of work overload													
g) I am tense as a result of the way I get along/my relationship with my colleagues													
h) I like coming to work													
i) I look for reasons to stay away from work													

4 WORKPLACE FLEXIBILITY

Please respond to the following statements

		YES	NO	REASONS/EXPLANATIONS IF APPROPRIATE
a)	The Durban University of Technology has flexible working hours for its employees			
b)	I am able to find a balance between work and family life			
c)	I often take work home with me			
d)	There is a need for management to look into implementing flexible working hours			

5 PHYSIOLOGICAL WELL BEING

Please indicate your responses as follows: **FIRST**, whether you experience any of the following symptoms listed (YES OR NO) **AND** secondly identify which of the listed factors contribute to the symptoms (You can choose more than one option)

SYMPTOMS	CONTRIBUTORY FACTORS												
	YES	NO	STAFF POLITICS	POLICY CHANGE	LACK OF COMMUNICATION	NEW TECHNOLOGY	SUPERVISOR BEHAVIOUR	LACK OF EMPLOYEE AUTONOMY	LACK OF ORGANISATIONAL SUPPORT	WORKING CONDITIONS INFLEXIBILITY	WORKLOAD	SALARY INCENTIVES	CAREER ADVANCEMENT
a) Stomach ulcers as a result of work													
b) High blood pressure due to work situations													
c) Depression as a result of work													
d) Exhaustion due to extreme working conditions													
e) Increased smoking due to stress at work													
f) Increased consumption of alcohol due to inability to cope with work conditions													
g) Erratic moods as a result of inability to cope with work													
h) Anger due to having no control over work situation													
i) I often feel unwell as a result of work													

6 COMPLAINTS/ GRIEVANCES

		STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	REASONS/ EXPLANATIONS IF APPROPRIATE
a)	Members of staff are given the opportunity to question actions and processes of disciplinary hearings at DUT					
b)	My supervisor does not deal with problems efficiently to achieve an effective remedy within the department					
c)	My supervisor does not have a fair handling process for grievances/complaints					
d)	Matters raised are not dealt with objectively and fairly by my supervisor					
e)	DUT does not have formal procedures in place to handle cases effectively					
f)	Grievance cases are left unresolved, leaving staff unhappy					
g)	The time taken to file a complaint is unsatisfactory					
h)	The time taken to receive a response to a filed complaint is unsatisfactory					
i)	I am afraid to pursue a grievance for fear of being victimized					
j)	I am wary of filing a grievance because the case will take too long to be dealt with					
k)	Grievances are handled with discretion, protecting confidentiality and privacy of employees.					
l)	The DUT Executive Management Team investigates and follows through on complaints from staff.					

7 GENERAL

Please indicate your responses as follows: **FIRST**, whether you experience any of the following statements listed (YES OR NO) **AND** secondly provide a reason for your answer.

		YES	NO	REASONS/ EXPLANATIONS IF APPROPRIATE
a)	There are constant conflicts in my department due to distrust among staff members of each other.			
b)	There are conflicts in my department due to racism			
c)	I do not like new Institutional policies being introduced at the Durban University of Technology			
d)	I am comfortable with the current pace and intensity of change regarding institutional Policies at the Durban University of Technology			
e)	I am unhappy with the communication channels between management and staff at the Durban University of Technology			
f)	The Executive Management Team of DUT clearly communicates goals to staff			
g)	I am confident in my ability to integrate new technology into my daily work			
h)	The amount of time taken to integrate new technology into work is time consuming			
i)	Overall, I am satisfied with the working relationship that I have with my supervisor/line manager			
j)	My supervisor/line manager's treatment of me causes me anxiety			
k)	I am satisfied with the level of autonomy associated with my job			
l)	I have the authority to make the decisions necessary to do my job			
m)	I am not happy with my pay in relation to the amount of work that I do.			
n)	I am not confident with my ability to deal efficiently with unexpected problems that arise at my workplace			
o)	I am not content with my current grade and feel that it needs to be changed accordingly			

Finally, if you were either part of M L Sultan or Technikon Natal staff pre-merger, please complete the following table. **FIRSTLY** Please place an X in the appropriate block to indicate your perception regarding the merger between Natal Technikon and M L Sultan Technikon resulting in the Durban University of Technology (DUT) **AND** secondly provide a reason for your answer.

8 MERGER: EX TECHNIKON NATAL STAFF

		STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	REASONS/ EXPLANATIONS IF APPROPRIATE
a)	There is a lack of trust by me towards my immediate supervisor (who is an ex M L staff member)					
b)	The infrastructural changes (in terms of management) to the DUT, caused me to experience severe anxiety towards ex M L Staff					
c)	The merger has had a positive effect on my working conditions					
d)	The staff from ML do not have work ethic					
e)	The merger has enhanced my morale					
f)	The merger has resulted in a severe breakdown in communication between me and other staff members					

MERGER: EX M L SULTAN STAFF

		STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	REASON/ EXPLANATION IF POSSIBLE
a)	There is a lack of trust by me towards my immediate supervisor (who is an ex Natal Tech staff member)					
b)	The infrastructural changes (in terms of management) to the DUT, caused me to experience severe anxiety towards ex Natal Technikon staff members					
c)	The merger has had a positive effect on my working conditions					
d)	The staff from Natal Tech do not have work ethic					
e)	The merger has enhanced my morale					
f)	The merger has resulted in a severe breakdown in communication me and other staff members					

Although this is not compulsory, I would be grateful if you would agree to an interview so that I can get more in-depth responses regarding this questionnaire.

If you have any questions, you may contact me as follows:

My telephone number at work: (031) 3732708

Call or SMS me on: 0846261057

EMAIL: Fionac@dut.ac.za

THANK YOU FOR YOUR TIME!!!!!!