



FACTORS THAT INFLUENCE EMPLOYEE MORALE OF CONTACT CENTRE STAFF: ESKOM HOLDING SOC LTD SOUTH AFRICA

By:

Thoko Johanna Masilela

Student Number: 19051167

A dissertation submitted in fulfilment of the requirements for the degree

Masters Business Administration

In the Faculty of Management Sciences

Durban University of Technology

Supervisor:

Dr Thokozani Patmond Mbhele

December 2018

DECLARATION

I hereby certify that this dissertation titled “FACTORS INFLUENCE THE MORALE OF CONTACT CENTRE STAFF: ESKOM HOLDING SOC Ltd SOUTH AFRICA” is my original work. All sources cited herein are indicated and acknowledged by means of a comprehensive list of references.

I certify that the work contained in this thesis has not previously been submitted either in it is entirely or in parts for a degree in this or any other University. Where this work used information or writing that belong to other people such as data, pictures and graphs the source through which the information was acquired was acknowledged.

Signed  Date.....16/12/2018..

Thoko Johanna Masilela

I certify that the above statement is correct.

Signed  Date.....14/01/2019.....

Dr T. P Mbhele

Faculty of Management Sciences

Durban University of Technology

Durban

ABSTRACT

The vital role that staff morale plays in staff performance within organisations cannot be underestimated. The main reason for human and labour development is to improve employees' conduct in terms of confidence or approach towards the job. Eskom contact centre is an important and integral part of business that frequently handles queries from customers, thereby reducing the waiting time of customers and enhancing call routing. Leadership of Eskom contact centres is deemed to experience a high rate of absenteeism, high level of stress and high turnover rate and intention to leave by most of the employees working in the contact centres. The main objective of the study was to determine factors influence the morale of employees at Eskom contact centre in South Africa. This study further aimed to achieve the following objectives: to examine the effects of Eskom workforce performance management systems that influence the levels of motivation and morale of contact centre employees, to evaluate the impact of intrinsic and extrinsic factors influencing the morale on physical and psychological performance outcomes, and to assess the relationship between the moral behavior among the Eskom contact centre employees and the perceived employees physical and psychological performance reactions and attitudes. Statistical methods such as descriptive statistics, multiple regression, logistic regression and factor analysis were used to analyse the data collected from thirty-five (35) employees at Eskom contact centre. The main findings reveal that the most important intrinsic factors which influences job satisfaction at Eskom contact centre were acceptable pay level and employee recognition while the extrinsic factors include: reasonable work and responsibilities, positive role of supervisor, work pressures, work tension, job frustration, low service level, customer time management, high responsibility, work overload and heavy call overload. The managerial implication encompasses some recommendations that can assist management to decide on the factors that will enhance Eskom's operations.

Keywords: *Job satisfaction, Performance management, Employee morale, Pay, Absenteeism, Job Security, Reward.*

ACKNOWLEDGEMENTS

I would like to thank everyone who contributed in completing this dissertation. A special thank you to Dr P Mbhele my Supervisor who guided me throughout the study. I also thank the following people: N Neboh for her support, Eskom staff for being there, my family: Lungile, Nkosana and Nomcebo for their patience while busy with the study and above all, God Almighty for granting me the wisdom and strength to be able complete this project.

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CHAPTER ONE

INTRODUCTION TO THE STUDY

The context of this research is to explore Factors that influence employee morale of Contact Centre Staff: Eskom Holding SOC Ltd South Africa.

1.1. Introduction and Background

Chapter 1 presents the problem statement and the research aims. It comprises of a discussion of the research methodology with details regarding the empirical study, research design, participants, measuring instruments and statistical analyses. The chapter concludes with an overview of the chapters in this study.

The main reason for human and labour development is to improve employees' confidence or approach towards the job (Malik, Danish and Munir, 2012:6). For some years, researchers have continually emphasized the critical importance of motivated employees in attaining job satisfaction to enhance the productivity and performance of organisations. Therefore, if employees do not enjoy their work, the organizational goals will not be achieved (Fard, Ghatary and Hasiri, 2010:381). The vital role that staff morale play in staff performance in organisations should not be overestimated.

Eskom contact centre is an integral part of business that frequently handles queries from customers thereby, reducing the waiting time of customers and enhancing call routing. Leadership of Eskom Contact Centre is deemed to experience a high rate of absenteeism, high level of stress and turnover rate with intention to leave by most of the employees working in the contact centres. These challenges manifest the precarious low morale of the employees. This study aimed to establish the extent of low morale of the contact centre employees in which there is high stress level, abuse of sick leave, high turnover rate and intention to resign. A further aim is to establish the extent to which the low morale can be mitigated while acceding to the needs of Eskom clients.

Eskom contact centres provide 24-hour telephone, fax, email, postal, mail and SMS services. These contact centres across seven sites are linked together so that calls can overflow to other sites when one site is busy. This design minimises customer waiting time as available agents or service representatives at a less busy site can answer a call connected to its site. However, contact centres globally are still regarded as service providers with incompetent staff, inferior jobs, monitoring of employees' time schedule by supervisors, time pressure, low wages and lack of opportunities for promotion.

This perception contributes to a low morale of employees and creates burn out stress, thus staff are constantly taking leave and developing a propensity to resign from their job. Agents in Eskom contact centre usually exhaust the number of allocated annual leave and contingency leave in a short space of time. Accordingly, there is an increase in absenteeism by employees. According to Nelson and Quick (2013) research has found that dissatisfied people are frequently absent from work.

1.2. Research Problem

From the preceding background it is evident that Eskom contact centre morale reflects the feelings of employees about their work, terms and association with their employers to pursue a mutual drive towards the organisational goal. The knowledge and understanding of the relationship between the variables of job satisfaction, acceptable pay level and job hunt these attributes may influence the individual's morale behaviour in the contact centre.

The relationship between these variables in Eskom contact centre environment appears to be limited. Despite the fact that numerous studies have been conducted on the relationship between variable that influencing morale of contact centre employees in the South African context, there is limited clarity on how the relationship manifests within Eskom contact centre.

In light of the problem statement, there are specific research questions and objectives relevant to the literature review of the study:

1.3. Research questions

- I. What are the factors influencing the morale of Eskom contact centre employees?
- II. What are the effects of Eskom workforce performance management systems that influence the levels of motivation and morale of contact centre employees?
- III. What is the impact of intrinsic and extrinsic factors influencing the morale on physical and psychological performance outcomes?
- IV. What is the relationship between the morale of Eskom contact centre employees and physical and psychological performance reactions and attitudes?

1.4. Purpose of study

The study attempts to examine factors in the work environment that might lead to low and/ or high morale among contact centre employees. The aim was to to investigate factors influence morale of Eskom Holding SOC Ltd Contact Centre Staff in South Africa. In terms of literature review the specific aim of this research will be to conceptualise the variable influencing employees' morale by exploring the Herzberg's Two Factor Theory.

1.5. Research Objective

- I. To establish the factors influencing the morale of Eskom contact centre employees.
- II. To examine the effects of Eskom workforce performance management systems on the levels of motivation and morale of contact centre employees.
- III. To evaluate the impact of intrinsic and extrinsic factors influencing the morale on physical and psychological performance outcomes.

- IV. To assess the relationship between the morale of the Eskom contact centre employees and physical and psychological performance and attitudes.

1.6. Theoretical Framework

Mehrad (2015:1492) states that Herzberg's Two Factor Theory identifies hygiene or extrinsic aspect that translates to job dissatisfaction or no job dissatisfaction and motivational or intrinsic features that translate to job satisfaction or no job dissatisfaction. The relevance of this theory addresses the factors such as promotion, personal growth, recognition and attaining a sense of achievement and responsibility that influence the morale of contact centre employees. Although certain performance management systems attempt to eliminate factors in the work environment that might lead to low morale among contact centre employees, the factors do not lead to job satisfaction but a sense of positive morale improvement among the contact centre employee at Eskom.

According to Sageer, Rafat and Agarwal (2012:33) motivators are the factors that lead to employee job satisfaction and motivational morale, while the external features to an employee are called hygiene factors such as supervisory quality, policies of the company and work environments. Internal factors which are called motivators include factors such as obligation, accomplishment and prospects for personal development. Hypothetically, the better application of hygiene factors can influence the morale through physical and psychological performance reactions.

1.7. Study Significance

The research study intends to find the morale of employees within Eskom Contact Centres on the intrinsic and extrinsic factors related to the existing Eskom workforce performance management systems. This research is relevant because most staff members are demotivated to do their job. This ranges from positive to negative behaviour. Their feelings usually lead them to resign from their job. This has prompted this research which is on the factors that affect the employees'

morale at Eskom. Recommendations at the end of the study allow management to heed to practising better and responsible work ethics.

1.8. Research Methodology

Imy and Rose (2005:326) defines methodology as the systematic, theoretical analysis of the methods applied to a field of study. It comprises the theoretical analysis of the body of methods and principles associated with a branch of knowledge. In this research, a quantitative research approach was employed since this design evaluates objective data and relies on statistical and numerical data, without opinions and feelings. They further suggested that the variable should be isolated, the magnitude and the relationships should also be determined in order to establish the variable to be investigated.

1.8.1. Research Paradigm

The research paradigm utilises quantitative design since historical literature review and descriptive research are used to analyse the attitude of employees towards work and management. Survey questions were developed and distributed to the contact centre internally to determine the correlation between stress, absenteeism and intention to resign. Statistical tools and techniques were used to analyse the correlation of the dependent and independent variables. Creswell (2014:241) underpins quantitative study design that comprises of the empirical perceptive to test theories that are objective by scrutinising the association that exists between the phenomenon. Quantitative research design is employed in this study because the design is logical and data can be gathered from respondents by eliminating bias through self-administered questionnaires and electronically distributed questionnaires.

1.8.2. Study Site

The site of study (Simons, 2009) represents the physical borders for the research area. These sites from the Eskom contact centres include: Westville (KwaZulu

Natal Province), Bellville (Western Cape Province), East London (Eastern Cape Province), Braamfontein (Gauteng Province), Bloemfontein (FS Province), Polokwane (Limpopo Province) and Witbank (Mpumalanga Province).

1.8.3. Target Population

This defines the traits associated with the study elements or subjects and will involve all members of staff of Eskom contact centres. Blair, Czaja, and Blair (2014:18) define population as the object of study that comprises of organisations, human products or events. The target population for this study include: All Seven sites inbound Contact Centre employees in Eskom South Africa. A total of 204 employees in contact centre division constitute the population size for this study.

1.8.4. Method of Sampling

Non-probability sampling technique was employed in this study. When respondents were available to answer questions, a convenience sampling was adopted (Ganta 2014: 2347). This sampling technique was chosen since it is cheap and information is readily collected from respondents. According to Creswell (2014:241) a sample is a proportion from a total number of an element in a population. A sample is drawn from the target population in the site of study.

1.8.5. Sample size

According to Sekeran and Bougie's, (2011: 293) the sample size is determined by the desired level of confidence and accuracy. In line with Sekaran and Bougie (2011: 295) statement, a design of the sample size was calculated and adopted which indicates that for Eskom contact centre staff population of about 204. The size of the sample is 136. Eventually, the sample size became the major limitation of this study. The greater length was taken to mitigate the situation however, the operations system, the management and greater dispersion of centres influenced the lower return rate.

1.8.6. Data Collection Instruments

Primary and secondary data sources of collection are ways in which data can be collected. Primary medium involves administration of the questionnaire. The secondary medium encompasses the use of literature: journals and articles Sekaran and Bougie (2011:240). A standard questionnaire was distributed to the service agents electronically via email with supervisors and managers. Questionnaires were distributed to the sampled employees in the contact centre. The binding purpose of the research was to reveal the core factor that influences the morale of the employees negatively and how employees feel about abuse of sick leave and therefore understand the adverse effects of sick leave. The same questionnaire instrument was administered to all potential respondents.

1.8.7. Questionnaire Administration

Preparations of questions to be answered by respondents was achieved with the questionnaire designed as per (Sekaran and Bougie 2011:240). This study employed the use of designed personal and electronically administered questionnaires. It was split into two sections with close ended questions. Demographic enquiries assigned in Section A include demographic questions and section B comprises of variables adopted from the literature. A 5-point Likert scale was employed in the study with (1) strongly disagree (2) disagree (3) neutral (4) agree to (5) strongly agree.

1.8.8. Data Analysis

Data collected was encoded on SPSS software and analysed. The univariate, bivariate and multivariate data analysis method so as to explore the factors that influence the morale of employees within Eskom Contact Centres. The valid responses from the questionnaire tests were analysed. The results were presented using figures and graphs.

1.8.9. Ethical Considerations

Due process was followed in the collection of ethical clearance from the research committee of the university. Gatekeeper's letter was collected from Eskom.

Confidentiality and anonymity of respondents was upheld in this study. The Ethical standard set by Durban University of Technology (DUT) was adhered to. The Cover page of the questionnaire has a statement titled voluntary questionnaire. Names were protected with the consent letter provided together with the questionnaire.

1.8.10. Research study Limitations

The following limitations were experienced during the study:

- Time and financial restrictions that limited the focus to only Eskom contact centres within South Africa.
- Generalisation of the result could not be achieved due to the use of convenience sampling and also results of a research study cannot be generalised when it involves case studies.
- The distance between all seven contact centres posed a limitation in visiting all sites and it resulted into a very low return rate.
- Only 36 self-administered questionnaires were returned. A large limitation on electronic/mailed questionnaire in terms of returning. The electronic system was assumed to be susceptible to confidentiality breach and operations system design prohibited the electronic system (strict monitoring of employees' time schedules by supervisors and time pressure to attend to these questionnaires). Only self-administered questionnaires in two sites produced higher return rate and the rest produced low returns limited to supervisors.

1.8.11. Delimitation

Due to the geographical location of the contact centres within the country it was difficult to visit all centres, hence, the option of self-administered and emailing that was used. A questionnaire was distributed via email to site manager who then assisted in distributing to the employees. A constant reminder tool was activated in the electronic system, failing to which, an attempt was made to exhort regional/branch managers to act as representatives in encouraging the respective call centre staff. A Pilot study was not conducted since the researcher is part of

the organisation. The census technique was not possible since the supervisors and managers are considered for purposive sampling purpose. Two centres were conveniently visited that were Gauteng and Mpumalanga Provinces.

1.9. CONCLUSION

In this chapter the research problem was presented and formulated. This was followed by a discussion of both the general aim of the study and the specific aims. The research design and methodology were presented and the divisions of the chapters indicated. Chapter 2 presents the literature review on Factors influencing employee morale.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

Chapter one present the research questions summary with the research methodology to be used. Chapter two discusses factors influencing morale of contact centre staff and gives a comprehensive review of the literature with the theoretical framework for the study. Employee morale is a fundamental component of business operation according to Linz, Good and Huddleston (2006:427) and, it should be understood as the total psychic abilities reflecting bravery, zeal and confidence in the performance of the duty that reflects high morale and high productivity. Some dimensions of contemporary business include an entrepreneurial spirit, bottom lines and innovation but the key to a successful business is usually overlooked (MacInnes, Walker and Kelly, 2012:3). A vibrant staff base of any organisation tends to exhibit profound performance in a job. An employee that is satisfied with his or her organisation gives his or her best in terms of job performance. Furthermore, management attitude towards their employees can influence the disposition of staff and can ultimately reflect positively or negatively to the organisations bottom line. The morale of call centres staff reflects a combination of employees' attitudes, actions, exhibition of views and opinions in their work situations, displaying the feelings of the employees about work, and terms and association with their employers. It is against this background that this study emerged. This chapter further elaborates on factors influencing employee morale and the Herzburg Motivation-Hygiene theory by Fredrick Herzberg in (1959) is being discussed on the influence of internal and external factors on job satisfaction..

2.2. Defining Employee Morale

In a study on employee morale, Behm (2009) defines as an extent to which an employee is happy in his or her work environment. Employee morale includes

constructs such as intrinsic motivation, job satisfaction and organisational commitment, meaningfulness of the job and work pride. Mehok (2013) describes employee morale as a basic nature of humans to want to achieve expectations which are attainable. He believes that employee morale is based on open communication and clear guidelines for expectations at work, with responsibilities and mutual trust. Weiss (2011:23) describes employee morale as a state of mind that consists of confidence, zeal and courage amongst a united group of people with mutual effort. Hence, it is the backbone of increase in workforce productivity through empowerment and incentive. Additionally, Pillay (2010:27) defined morale as “a state of the spirits of a person or group as shown by confidence, cheerfulness, discipline, and the performance of assigned tasks”. It is clearly known that productivity is driven by morale.

Seroka (2009) explains employees' morale as the overall confidence level or confidence displayed by someone or group of persons, mostly when it relates to disposition and discipline. Morale has been viewed as the fuel that moves a firm forward or the fuel that improves employees' poor job performance and discontentment (Ewton 2007). Morale is an intangible factor and relates to the conditions of an individual and group about determination, confidence and enthusiasm in the performance of duty (El-Said, 2014:213). In his work, Hearn (2016:28) refers to employee morale as the complete attitude, satisfaction and contentment of a firm's employee which is traditionally linked to productivity increase. Hence, content workers are more positive and can perform well.

2.2.1. Dimensions of Morale

Morale is mostly coined to be high and low. High morale comprises of a favourable attitude of employees to their bosses, peers and juniors, the job, organisational policies and practices (Kathirvel, 2010:61). Similarly, Mazin (2010) agrees that high employee's morale is tantamount to better communication, minimal gossiping time, punctuality and more creative ability. More so, MacInnes *et al.* (2012:3) believes that positive morale is a contributory factor to an environment of

motivation with passion which inspires employees to work hard as a team. On the other hand, low morale is encompassed with negative defiance to the job and organisation, and includes job dissatisfaction, low levels of commitment, and lack of interest in the job (MacInnes *et al.*, 2012:3).

According to Mehok (2013), the fastest way to lower morale is to set unrealistic or unattainable goals for your people. MacInnes *et al.* (2012:3) points out that poor morale breeds a culture of apathy in which employees of a firm do not truly buy into the goals of the company and would less likely work towards achieving its goals. Employees with low morale are recognized as being disengaged mentally from the work and this is a conversant issue with a lot of managers. Psychologically disoriented employees develop a propensity to display reduced job performance, and may intentionally or non-intentionally perform at lower levels (MacInnes *et al.*, 2012:3). Kathirvel (2010:63) suggests that low morale can be described in using words such as apathy, jealousy, betrayal to the organisation, lack of interest to the job and laziness, while high morale is characterised using terms like enthusiasm, team spirit, allegiance and trustworthiness.

When the contact centre employees become insecure and are not able to satisfy their personal motives independent of the attainment of organizational objectives, these employees may decide not to attach any significant importance to their job efforts, though their morale may be high (MacInnes *et al.*, 2012:3). Low morale has a rippling result, such that employees with low morale also display other behaviours that have an undesirable impact on them and their colleagues. These include tardiness and malingering on the job. Low morale can also amount to workplace conflict (MacInnes *et al.*, 2012:3). Amudha (2009) warns that most managers do not recognise the deterioration in morale until faced with a crisis. Hence, most significant threatening indications of low morale includes:- increase in rate of malingering, lateness, increase in labour turnover, sabotage with work shutdown, wastage and lack of flow with the job.

2.3. Factors that Influence Employee Morale

According to Vasantham (2014:1) employee morale is influenced by many factors which includes, firstly, compatibility with other employees, when an employee feels accepted in a work environment by her colleagues, individuals develop confidence in their job hence an increase in morale can be noticed. Secondly, job satisfaction if employees are empowered to prove their talents, they do all they can to achieve the best results on the job, hence, they gain satisfaction on the job. When an employee's morale is high, job satisfaction is attained. The more satisfied an employee is in relation to the professional performance, the more likely that morale increases and the productivity level boosted.

Generally, job satisfaction concentrates more internally on the state of fulfillment or discontent about one's job (Thompson and Phua, 2012). Positive experiences such as friendly colleagues, adequate remuneration, empathetic supervisors and good jobs produce high levels of job satisfaction (Giannikis and Mihail, 2011). Simply put, the more an employee's work environment accomplishes their needs, morals or personal features, the better the extent of job satisfaction (Yee, Yeung and Cheng, 2010).

When employees are satisfied, they become more committed to their work, contribute more robustly and effectively in the job-related functions and are less likely to abandon the organization. According to Agarwal and Ferratt, (2001) the following features of an organization, serve the critical impetus on morale.

- **Objectives of the organisation**, where employees morale increases when their personal goals and aims are in tune with the organisational objectives.
- **The size of the organisation** where the size of an organisation matters a lot because individual employee can ascend faster during promotion to a higher position.
- **Organisational structure** where the structure of an organisation that facilitates work flow to all the levels of employees.
- **Personal factors** where the interest an organisation has in their employees in relation to education, training and upkeep of the employees and promotional opportunities, motivates and boosts employees' morale.

- **Rewards** when adequate compensation is always expected by employees that dedicated and render good services to the organisation. A good pay system, salaries with other incentives affect employees' morale positively. When an employee is acknowledged for his or her hard work by promoting them, it signals the other staff to dedicate and perform well on the job too (Root 2013).
- **Good leaders and supervisors** when attitudes and disposition of employees at work speaks volume in terms of the supervisors' nature. The supervisor has influence on the employees in terms of the activities they engage in because they have a direct contact with the employees.
- **Work environment** where employee morale is also affected by the work tools used to carry out the job such as the machine conditions, tools used, medical aid and occupational safety policies in place. Nonetheless, when an employee notices that the organisation he or she work for does not recognise loyalty, dedication and hard work, the morale decreases drastically and can lead to staff turnover. Employers therefore need to understand what the employees need to retain and attract top performers (Milkovich et al. 2014). Also, management needs to have a medium to communicate feedbacks to their employees and this can be done through the performance management systems.

2.4. Performance Management System

Successful business comes into fruition because of the employees. Organisations that have employees that are talented and motivated that can offer exceptional services will gain competitive advantage (Aguinis, 2011:7). Performance management systems are the main tools which transforms employee talent to a strategic advantage for a business. It involves a continuous process that measures and develops employees by linking each employee's performance to the organisational goals and objectives. This approach allows the employees to understand what is expected of them and how it will be achieved. Noe, Hollenbeck, Gerhart, and Wright (2013:340) define performance management as a process

whereby managers certify that activities and outputs of employees are compatible with the organisation's goals. They suggested that performance management is a key to achieving competitive advantage. Performance management systems are divided into three parts: define performance, measure performance and feedback performance information.

Define performance: This involves specifying what aspects of performance are important to the organisation, usually done through job analysis.

Measure performance: Performance management system measures those aspects through the performance appraisal of employees.

Performance feedback: Information regarding employees performance effectiveness is communicated back to the employees so they can readjust their performance in line with the organisational goals. Rewards are often tied to performance using the compensation system (Noe, Hollenbeck, Gerhart and Wright, 2013:341).

2.4.1. Advantages of a Performance Management System

According to Aguinis (2011), implementing a performance management system in any organisation contributes positively through:- increased motivation to perform, increased self-esteem; insights on subordinates is gained by managers, clarification on job and criteria definitions, enhancement of self-insight, clearer organisational goals are known; appropriate personnel actions, more competency seen in employees; and lawsuits protection and facilitation of organisational change. All these factors contribute to improving the morale of employees and ultimately give them satisfaction on the job.

2.5. Theoretical Framework

Borgatti, (2011) defines a theoretical framework as a group of perceptions that are associated with each other. The theoretical framework directs a study through defining the measurement and the statistical associations to explore. It is important to use a theoretical foundation to identify variables that relate to the concept of employee morale. The significance and investigation for this research

is supported and provided by the theoretical framework. Briefly, Eskom employees' attitude to their job indicates that something is not right. In promoting efficiency, coupled with the competitive environment that it operates in using the cutting-edge technology that is available, Eskom management must strive to keep its employees motivated to boost their morale and attain job satisfaction. It is the job of the management to get employees to do the best job. When employees are motivated, they call in sick less frequently, they are more creative, they stay in jobs longer and turnover is reduced (Skripak, Cortes and Walz, 2016:232). The aim of this study was to explore the factors influencing the morale of employees within Eskom Contact Centres in South Africa on the intrinsic and extrinsic factors related to the existing Eskom workforce performance management systems. The research problem is linked to the Herzburg motivator-hygiene theory which will be discussed in the next section.

2.5.1. Herzburg Motivation-Hygiene Theory

The Herzburg Motivation-Hygiene theory was proposed by Fredrick Herzberg in (1959) which focused on the influence of internal and external factors on job satisfaction. He wanted to establish which aspects made people to feel satisfied about their jobs and which made them feel dissatisfied. His findings conclude that job satisfaction and dissatisfaction must be separated into two continuums. Most academic researchers have used this theory in their studies such as Tan and Waheed (2011); Stello, (2011) and Olorunsola, (2012). Herzberg Motivation-Hygiene theory explains the factors that motivate employees through satisfying their individual needs, aims and desires. The theory postulates that satisfaction and dissatisfaction are motivated by various issues (motivation and hygiene factors). He studied motivation in terms of the job content and job context specifying that to motivate employees involves a two-step process.

Herzberg considers intrinsic factors as motivators/job content and extrinsic factors as hygiene/job context. According to Herzburg, motivators are job satisfiers that result from the content of the job, hence presenting a satisfactory disposition.

Those factors contribute strongly to job, satisfaction. However, when hygiene factors, which are extrinsic in terms of the job context is lacking in the work environment, employees tend to display dissatisfactory behaviour.

Herzberg revealed that the intrinsic factors (motivators) includes: achievement, responsibility, the work, recognition, and personal growth opportunity, while extrinsic factors (hygiene) includes: pay, status, job security, physical working conditions, company policy, interpersonal relations and quality of supervision. It is also concluded by Herzberg that hygiene factors give encouragement to employees and hence their absence in a work environment leads to dissatisfaction (Skripak *et al.* 2016:233). Hygiene factors are not strong contributors to satisfaction but must be available to attain an employees' expectation, hence preventing job dissatisfaction. More so, hygiene factors can prevent the occurrence of motivation but lack of motivators does not really lead to dissatisfaction.

Figure 2.1. Motivation and Hygiene factors



Designed by researcher from Intrinsic and Extrinsic factors of Herzburg Motivation-Hygiene Theory. Source: Adapted from Herzberg (1959), Robbins and Judge (2010), and Noe, Hollenbeck, Gerhart and Wright (2013).

Numerous studies support Herzberg's findings. Robbins and Judge's (2010) study was based on examining whether intrinsic factors do in fact contribute to job satisfaction. The results show that these factors – achievement, self-actualisation, recognition, need for autonomy and advancement were contributory in motivating people to achieve their goals at maximum level, therefore lead to high degrees of job satisfaction.

2.6. Intrinsic Factors of motivation

Intrinsic motivation to be more desirable and to result in better learning outcomes than extrinsic motivation. The intrinsic factors of motivation are recognition, achievement, responsibility and personal growth opportunity. Motivator factors are factors that are intrinsic to the job, such as the content of the work itself and the availability of opportunities for responsibility, advancement and recognition for achievement (Santrock, 2009). The motivator factors, which Herzberg (1959) described as complex factors leading to this sense of personal growth and self-actualization, would then reflect employee motivation hence increase job satisfaction and productivity. Intrinsic motivation is the desire of an individual to perform his/her work well, in order to achieve the satisfaction of intrinsic needs.

2.6.1. Personal Growth Opportunity:

When employees with capable career are promoted, they take up higher responsibility, hence driving up their morale and sensitivity to always give their very best to the job. Employees are intrinsically motivated when they realize satisfaction, enjoyment from their jobs and have an opportunity to realize self-actualization. Influence of employee view of the job is another intrinsic factor, which has influence on employee motivation and propensity to growth prospects.

2.6.2. Recognition for Achievement

Most employees would actually like to be recognized by their levels of skills and competencies within the organizations because they tend to feel relevant and the sense of belonging to the organization. This further enhances their attachment to the organization. Nyambegera and Gicheru (2016) identify appreciation of employees by the organization, the degree of skill requirement, influence of employee view of the job, employee perception on skill development, and the

perception about contributing to the firms' growth as the most highly correlated intrinsic factors influencing employee motivation. Appreciation of employees by the organization among other recognitions influences employees' motivation and enhances employee job satisfaction and motivation. This is because when an employee is rewarded or recognized for the given activity done employees feel like they are part of the organization and will actually contribute to the organizational achievements.

2.6.3. Advancement for Promotions

Employee perception on skill development is an intrinsic factor influencing employee motivation. This is because training provides chances for employee growth and enhances their knowledge and skills consequently their employability. They feel that the tasks assigned to them are meaningful and relevant for promotion opportunities. The issue of motivation is individualistic or inherent in an employee and influence employee to develop a certain mind set regarding their jobs. Such perceptions control the level of employee motivation.

2.7. Extrinsic Factors of motivation

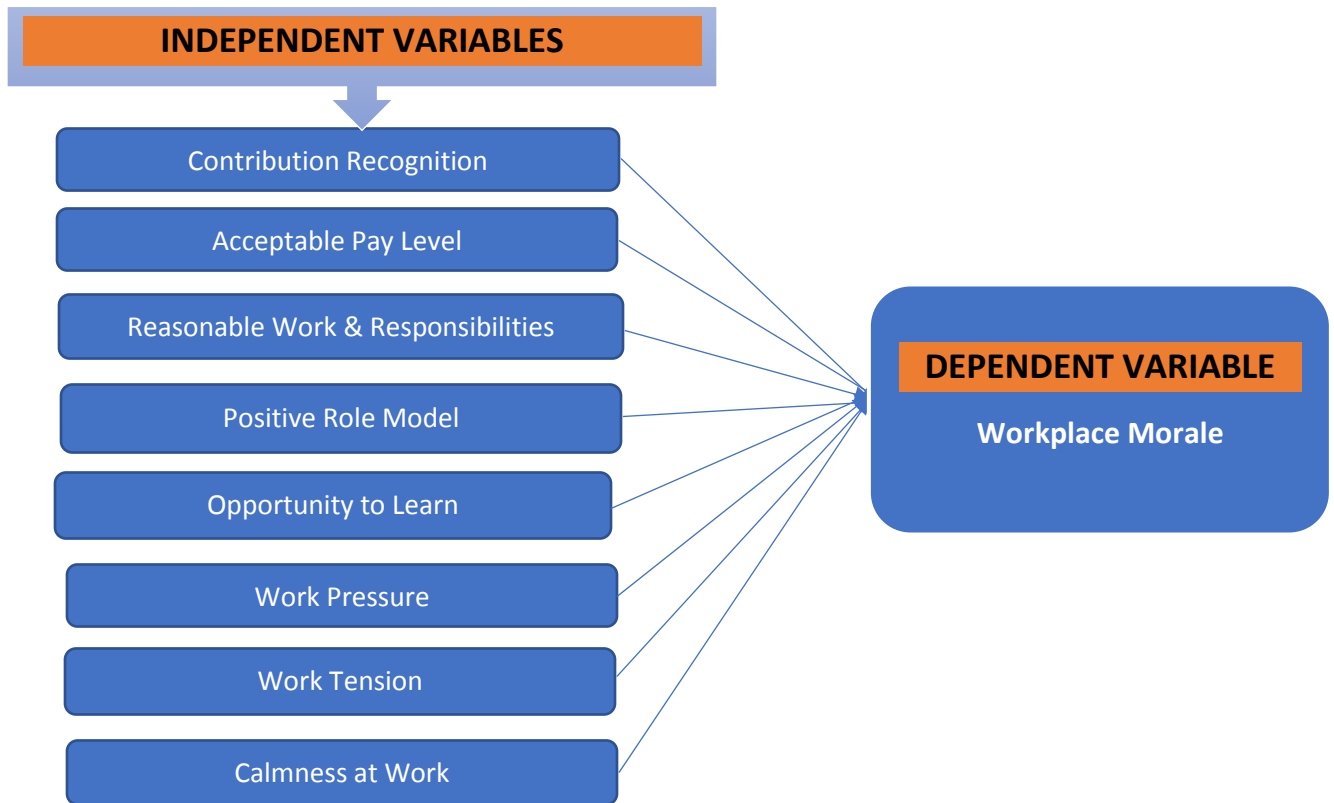
2.7.1. Pay Level: According to Noe *et al.* (2013: 467), pay is an indicator of the status of a being in the society. Thus, most employees tend to compare their status with other employees at the same level as they are especially from other organization. Some people also believe that pay is an echo of self-worth.

2.7.2. Job security: Job security is a guarantee or provides confidence for an employee that their current job is safe. With a high rate of job security, an employee believes their job cannot be taken away soon. Most jobs or employment opportunities integrally offer better job security than others.

2.7.3. Quality of supervision: Research has shown that the diversity in peoples' belief can create a misfit between an individual and his or her employer. Relationship between supervisors and the employees can increase job satisfaction. Most employees are motivated in their jobs due to the social and emotional support that they get from their supervisors.

2.7.4. Work condition: The work conditions in a workplace must be top notch. A provision for health care, safety and employees' welfare must be in place to help build up their morale greatly. Employees are exceedingly driven with a serene work conditions since it provides a sensation of relief, motivation and safety.

2.7.5. Policies and Interpersonal Relations: The job enrichment, organizational information management and effective dissemination of information are the most important extrinsic factors that influenced employee motivation. The extrinsic factors are those factors affecting employee motivation which emanate from outside the task or the job. According to Malik *et al.* (2012:7), policy on salary is a domineering factor for job satisfaction. Also, Mohanty (2009) discovered that with an optimistic attitude that may arise from job satisfaction, including entrenched interpersonal relations. Other studies have established that job-related factors such as administrative policies, promotion opportunities and job security affect job satisfaction (Clark et al., 2009, Poulikas and Ioannis 2010). Other research studies discovered positive relationship for pay, promotion and security with job satisfaction (2015:284). This study further seeks to establish the relationship between the dependent variable and independent variables. It is necessary to develop a conceptual framework of factors influencing the workplace morale of contact centre staff. The following figure presents suggested framework.

Figure 2.3: Conceptual framework for Workplace Morale

Furthermore, Naeemilham, Hadi, Shishi and Piarala (2011) also reveal the existence of a significant association between job satisfaction and pay level of civil servants in Maldives Republic. This shows that if employees notice that the pay is fair, they are likely to exhibit a feeling of satisfaction. This is due to the fact that income or pay assists people to attain and achieve some diverse needs, therefore pay is an antecedent job satisfaction to persuasive research indicates establishes that a plethora of intrinsic and extrinsic factors of motivation influences job satisfaction. Based on the preceding literature, this study tested the formulated hypotheses: The formulated hypotheses is:

VARIABLES	HYPOTHESES
Workplace Morale and Acceptable pay level	<p>H₀₁: There is no relationship between workplace morale and acceptable pay level</p> <p>H_{A1}: There is a relationship between relationship between workplace morale and acceptable pay level</p>
Workplace Morale and Quitting thought	<p>H₀₂: There is no relationship between workplace morale and quitting the job.</p> <p>H_{A2}: There is relationship between workplace morale and quitting the job.</p>
Workplace Morale and Job Hunt	<p>H₀₃: There is no relationship between workplace morale and job hunt</p> <p>H_{A3} : There is a relationship between workplace morale and job hunt</p>
Workplace Morale and Supervisor	<p>H₀₄: There is no relationship between the workplace morale and satisfaction with supervisor.</p> <p>H_{A4}: There is a relationship between workplace morale and satisfaction with supervisor.</p>
Workplace Morale and Age group	<p>H₀₅: There is no relationship between workplace morale and age group.</p> <p>H_{A5}: There is relationship between workplace morale and age group.</p>
Employment Duration and Fair Salary Pay	<p>H₀₆: There is no relationship between employment duration and fair salary pay</p> <p>H_{A6}: There is relationship between employment duration and fair salary pay.</p>

2.8. Supervision and Workplace Morale:

Kula and Guler (2014:209) examined the extent to which the support of a supervisor in law enforcement is related to job satisfaction. The results show that support from a supervisor has a statistical positive effect on their job satisfaction level. Also, Muhammed and Akhter (2010:255) presented a study that investigated the association of morale with salary, supervision and promotion opportunities. Their findings suggest that a positive correlation exists amongst workplace morale and salary, supervision and promotion opportunities. From the above postulations, one's expectation should be a positive connection amongst supervision and morale behaviour.

2.9. Chapter Summary

This chapter presented the literature review relating to the phenomenon of workplace morale. Factors Influence employee morale have been conceptualised in this chapter by summarising previous views on and definitions of the constructs. The main concepts relevant to the constructs were also identified and briefly explained. The hypotheses have been formulated to interrogate the associations among the variables. Chapter three discusses the research design and methodology of the study.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1. Introduction

Chapter three presented the literature review relating to the study at hand this chapter deliberates on the research methodology to achieve the research objectives. It presents the research methodology, techniques, sampling design, study site, target population, sample size, data collection process, the ethical considerations considered in this study, questionnaire circulation and the methodology used to analyse the data.

3.2. Research Methodology

According to Saunders, Lewis and Thornhill (2012:497) research strategy are helpful to collect valid data that can assist to achieve the research aims and objectives. This study employed an exploratory research purpose design which is suitable if the level of uncertainty about a subject is high. This was a relevant design because profound knowledge was sought on the phenomenon, as little knowledge of how staff of Eskom perceives their job is known. The research study aimed to explore the factors influencing the morale of employees within Eskom Contact Centres on the intrinsic and extrinsic factors related to the existing Eskom workforce performance management systems.

3.3. Research Design

This work assumed a quantitative research style and emphasise data across populations (UKaid, 2013:4). Creswell (2014:4) describes quantitative research as an avenue to test concepts through the investigation of variables. The variables are measured to assess the numbered data using statistical measures. The quantitative research approach is a design which appraises objectivity in a data, without considering opinions.

3.4. Sampling design and sampling technique

The sampling strategy is the practice of selecting a sample that represents a larger population (Sekaran and Bougie, 2011:267). The selection technique is of two types: probability and non-probability sampling. For this study, non-probability sampling was used and the convenience sampling was the best choice.

3.5. Study Site

Simons (2009:89) specifies that a study location involves the physical borders of a data search area. The study location for this research is the Eskom contact centres: Westville (KwaZulu Natal Province), Bellville (Western Cape Province), East London (Eastern Cape Province), Braamfontein (Gauteng Province), Bloemfontein (Free State Province), Polokwane (Limpopo Province) and Witbank (Mpumalanga Province).

3.6. Target Population

The marked population involves all the entire elements in a group that was considered. This study has the following target population: All Seven sites inbound contact centre employees in Eskom South Africa. The total of 204 employees in contact centre division constitutes the population size for this study.

3.7. Sample Size

According Sekeran and Bougie, (2011:293) sample size is using Sekeran's table which indicates that for Eskom contact centre staff population of 204, the sample size is 136.

3.8. Data Collection Method and Instruments

The measurement quality is usually monitored by careful preparation of the instrument hence, increasing the reliability and validity of the data. For this research, questionnaires were circulated electronically via email and self-administered questionnaires were also done with supervisors and managers.

3.8.1. Ethical Considerations

The provided information of respondents was confidentially handled to protect their privacy. The study nature was not distorted or violated. The respondents were not pressured to partake in the study but engaged voluntarily. The subsequent ethical principles were followed during this research study: Authorization to conduct the research study was obtained from DUT research office and no monetary compensation was given to respondents. The researcher followed due process to conduct a trustworthy and consistent study. A letter of authorisation that confirms ethical clearance was obtained from the research committee .and a gatekeeper's letter was collected from Eskom.

3.8.2. Questionnaire Distribution

Seventy (70) questionnaires were circulated manually and 35 were returned, thus complying with the guide (Isreal, 2013:3) and this represents a 50 percent return rate. Only the printed questionnaires and personally collected from the respondents were retrieved. Electronically distributed questionnaires were not returned which showed a huge shortfall on the return rate. The official number subscribes to two sites Braamfontein and Witbank [It constitutes the population size of 70 respondents and 56 sample size (Sekeran's table) with return rate of 63 percent ($35 \times 100 / 70 = 63\%$). The questionnaire was titled "Factors influencing the morale of Call Centre employees: Eskom South Africa". It consisted of three sections. Section one entails the respondents' biographical data and organisational profile. Section two comprises dichotomous questions with responses as "Yes" or "No". This section relates to the key performance areas based on respondents' experience, perceptions and knowledge about Eskom. The third section of the questionnaire was formulated on 5 point Likert scale questions. Respondents were asked to indicate their level of agreement or disagreement with each statement in a scale ranging from: "1" as strongly disagree, "2" as disagree, "3" as neutral (neither agree nor disagree), "4" as agree and "5" as strongly agree.

3.8.3. Data Analysis

Univariate with inferential analysis was carried out, using the Statistical Package for the Social Sciences (SPSS) to process the data.

3.9. Univariate Analysis

According to Vogt and Johnson (2011:411) univariate analysis comprises of the study of a case spread. It is rarely used in regression analysis to demonstrate a problem where there is just a dependent variable. Univariate analysis such as central tendency and measure of dispersion calculates the mean, mode, median and standard deviation to analyse each variable. Bivariate analysis was used to test the hypothesis of two related means. Lastly, cross tabulation was used in testing the connection amongst the variables in the research study. Multivariate analysis was multiple and logistic regressions.

3.9.1. Frequency Distribution:

Frequency Distribution explains the sum of respondents with the percentage related to each group in the question. A frequency distribution table is attached.

Diagrams: are used to display the quantitative data: Pie and bar charts were used to present the data. According to Cooper and Schindler (2008) bar charts, histograms and pie chart are used when analysing nominal or ordinal variables. Frequency distribution was used in analysing from sections one (1) to three (3) of the questionnaire.

Binomial Test: A binomial test was conducted to test the dichotomous variable responses on equal selection.

3.10. Bivariate Analysis

Creswell (2014:165) suggests that bivariate analysis clarifies the affiliation amongst two variables using some statistical techniques that relate to varied levels of measurement. Cross-tabulation was used in this research to inspect the connection amongst ordinal and nominal variables.

3.10.1. Cross Tabulation and Chi-Square

Cross tabulation involves the means that data are organized using the categorical variables so that the association can be viewed clearly (Vogt and Johnson, 2011:87). According to Saunders *et al.* (2012:498) cross tabulation permits an investigation of interdependence amongst the variables. The ensuing questions were cross tabulated:

- A. Question 1: Gender and Question 6: Current Job
- B. Question 3: Race and Question 9: Freedom to decide on job

The variables that were cross tabulated provided the answers to statements:

- A. Respondent's gender relates to his or her current job
- B. The race of a respondent is relative to his or her freedom to decide on the job. The outcomes of the cross tabulated variables were then evaluated against the Chi-Square test.

3.11. Multivariate Data Analysis

Multivariate data analysis is mainly used when there are more than one variable information. It is used in analysing an independent variable and dependent variable by identifying the relationships between a set of variables and predicting the effect of one on the other. Logistic regression and the Kruskal Wallis Test were used to test the collected data since the data comprises of non-parametric statistics.

3.11.1. Logistic Regression

This statistical tool is employed to forecast a variable's score by demonstrating the effect of a dependent variable on an independent one. The dependent variable is categorical (Pallant, 2011:287). It was applied to the dichotomous questions through the force entry method. The analysis produces the Omnibus Test of Model Coefficients that shows the model overall performance (a high significant value that is lower than 0.05) and is compared with the Hosmer and Lemeshow Test (most consistent test of fit- a value greater than 0.05). To provide the variation

suggestion for the dependent variable of the model, the Cox and Snell R square and the Nagelkerke R Square values were used (from a lowest value of 0 to a highest value of 1 (Pallant, 2011:287).

3.12. Reliability

Measured data reliability is tested for consistency and stability by evaluating how well items become a set. Cronbach's alpha is a reliability measurement demonstrating correlation of variables. Greater internal consistency and reliability is achieved when the worth of the Cronbach's alpha is close to 1 (Sekaran and Bougie, 2011:324). Through the use of SPSS, reliability value is usually achieved with the Cronbach's Alpha significance higher than 0.6.

3.13. Validity

Validity is used in testing the degree that an instrument measures what it intends to measure (Beins and McCarthy, 2012:68).

3.14. Chapter Summary and Conclusion

This chapter deliberated on the research methodology to achieve the research objectives. Chapter Four describes the analysis of the collected data to explore the factors that influence the morale of employees within Eskom Holding SOC Ltd Contact Centres.

The research methodology chapter is an important feature of the whole research process. Since the aim of this research was to investigate factors influencing morale of Eskom Holding SOC Ltd Contact Centre Staff in South Africa. Sample size, selection, measurement and methods are encompassed in the research methodology. Questionnaires were circulated to respondents. The collected data was captured and analysed using SPSS. Chapter four presents the results on Eskom's operations with analysis conducted as explained in this chapter.

CHAPTER FOUR

RESEARCH ANALYSIS AND INTERPRETATION

4.1. Introduction

Chapter three presented the research methodology to achieve the research objectives. This section describes the analysis of the collected data. This study employs the univariate, bivariate and multivariate data that is presented to explore the factors that influence the morale of employees within Eskom contact centres. The valid responses from the questionnaire were presented using figures and graphs.

4.2. Reliability and Validity

A Cronbach's Alpha value indicates internal consistency when variables are measured with adequate reliability through giving constructive validity. The process of internal consistency determines the instrument reliability.

Table 4.1: Reliability Statistics

Cronbach's Alpha	N of Items
.757	32

Respondents were entreated to answer some questions on a five point Likert scale where 1 specifies 'strongly disagree' and 5 'strongly agree'. Cronbach Alpha is used to test the reliability of the instrument. It describes the internal consistency of a research study. The range lies between 0 and 1, and when the value is closer to 1, it means more internal consistency (Pallant, 2011: 91). The Cronbach Alpha value is 0.757 and as this is above 0.7, the scale is reliable. By evaluating thirty-two (32) variables on the five point Likert scale, Cronbach's Alpha of the instrument is 0.757. Therefore, the instrument is reliable.

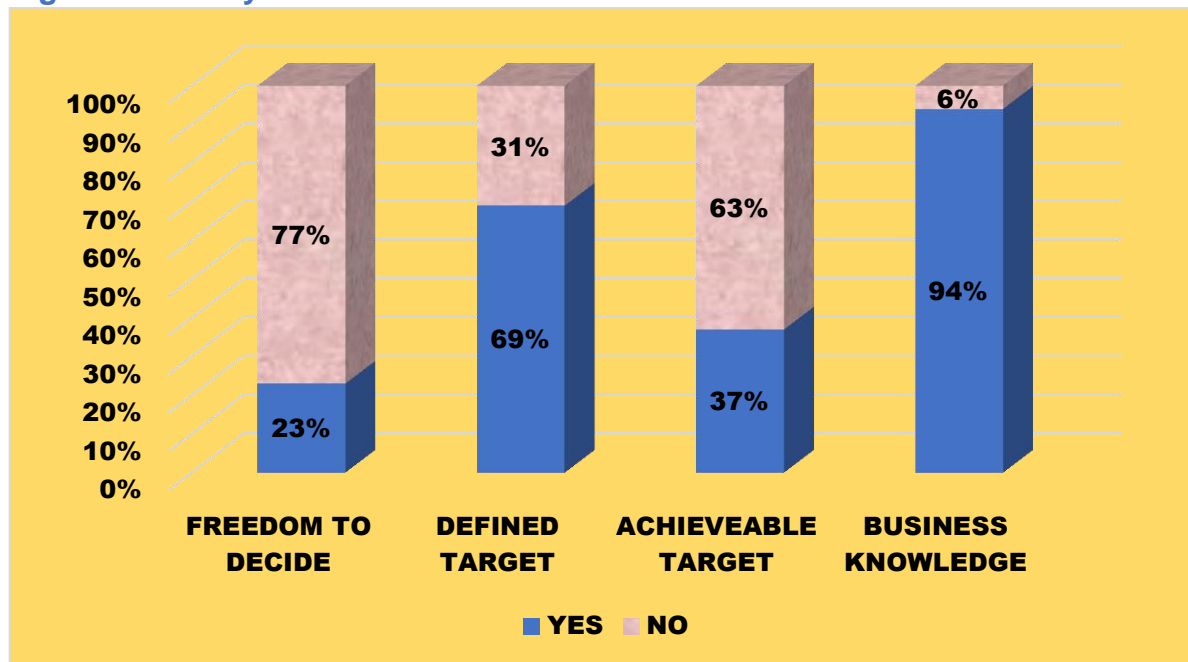
Figure 4.1 Key Performance Areas

Figure 4.1 depicts the results of data on dichotomous questions. These questions focused on key performance areas of Eskom employees at the contact centres based on their experience, perception and knowledge. The figure reveals that only 23 percent of the respondents have the freedom to decide on their service level outputs, whilst 77 percent did not agree with the statement. When asked if the targets are clearly defined on the job, 69 percent concurred to the statement while 31 percent disagreed with the statement. The respondents with percentage of 37 believe that the targets are easily achievable while 63 percent did not believe so. A high rate of 94 percent of the respondents believed they have a comprehensive understanding of Eskom business which is impressive for the organizational goals to be attained. Only 6 percent of the respondents did not believe with the statement.

4.3. Univariate Analysis: Frequency Distribution

Graphs from the frequency distribution are produced using the entire questions from the questionnaire.

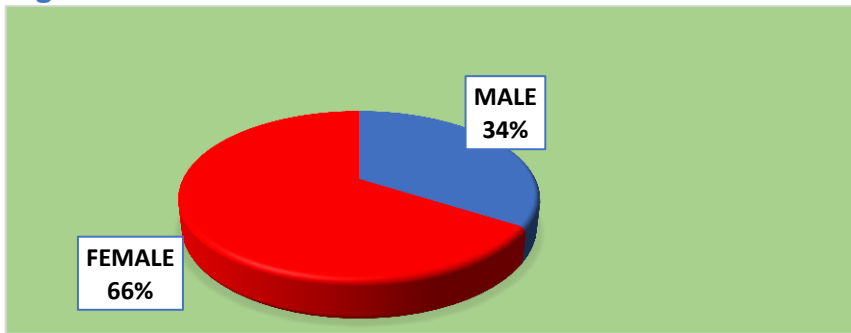
Figure 4.2: Gender

Figure 4.1 shows that 66 percent of the female respondents compared to male respondents are employed at Eskom contact centre. This diagram demonstrates that female staff is more represented in the employment status of Eskom organisation than the male staff.

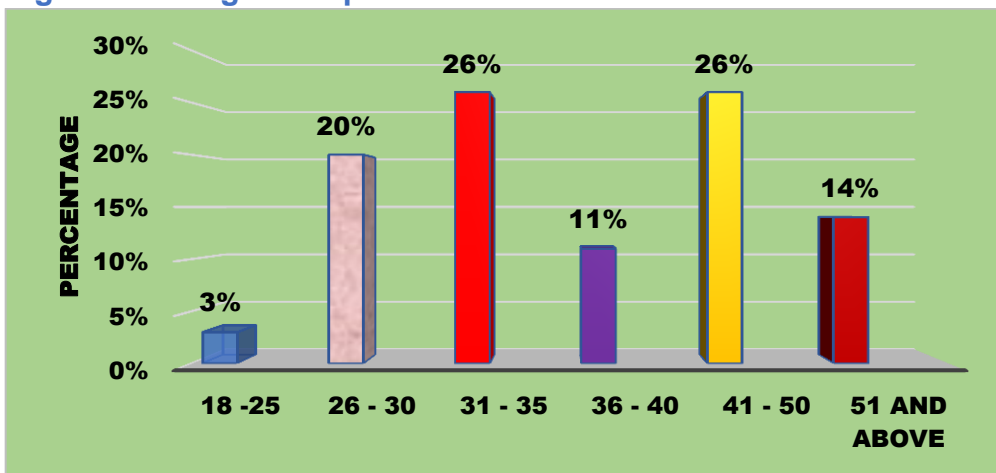
Figure 4.3: Age Group

Figure 4.2, illustrates the age group of the respondents from Eskom contact centres. The highest age groups of the respondents were between the ages of (31 to 35) and (41 to 50) with 26 percent response rate respectively. The next group of respondents ages lie within (26 to 30) with a 20 percent response rate followed by a 14 percent response rate from the age group of (51 and above). The 11percent of the respondents age lie between 36 to 40 years. The lowest age group lies between 18 to 25 years with a response rate of just 3 percent.

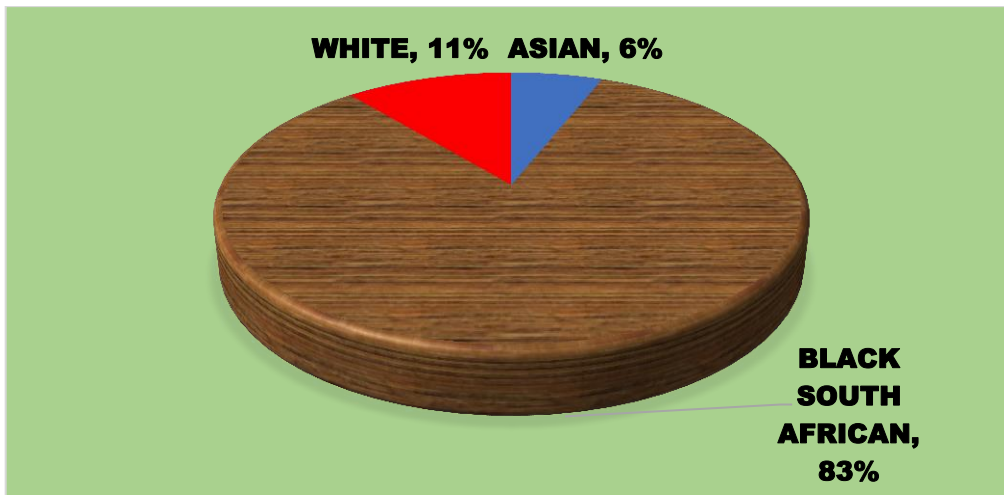
Figure 4.4: Race

Figure 4.3 indicates that the largest proportion of respondents 83 percent is black South Africans. A percentage of 11 percent are whites while the least represented respondents are Asians with 6 percent response rate. Coloured and Indian race groups were not represented. The reason for this may be that the race group members are not employed at this section of Eskom organization. It may also be that they did not answer the questionnaire at all.

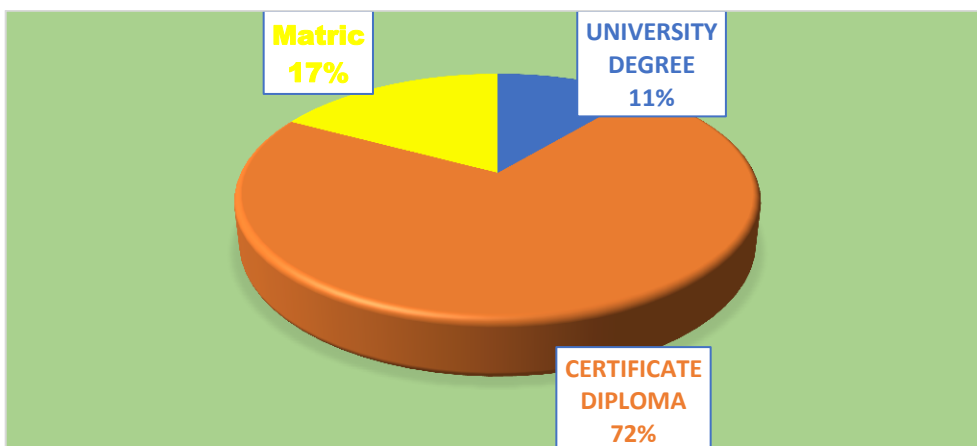
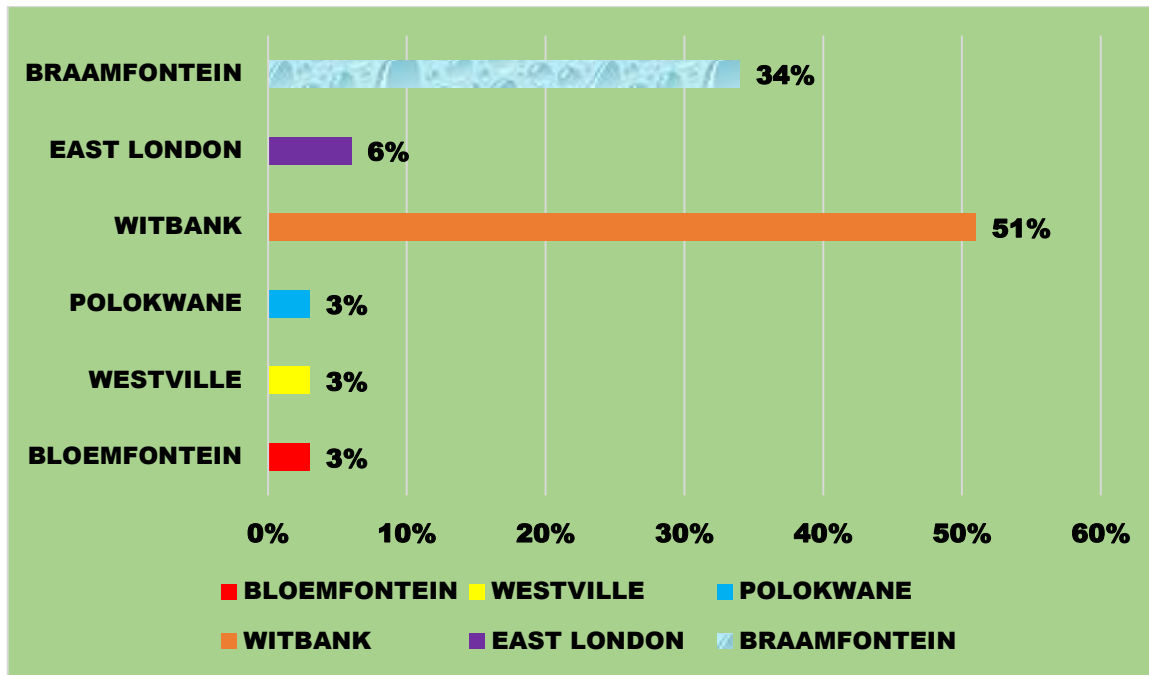
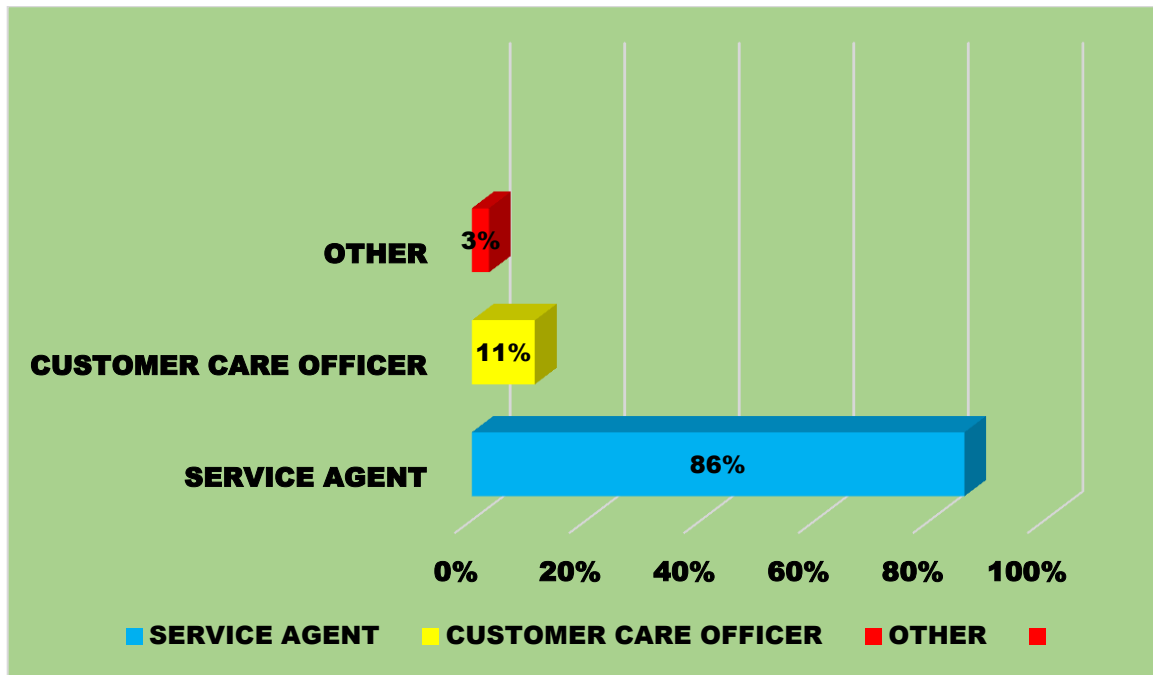
Figure 4.5: Qualification

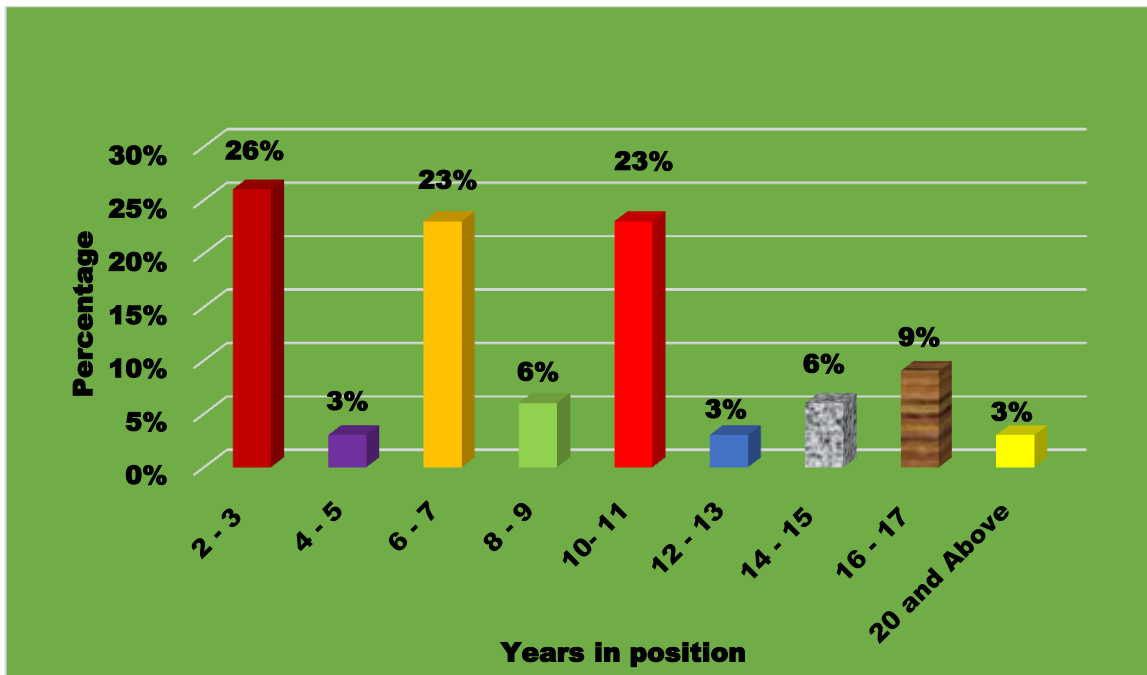
Figure 4.4 indicates that the highest level of education obtained by majority of the respondents is the college certificate/diploma with 72 percent, Matric 17 percent and university degree 11 percent.

Figure 4.6: Eskom Contact Centres

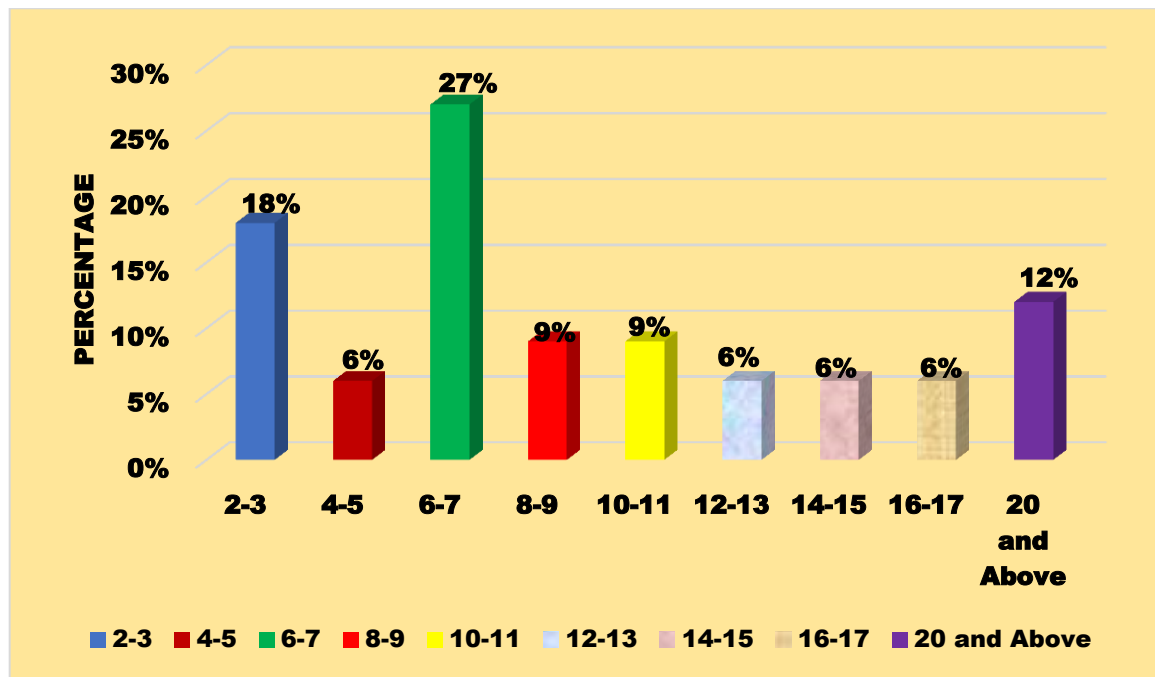
A total of seven (7) contact centres are represented as part of Eskom Business Organisation. However, the graphical representation in Figure 4.5 depicts only Six (6) centres with highest response rate of 51 percent from Witbank, Braamfontein with 34 percent response rate and East London with 6 percent response rate. The least represented contact centres are from Polokwane, Westville and Bloemfontein with 3 percent response rate respectively.

Figure 4.7: Current Job

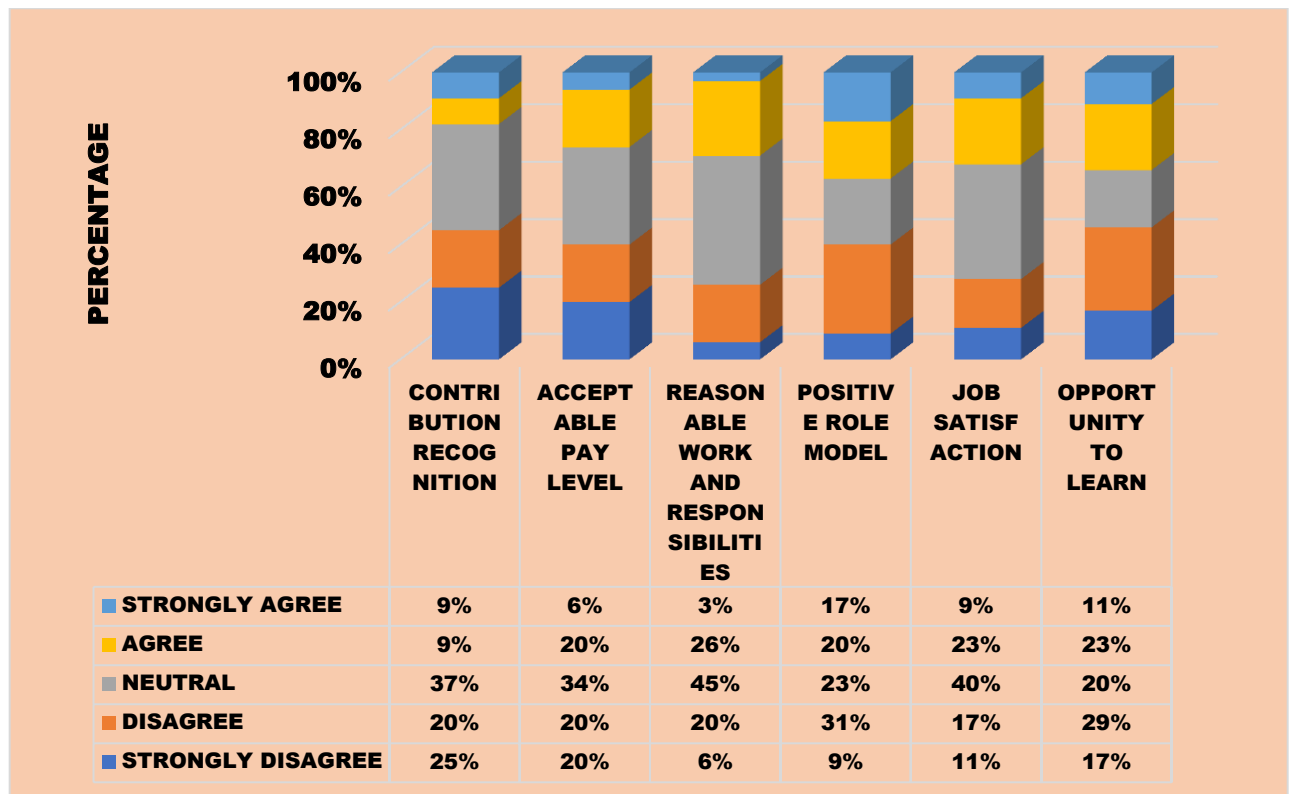
The results displayed in figure 4.6 indicate that a significant percentage of the respondents' current positions are service agents in Eskom Business Contact Centre with 86 percent response rate. Customer care officers include 11 percent rate of response while the least represented response rate of 3 percent belongs to the group termed 'others'.

Figure 4.8: Years in Position

From figure 4.7, it can be seen that most of the employees of Eskom Contact Centre South Africa with the highest response rate of 26 percent have been in their job position between (2 to 3) years. Employees with response rate of 23 percent has served the organization between (6 to 7 years) and (10 to 11) years respectively. Other respondents with a response rate of (9%) have been in their job position between (16 to 17) years. The next group of respondents served the organization between (8-9) and (14 to 15) years with response rate of 6 percent respectively. The least response rate of 3 percent is recorded by those that have been in the job position from (4 to 5), (12 to 13) and (20 and above) years.

Figure 4.9: Employment duration

From Figure 4.8, indicates that the duration of employment for most of the Eskom contact staff includes a response rate of 27 percent which lies between (6 to 7) years, 18 percent of the staff have been in employment between (2 to 3) years and 12 percent of the respondents had been employed between (20 years and above). Between (8 to 9) and (10 to 11) years, 9 percent of the respondents were respectively employed by Eskom contact centre. The least response rate of 6 percent can be seen from staff employed between (4 to 5), (12 to 13), (14 to 15) and (16 to 17) years.

Figure 4.10: Job Satisfaction and Workplace Moral Survey

For the section on job satisfaction and workplace moral survey, respondents were asked whether appropriate recognition is received for their contribution to the job 37 percent were neutral, 25 percent strongly disagreed, 20 percent disagreed and 9 percent of the respondents strongly agreed and strongly disagreed respectively. The statement on whether respondents are happy towards pay level for their contribution to the job saw the respondents with the highest rate of 34 percent giving a neutral answer, 20 percent of the respondents agreed, strongly disagreed and agreed respectively, whilst only percent strongly agreed. Respondents answers to the statement that work and responsibilities were reasonable shows that 45 percent were neutral, 26 percent agreed 20 percent disagreed, 6 percent strongly disagreed and only 3 percent strongly agreed to the statement. On the statement concerning the positive role model of the leaders, 31 percent of the respondents disagreed, 23 percent were neutral, 20 percent agreed, 17 percent strongly agreed and just 9 percent strongly disagreed. The job satisfaction statement shows a neutral high response rate of 40 percent from the employees,

23 percent of the respondents agreed to the statement, 17 percent disagreed, 11 percent strongly disagreed and 9% strongly agreed. Lastly in section C, a statement on opportunities available at work to learn and grow, 29 percent disagreed, 23 percent agreed, 20 percent were neutral, 17 percent strongly disagreed and only 11 percent strongly agreed.

Figure 4.11: Job Stress Survey

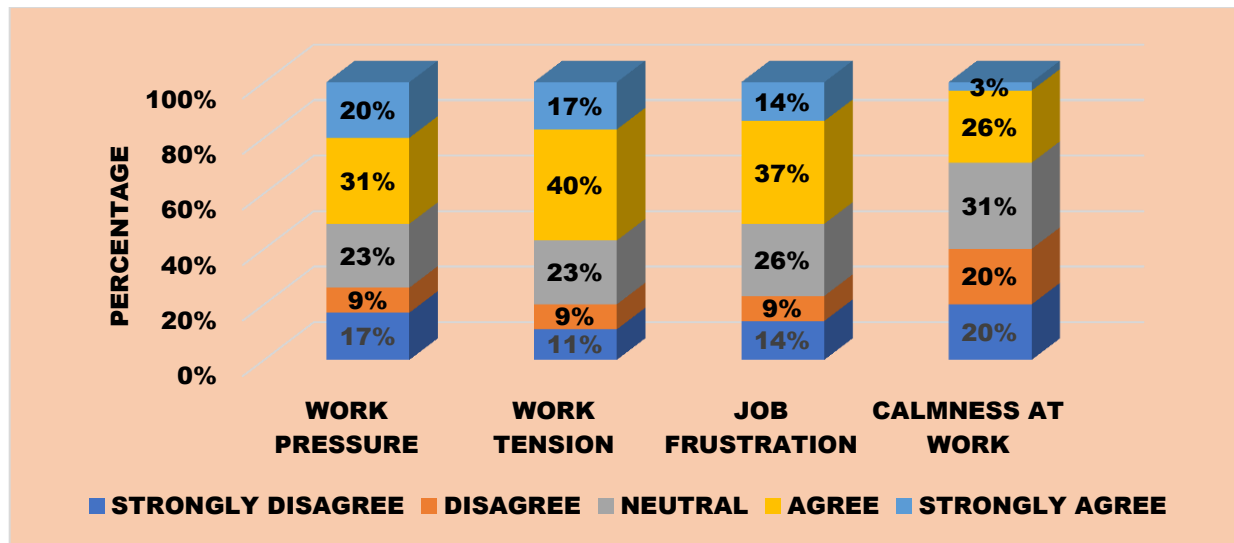
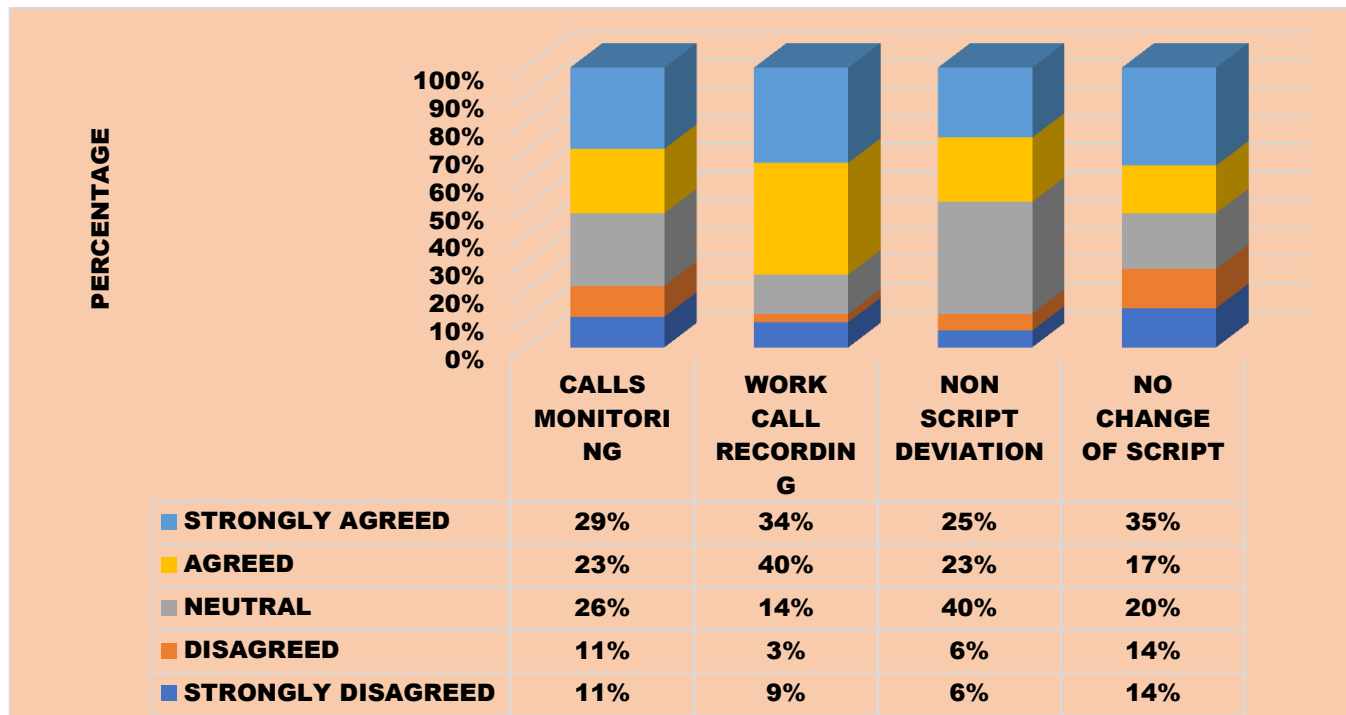
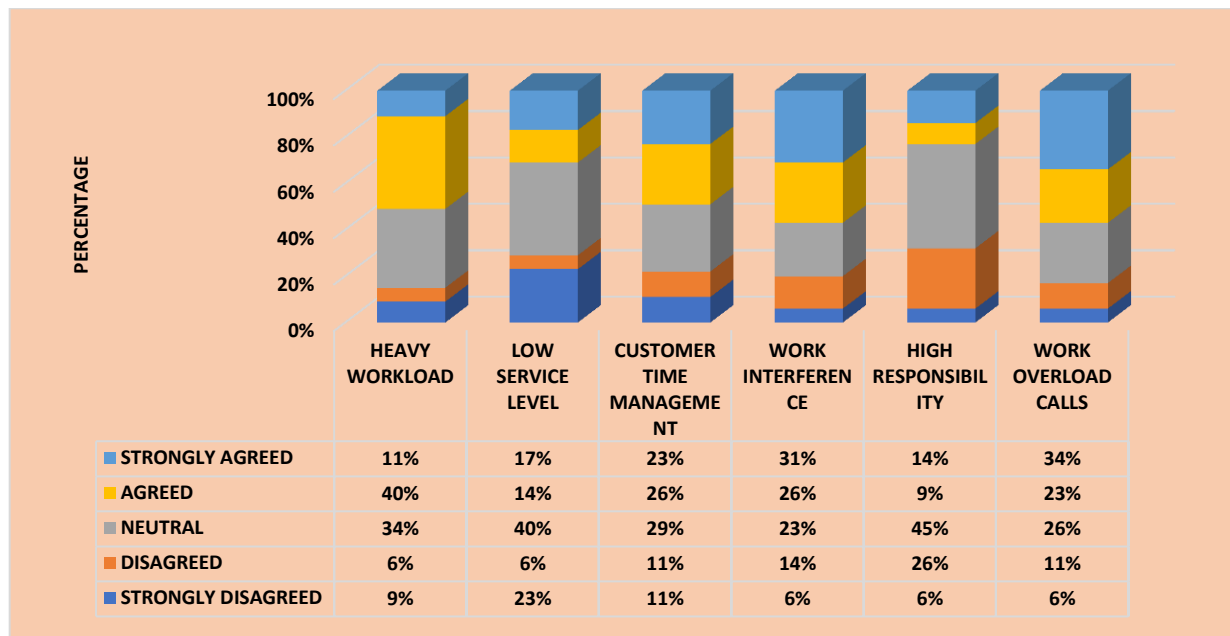


Figure 4.11 depicts the results of job stress survey questions of the respondents, 31 percent agreed to be under work pressure on the job, 23 percent were neutral, 20 percent strongly agreed, 17 percent strongly disagreed and only 9 percent disagreed. When asked if they always feel tensed at work, 40 percent of the respondents concurred to the statement while 23 percent were neutral, 17 percent strongly agree whilst 11 percent strongly disagreed and just 9 percent disagreed. The respondents with percentage of 37 believe that most times, the job makes them angry and frustrated, 26 percent were neutral, 14 percent of the respondents strongly agreed and strongly disagreed respectively and only 9 percent disagreed with the statement. A high rate of 31 percent of the respondents were neutral to the statement concerning calmness at work, 26 percent agreed to being calm at work, 20 percent of the respondents disagreed and strongly disagreed respectively while only 3 percent of the respondents strongly agreed with the statement.

Figure 4.12: Total View and Quality System Survey

For the section on total view and quality system survey, respondents were asked whether the supervisor monitors the calls 29 percent strongly agreed, 26 percent were neutral, 23 percent agreed and 11 percent of the respondents strongly disagreed and disagreed respectively. The statement on whether Eskom record the respondents calls to monitor the work they do, 40 percent agreed, 34 percent strongly agreed, 14 percent were neutral 9 percent strongly disagreed and only 3 percent disagreed completely. Respondents' answers to the statement on the script rules to serve the customers indicate that 40 percent were neutral, 25 percent strongly agreed, 23 percent agreed while 6 percent disagreed and strongly disagreed respectively. In response to the statement about not having freedom to change the call script, 35 percent of the respondents strongly agreed, 20 percent remained neutral 17 percent agreed while 14 percent of the respondents strongly disagreed and agreed respectively to the statement.

Figure 4.13: Work Overload and Visualisation System

For the section on work overload and visualization system, respondents were asked whether the workload is too much and 40 percent agreed, 34 percent were neutral, 11 percent strongly agreed, 9 percent strongly disagreed whilst 6 percent disagreed completely. The statement on respondents avoiding to take a break in order not to affect their service level shows a high rate of 34 percent neutral response, 23 percent of the respondents strongly disagreed, 17 percent strongly agreed to the statement, 14 percent agreed whilst 6 percent disagreed. Respondents answers to the statement that customers are not attended to within schedule, shows that 29 percent were neutral, 26 percent agreed, 23 percent strongly agreed, 11 percent strongly disagreed and agreed respectively. On the statement concerning the work interference with quality output of job, 31 percent strongly agreed, 26 percent of the respondents agreed, 23 percent were neutral, 14 percent disagreed and just 6 percent strongly disagreed. The statement about the employees given a high job responsibility indicates a neutral high response rate of 45 percent, 26 percent of the respondents disagreed to the statement, 14 percent strongly agreed, 9 percent agreed whilst 6 percent strongly disagreed. Finally, a statement on employees taking other area calls, shows that 34 percent

strongly agreed, 26 percent were neutral about the statement, 23 percent agreed, 11 percent disagreed and only 6 percent strongly disagreed.

Figure 4.14: Opportunity for Promotion Survey

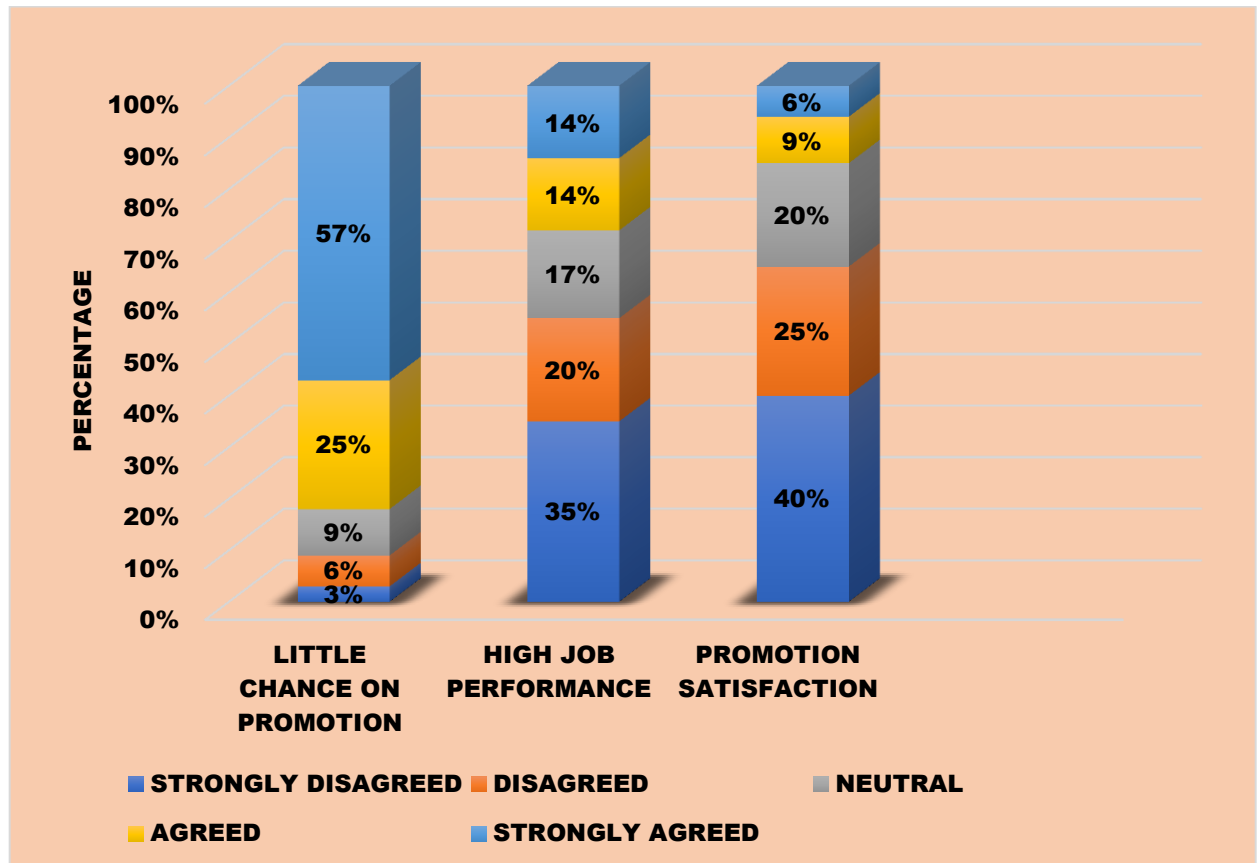
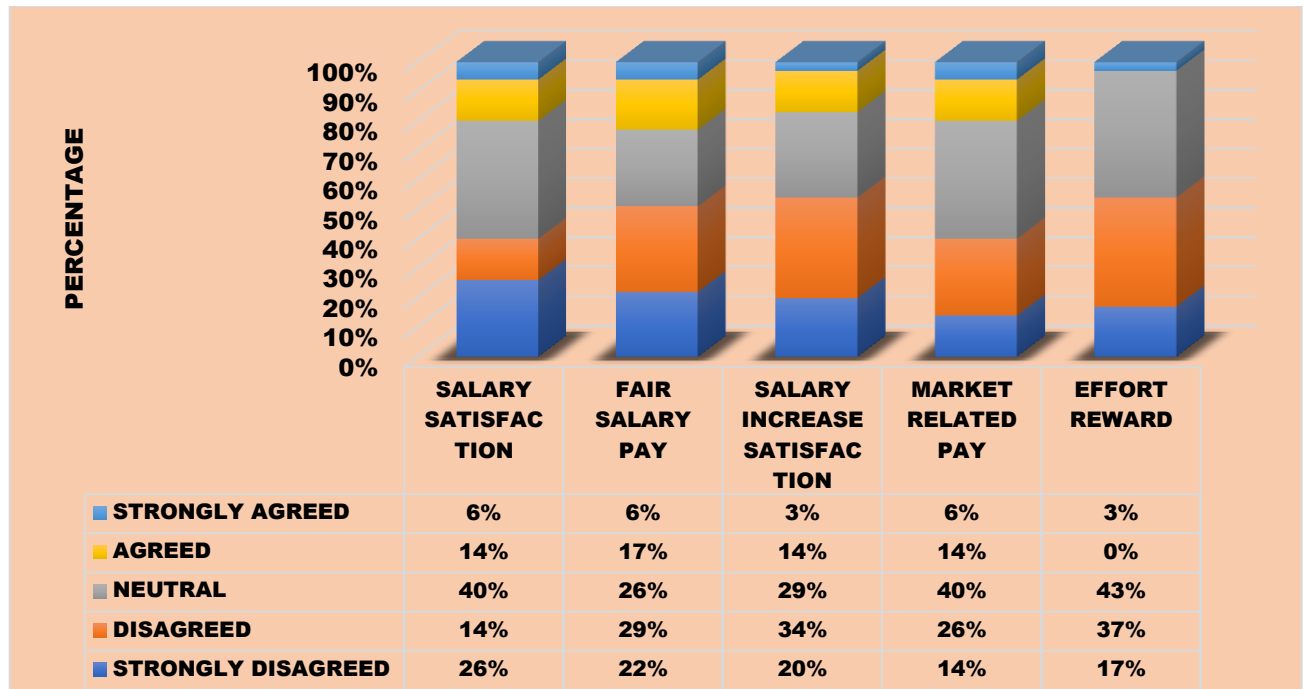


Figure 4.14 depicts the results of promotion opportunity survey where 57 percent of the respondents strongly agreed that there is a little chance for one to have promotion at Eskom organization, 25 percent agreed, 9 percent were neutral, 6 percent disagreed, and only 3 percent strongly disagreed. When asked if high job performance eventually leads to promotion, 35 percent of the respondents strongly disagreed, 20 percent disagreed, 17 percent were neutral and 14 percent agreed and strongly agreed to the statement respectively. The respondents with percentage of 40 strongly disagreed that they are satisfied with chances of being promoted, 25 percent disagreed, 20 percent were neutral, 9 percent agreed and 6 percent strongly agreed to the statement.

Figure 4.15: Salary Survey

When asked whether respondents are satisfied with their salary, 40 percent respondents were neutral, 26 percent strongly disagreed, 14 percent agreed and disagreed respectively whilst 6 percent strongly agreed. The statement on respondents being paid a fair salary, 29 percent disagreed to this, 26 percent were neutral, 22 percent strongly disagreed, 17 percent agreed and 6 percent strongly agreed. The next question constitutes the satisfaction achieved by employees when salary is increased, 34 percent disagreed, 29 percent are neutral, 20 percent strongly disagree, 14 percent agreed and 3 percent strongly agreed. Furthermore, 40 percent respondents are neutral about their pay being market related to other companies, 26 percent disagrees, 14 percent strongly disagrees and other respondents agreed respectively whilst 6 percent strongly agreed. Finally, for the statement on respondents' effort on the job being rewarded, 43 percent were neutral, 37 percent disagreed, and 17 percent strongly disagreed whilst 3 percent of the respondents strongly agreed to the statement.

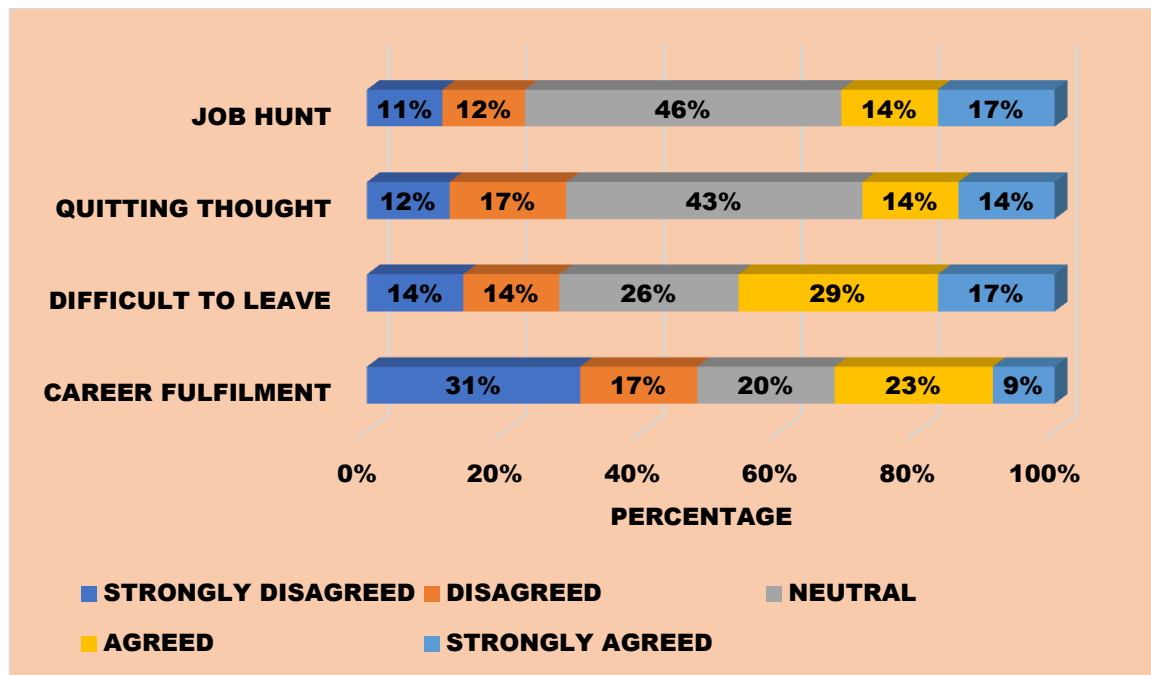
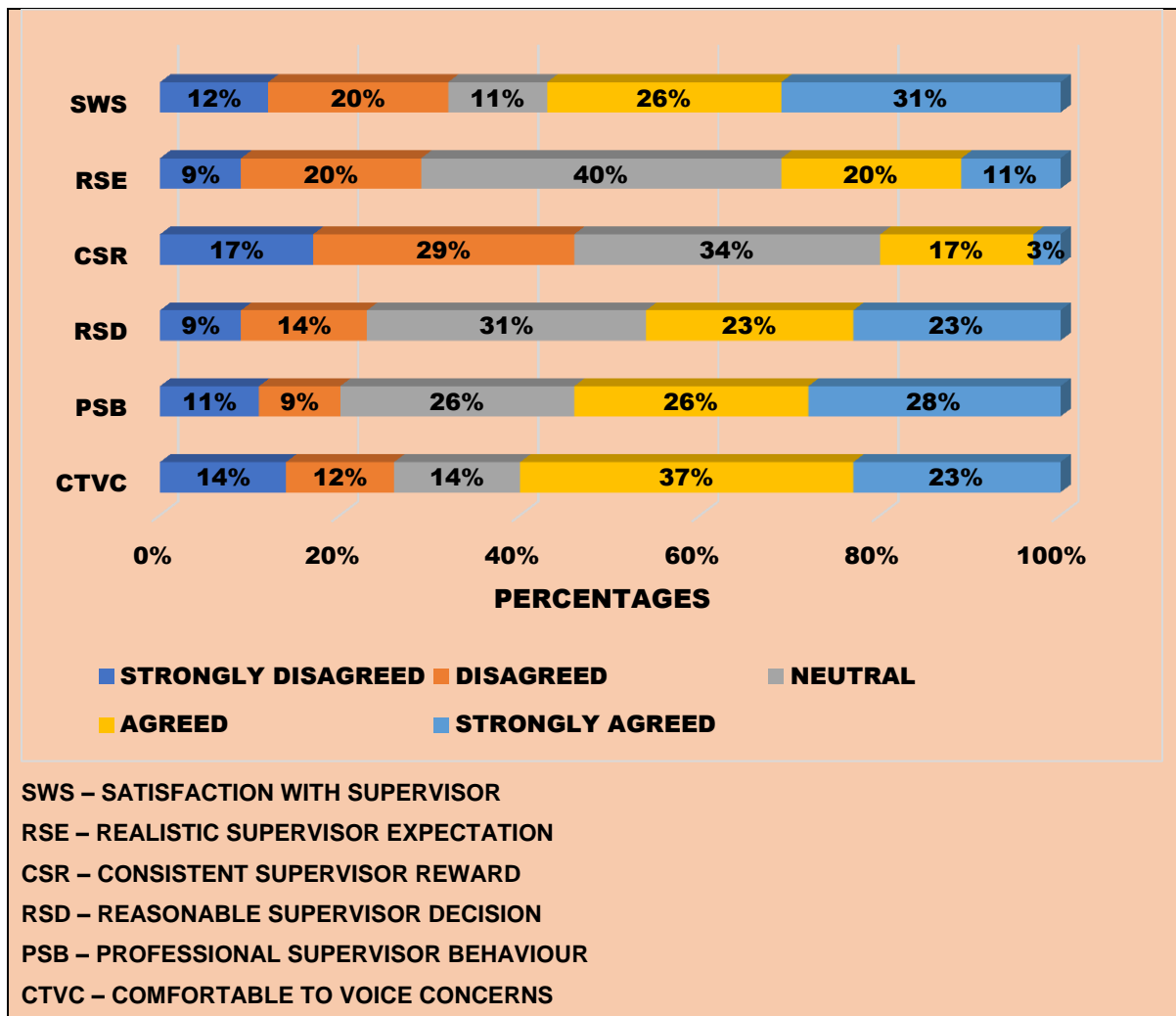
Figure 4.16: Intentions to Leave Survey

Figure 4.16 relates to Eskom employees' intention to leave survey. 31 percent of the respondents strongly disagreed that they would have a career fulfilment and retire in Eskom organization, 23 percent agreed, 20 percent were neutral, 17 percent disagreed, and only 9 percent strongly agreed. When asked if it will be difficult for the respondents to leave Eskom contact centre now, 29 percent of the respondents agreed, 26 percent were neutral, 17 percent strongly agreed and 14 percent disagreed and strongly disagreed to the statement respectively of the respondents. 43 percent were neutral concerning the statement on having quitting thought, 17 disagreed, 14 strongly agreed and agree respectively, and 12 percent strongly disagreed to the statement. A high rate of 46 percent of the respondents were neutral when asked if they would look for a new job next year, 17 percent strongly agreed, 14 percent agreed, 12 percent disagreed and only 11%strongly disagreed.

Figure 4.17: Supervisor/ Manager Relation Survey

From Figure 4.17, a high rate of 37 percent of the respondents agreed to being comfortable voicing their concerns to the supervisor, 23 percent strongly agreed, 14 percent disagreed and strongly disagreed to this statement respectively but only 14 percent of the respondents remained neutral. The statement concerning the professional disposition of the supervisor shows that 28 percent of the respondents strongly agreed, 26 percent remained neutral and agreed respectively whilst 11 percent strongly disagreed and 9 percent disagreed, 31 percent of the respondents remained neutral on the statement concerning decisions made by supervisor, 23 percent agreed and strongly agreed to the statement, 14 percent disagreed whilst 9 percent strongly disagreed, 29 percent of the respondents disagreed that

supervisors consistently reward employees, 34 percent were neutral, and 17 percent agreed and strongly disagreed respectively whilst 3 percent strongly agreed. The statement on supervisors' realistic expectation indicates that 40 percent of the respondent were neutral, 20 percent agreed and disagreed respectively whilst 11 percent strongly agreed and only 9 percent strongly disagreed. A high rate of 31 percent respondents strongly agreed that they are satisfied with the supervisor, 26 percent agreed, 20 percent disagreed, 12 percent strongly disagreed and only 11 percent were neutral.

4.4. Binomial Test

A binomial test is carried out to determine if the responses from the Eskom contact centre staff members are equally selected. A statistical significant question was conveyed with a significance level of $p = 0.05$ at 95 percent confidence interval.

Table 4.2 Binomial Test of the Key Performance Areas

		Category	N	Observed Prop.	Test Prop.	Exact Sig. (2-tailed)
FREEDOM TO DECIDE	Group 1	YES	8	0.23	0.50	0.002
	Group 2	NO	27	0.77		
	Total		35	1.00		
DEFINED TARGETS	Group 1	YES	24	0.69	0.50	0.041
	Group 2	NO	11	0.31		
	Total		35	1.00		
ACHIEVABLE TARGETS	Group 1	YES	13	0.37	0.50	0.175
	Group 2	NO	22	0.63		
	Total		35	1.00		
BUSINESS KNOWLEDGE	Group 1	YES	33	0.94	0.50	.000
	Group 2	NO	2	0.06		
	Total		35	1.00		

There is a statistical significant 'YES' response that 'there is freedom for respondents to decide the service level output' ($p < 0.05$). This infers that the employees know how to manage time and achieve the objective of Eskom business through services rendered to customers. A statistical significant 'YES' response that 'Respondents targets are clearly defined in the Job Contact' ($p <$

0.05). This indicates that the existing norms, rules and objectives of Eskom business contact centre are adhered and obeyed by staff. There is a statistical significant 'YES' response that 'Respondents have a comprehensive understanding of Eskom business' ($p < 0.05$). This infers that the staffs of Eskom business contact have undergone training which enabled them to achieve high performance at work.

4.5. Descriptive Statistics

The descriptive statistics is employed in this study to determine the number of respondents that have diverse perceptions on questions requested. The selected factors (range, mean, maximum, minimum, standard deviation, skewness and kurtosis) are applicable in looking at the central point and the deviations thereof.

Table 4.3 Descriptive Statistics from Job Satisfaction and Workplace Moral Survey

	Range	Median	Mode	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
POSITIVE ROLE MODEL	4	3	2	3.06	1.259	0.168	0.398	-1.070	0.778
JOB SATISFACTION	4	3	3	3.00	1.111	-0.136	0.398	-0.386	0.778
REASONABLE WORK AND RESPONSIBILITIES	4	3	3	3.00	0.907	-0.250	0.398	.028	0.778
OPPORTUNITY TO LEARN	4	3	2	2.83	1.294	0.165	0.398	-1.087	0.778
ACCEPTABLE PAY LEVEL	4	3	3	2.71	1.178	0.023	0.398	-0.800	0.778
CONTRIBUTION RECOGNITION	4	3	3	2.54	1.221	0.357	0.398	-0.520	0.778
Valid N (listwise)									

A 95% confidence interval is assumed for all statistical analysis and was used. In this illustration, a sample mean reflects a normal shaped sampling distribution of the mean. Data is normally distributed when values lie in 1.96 standard deviations of the mean. Accordingly, the sample mean has a 95% probability to lie within 1.96

standard deviation errors from the true population mean. Table 4.3 illustrates that positive role model, job satisfaction and reasonable work and responsibilities are the three highest ordered means in the scale. These variables are the most critical and can create value in attaining job satisfaction and workplace moral at Eskom Contact Centre. These variables consist of some values that lie within 1.96 standard deviations of the mean. Thus, the sample mean replicates the true population mean. The mode value confirms the centre point in the sample, hence signifying “neutral” as the most recurring value amongst these three variables. Opportunity to learn, acceptable pay level and contribution recognition lie between 2.54 and 2.83. In all, the standard deviation is lower than the mean, demonstrating small variation in data.

Table 4.4: Descriptive Statistics from Job Stress Survey

	N	Range	Median	Mode	Mean	Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
WORK TENSION	35	4	4	4	3.43	1.220	1.487	-0.701	.398	-0.270	.778
JOB FRUSTRATION	35	4	4	4	3.29	1.250	1.563	-0.581	.398	-0.536	.778
WORK PRESSURE	35	4	4	4	3.29	1.363	1.857	-0.480	.398	-0.889	.778
CALMNESS AT WORK	35	4	3	3	2.71	1.152	1.328	-0.132	.398	-1.010	.778
Valid N (listwise)	35										

Table 4.4 indicates that work tension, work pressure and job frustration are the three highest ranked variable means in the scale with values 3.43, 3.29 respectively for (work pressure and job frustration). This describes these variables

as the most contributing factors to job stress at Eskom Contact Centre. Their values lie within 1.96 standard deviation of the mean thereby representing the true population mean. The mode value confirms the centre point in the sample, hence signifying “agree” as the most recurring number amongst these three variables. Calmness at work variable has a value of 2.71. In all, the standard deviation is lower than the mean, indicating small disparity in data.

Table 4.5 Descriptive Statistics from Total View and Quality System Survey

						Std.					
	N	Range	Minimum	Maximum	Mean	Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
WORK CALL MONITORING	35	4	4	4	3.89	1.183	1.398	-1.238	0.398	1.064	.778
NON SCRIPT DEVIATION	35	4	3	3	3.57	1.119	1.252	-0.390	0.398	-0.175	.778
CALL MONITORING	35	4	4	5	3.46	1.336	1.785	-0.452	0.398	-0.843	.778
NO CHANGE OF SCRIPT	35	4	4	5	3.43	1.461	2.134	-0.391	0.398	-1.214	.778
Valid N (listwise)	35										

Table 4.5 demonstrates that all four variables considered in total view and quality system has high means with standard deviations that lie within the mean. These variables are work call monitoring, non – script deviation, call monitoring and no change of script. These variables are important in maintaining the quality system at Eskom Contact Centre. The mode value ‘5’ signifies “strongly agree” as the most

recurring number amongst the variables. In all, the standard deviation is lower than the mean, indicating small data variation.

Table 4.6 Descriptive Statistics from Work Overload and Visualisation System

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance	Skewness	Kurtosis
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic
WORK OVERLOAD CALLS	35	4	4	5	3.69	1.231	1.516	-0.557	0.398
WORK INTERFERENCE	35	4	4	5	3.63	1.239	1.534	-0.510	0.398
HEAVY WORKLOAD	35	4	4	4	3.40	1.063	1.129	-0.736	0.398
CUSTOMER TIME MANAGEMENT	35	4	3	3	3.37	1.285	1.652	-0.402	0.398
HIGH RESPONSIBILITY	35	4	3	3	3.00	1.085	1.176	0.440	0.398
LOW SERVICE LEVEL	35	4	3	3	2.97	1.361	1.852	-.094	0.398
Valid N (listwise)	35								

From table 4.6, the highest ranked variable means include workload calls, work overload calls, heavy workload and customer time management with values (3.69, 3.63, 3.40 and 3.37). The listed variables herewith give an indication that quality of job output by the employees at Eskom business contact centre is affected hence management should consider workload as applicable to the staff members. The lowest ranked variable means are (high responsibility and low service level) with values of 3.00 and 2.97 respectively.

Table 4.7 Descriptive Statistics from Opportunity for Promotion Survey

	Range	Median	Mode	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
LITTLE CHANCE ON JOB PROMOTION	4	5	5	4.29	1.045	-1.602	0.398	2.144	0.778
HIGH JOB PERFORMANCE	4	2	1	2.54	1.462	.449	0.398	-1.183	0.778
PROMOTION SATISFACTION	4	2	1	2.14	1.216	.856	0.398	-0.129	0.778
Valid N (listwise)									

Table 4.7 presents the opportunity for promotion survey. The highest ranked variable mean is “the little chance on job promotion with value of 4.29. This shows that when employees are not promoted or does not have opportunity to be promoted, it creates a ripple effect by affecting their performance. Eskom organization will also feel the impact because the productivity will decrease. The second highest variable mean is the (high job performance) with a value of 2.54. It is purported that when an employee is promoted, he/she can continue and perform his/her job better. The last variable (promotion satisfaction) with a value of 2.14 becomes insignificant due to the organization not being able to promote staff. Its value lies within 1.96 standard deviation of the mean thereby representing the true population mean. The mode value confirms “strongly disagree” as the most recurring factor amongst these three variables, hence, indicating that employees are not satisfied with promotional scheme in the organisation.

Table 4.8 Descriptive Statistics from Salary Survey

	N	Range	Median	Mode	Mean	Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
MARKET RELATED PAY	35	4	3	3	2.71	1.073	1.151	0.161	0.398	-0.269	0.778
SALARY SATISFACTION	35	4	3	3	2.60	1.193	1.424	0.079	0.398	-0.763	0.778
FAIR SALARY PAY	35	4	2	2	2.54	1.197	1.432	0.330	0.398	-0.776	0.778
SALARY INCREASE SATISFACTION	35	4	2	2	2.46	1.067	1.138	0.350	0.398	-0.490	0.778
EFFORT REWARD	35	4	2	3	2.34	.873	.761	0.374	0.398	1.095	0.778
Valid N (listwise)	35										

Table 4.8 presents the salary survey. The variable mean of all the salary surveys have smaller mean values ranging from 2.34 to 2.71. All the above factors are interchangeable and therefore, a decrease or increase in one factor will affect the other.

Table 4.9 Descriptive Statistics from Intention to Leave Survey

	N	Range	Median	Mode	Mean	Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
DIFFICULT TO LEAVE	35	4	3	4	3.20	1.302	1.694	-0.309	0.398	-0.905	0.778
JOB HUNT	35	4	3	3	3.14	1.192	1.420	-0.070	0.398	-0.409	0.778
QUITTING THOUGHT	35	4	3	3	3.03	1.175	1.382	0.057	0.398	-0.445	0.778
CAREER FULFILMENT	35	4	3	1	2.60	1.376	1.894	0.210	0.398	-1.295	0.778
Valid N (listwise)	35										

Table 4.9 presents the intention to resign or leave survey. The highest ranked variable mean is “difficult to leave and Job Hunt” with values of 3.20 and 3.14. This shows that employees like to work at Eskom but there may be some issues that make them unhappy at work. Another issue is job hunting, which seems difficult due to the state of the economy and high rate of unemployment in South Africa. The next ranked variable means is “quitting thought” with a value of 3.03 this explains a few factors such as bad supervisor, inadequate training or laziness on the part of the employee. The least represented variable mean is “career fulfillment”, which does not really have effect on employees’ intention to leave. Literally, if an employee has an intention of leaving an organisation, then career fulfillment and the duration the employee has been employed in the organization do not matter. The mode value confirms “neutral” as the most recurring number amongst these four variables.

Table 4.10: Descriptive Statistics from Supervisor/Manager Relation Survey

	N	Range	Median	Mode	Mean	Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
PROFESSIONAL SUPERVISOR BEHAVIOUR	35	4	4	5	3.51	1.314	1.728	-.569	0.398	-0.633	0.778
SATISFACTION WITH SUPERVISOR	35	4	4	5	3.46	1.421	2.020	-.430	0.398	-1.215	0.778
COMFORTABLE TO VOICE CONCERNS	35	4	4	4	3.43	1.357	1.840	-.627	0.398	-0.788	0.778
REASONABLE SUPERVISOR DECISIONS	35	4	3	3	3.37	1.239	1.534	-.278	0.398	-0.746	0.778
REALISTIC SUPERVISOR EXPECTATION	35	4	3	3	3.06	1.110	1.232	.019	0.398	-0.394	0.778
CONSISTENT SUPERVISOR REWARD	35	4	3	3	2.60	1.063	1.129	.112	0.398	-0.611	0.778
Valid N (listwise)	35										

Table 4.10 indicates that professional supervisor behavior, satisfaction with supervisor, comfortable to voice concerns, reasonable supervisor decisions and realistic supervisor expectation are the five highest ranked variable mean in the scale with values 3.51, 3.46, 3.43, 3.37 and 3.06 respectively. These variables are the most contributing factors to motivating employees to perform their best at work. A communal relationship between a manager/supervisor with his/her subordinates tends to add a positive output to the job. A charismatic leader/supervisor often brings out the best in employees and this can be observed at Eskom Contact Centre. Their values lie within 1.96 standard deviation of the mean thereby representing the true population mean. The mode value confirms “neutral” as the most occurring value amongst these five variables. Consistent supervisor reward variable has a value of 2.60. In all incidences, the standard deviation is lower than the mean, indicating small variation in data.

4.6. Bivariate Analysis

4.6.1 Cross Tabulation

According to Creswell (2014) cross tabulation analysis is used when categorical (nominal) data is analysed. This study uses cross tabulation table to explore if there connection amongst the designated nominal and categorical variable of interest. With cross tabulation, a profound discernment on whether any of the variables impact the other can be determined. A 95 percent significance level was used in this study. Rather than using simple frequencies for specific variables, cross tabulation enables the association between categorical variables to be examined in greater details (Greasley, 2008:61). It involves the presentation of two or more variables in a table to compare the relative frequencies across the categories.

Table 4.11 Gender and Current Job

	Current Job			
	Service Agent	Customer Care		

				Officer	Other	Total
Gender	Male	Count	8	3	1	12
		% within Gender	66.7%	25.0%	8.3%	100.0%
	Female	Count	22	1	0	23
		% within Gender	95.7%	4.3%	0.0%	100.0%
Total		Count	30	4	1	35
		% within GENDER	85.7%	11.4%	2.9%	100.0%
Chi-Square Tests						
			Value		Df	Asymp Sig (2 – Sided)
Pearson Chi-Square			5.633 ^a		2	0.060
Likelihood Ratio			5.710		2	0.058
Fisher's Exact Test			5.220			
Linear-by-Linear Association			5.356 ^b		1	0.021
N of Valid Cases			35			
a. 4 cells (66.7%) have expected count less than 5. The minimum expected count is 0.34.						

From table 4.11, the numbers and relative percentages of males and females with the current position at Eskom Contact Centre are presented. The majority 66.7 percent of male staff members are service agents and majority 95.7 percent of female staff members are also service agents, higher than their male counterparts. However, 25 percent of the male staff members are customer care agents while a few percentages 4.3 of female are represented as customer care agents. The study infers that there is no relationship between the two (gender and current position at contact centre) since the Chi-square test for independence has generated a significant statistic result of p-value = 0.060. In this analysis, 0.05 is less than 0.060 probability value (p-value = 0.060).

Table 4.12 Race and Freedom to Decide

	Race	
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			Asian	South African	White	Total
Freedom to decide	Yes	Count	2	6	0	8
		% within Freedom to decide	25.0%	75.0%	0.0%	100.0%
	No	Count	0	23	4	27
		% within Freedom to decide	0.0%	85.2%	14.8%	100.0%
Total		Count	2	29	4	35
		% within Freedom to decide	5.7%	82.9%	11.4%	100.0%
Chi-Square Tests						
			Value		Df	Asymp Sig (2 – Sided)
Pearson Chi-Square			8.012 ^a		2	0.018
Likelihood Ratio			8.059		2	0.018
Fisher's Exact Test			5.710			
Linear-by-Linear Association			3.690 ^b		1	0.055
N of Valid Cases			35			
4 cells (66.7%) have expected count less than 5. The minimum expected count is 0.46.						

Table 4.12 presents the connection or lack thereof amongst race and freedom of respondents to decide service level output. The results show that 25 percent of the respondents who are Asians are positive that they have freedom to decide service output level, 75 percent of South Africans agree to the statement. 85 percent of South Africans believes that they do not have the freedom to decide their output level and 15 percent of whites disagrees to the statement too. The study infers that there is a relationship between the two variables (race and freedom to decide service level output) since the Chi-square test for independence has generated a significant statistic effect with p-value = 0.018. From the analysis, 0.05 is less than 0.018 probability value (p-value = 0.018).

4.6.2 Pearson Product-Moment Correlation Coefficient

The Pearson Chi Square values establish the results of the cross-tabulated variables and strengthen the choice to accept or reject the null hypothesis. The

Pearson Product-Moment Correlation Coefficient deals with the degree and linear relationship direction. Denoted by “ r ” symbol, the coefficient value lies between +1 and -1 (Pallant, 2011:285). The degree of the association is shown by size. The signs only signify the direction that the association lies (Pallant, 2011:286).

Table 4.13 Pearson Product-Moment Correlation

Pearson r	Strength and Direction
+1	Perfect positive
+0.7	Strong positive
+0.4	Moderate positive
0.0	No relationship
-0.4	Moderate negative
-0.7	Strong negative
-1	Perfect negative

Source: Cooper and Schindler. (2008)

Table 4.14 Correlations between Variables

Correlations			
		WORKPLACE MORALE	ACCEPTABLE PAY LEVEL
WORKPLACE MORALE	Pearson Correlation	1	0.382 [*]
	Sig. (2-tailed)		0.024
	N	35	35
ACCEPTABLE PAY LEVEL	Pearson Correlation	0.382 [*]	1
	Sig. (2-tailed)	0.024	
	N	35	35
*. Correlation is significant at the 0.05 level (2-tailed).			

H₀₁: There is no relationship between workplace morale and acceptable pay level

H_{A1}: There is a relationship between relationship between workplace morale and acceptable pay level.

A positive moderate relationship was found between workplace morale and Acceptable Pay Level ($r = 0.382$; $P < 0.05$). These results suggest that *H1 is buttressed and acceptable in this study*. It also reveals that the workplace morale of Eskom contact centre employees rises when their pay rises.

Table 4.15 Correlations between Variables

Correlations			
		WORKPLACE MORALE	QUITTING THOUGHT
WORKPLACE MORALE	Pearson Correlation	1	-0.405*
	Sig. (2-tailed)		0.016
	N	35	35
QUITTING THOUGHT	Pearson Correlation	-0.405*	1
	Sig. (2-tailed)	0.016	
	N	35	35
*. Correlation is significant at the 0.05 level (2-tailed).			

H₀₂: There is no relationship between workplace morale and quitting the job.

H_{A2}: There is relationship between workplace morale and quitting the job.

A moderate negative connection can be observed in table 4.15 amongst workplace morale and Intention to Quit ($r = -0.405$; $P < 0.05$). There is negative association between morale and intention to quit, and infers that the lack of workplace morale engenders intention to quit where the employee frequently thinks about quitting.

Table 4.16: Correlations between Variables

Correlations			
		WORKPLACE MORALE	JOB HUNT
WORKPLACE MORALE	Pearson Correlation	1	-0.355*
	Sig. (2-tailed)		0.036
	N	35	35
JOB HUNT	Pearson Correlation	-0.355*	1

Sig. (2-tailed)		0.036	
N		35	35
*. Correlation is significant at the 0.05 level (2-tailed).			

H₀₃: There is no relationship between workplace morale and job hunt

H_{A3} : There is a relationship between workplace morale and job hunt

A moderate negative association exists amongst workplace morale and Job hunt ($r = -0.355$; $P < 0.05$). The lack of workplace morale may encourage a constant look for a new job.

Table 4.17: Correlations between Variables

Correlations			
		WORKPLACE MORALE	SATISFACTION WITH SUPERVISOR
WORKPLACE MORALE	Pearson Correlation	1	0.354 [*]
	Sig. (2-tailed)		0.037
	N	35	35
SATISFACTION WITH SUPERVISOR	Pearson Correlation	0.354 [*]	1
	Sig. (2-tailed)	0.037	
	N	35	35
*. Correlation is significant at the 0.05 level (2-tailed).			

H₀₄: There is no relationship between the workplace morale and satisfaction with supervisor.

H_{A4}: There is a relationship between workplace morale and satisfaction with supervisor.

A positive and moderate association was established between workplace morale and Supervision ($r = 0.354$; $P < 0.05$). This result suggests that *H2 the relationship between workplace morale and leaving the job* is supported in this study . It also indicates that the workplace morale of Eskom contact centre employees rises and depends on the quality of supervision they receive from management.

4.7. Kruskal-Wallis Test

Kruskal-Wallis test is a non-parametric substitute to a one-way between groups analysis of variance (Pallant, 2011: 296). It permits the comparison of scores on some continuous variable for three or more groups. In this research study, a variance in workplace morale levels across the six age levels indicated in the survey was investigated. Secondly, a difference in fair salary paid to employees of Eskom contact centre and their employment duration was also investigated.

Table 4.18: Kruskal-Wallis Test between workplace morale and Age Group

Ranks			
Workplace morale	AGE GROUP	N	Mean Rank
	18 – 25	1	17.50
	26 - 30	7	23.14
	31 - 35	9	20.17
	36 - 40	4	22.00
	41 - 50	9	12.06
	51 and Above	5	14.50
	Total	35	
Test Statistics			
	Chi-Square	df	Asymp.Sig
Workplace morale	6.963	5	.223
a. Kruskal Wallis Test b. Grouping Variable: Age Group			

H₀₅: There is no relationship between workplace morale and age group.

H_{A5}: There is relationship between workplace morale and age group.

From table 4.18, the statistical significance value is 0.223 and is more than the alpha level of 0.05, so these results suggest that there is no difference in workplace morale levels across the different age groups. However, the mean ranks for the groups suggest that the group age of 26 to 30 had the highest workplace morale scores, with the age group of 41 to 50 reporting the lowest. The Chi-Square value is 6.963 with 5 degrees of freedom.

Table 4.19: Kruskal-Wallis Test between Employment Duration and Fair Salary Pay

Ranks			
Fair Salary Pay	Employment Duration	N	Mean Rank
	2 – 3	7	9.50
	4 - 5	2	32.50
	6 - 7	9	24.67
	8 - 9	3	16.67
	10 - 11	3	10.50
	12 - 13	2	13.50
	14 - 15	2	18.25
	16 -17	2	22.00
	20 and Above	5	17.50
	Total	35	
Test Statistics			
	Chi-Square	df	Asymp.Sig
Fair Salary Pay	15.894	8	.044
a. Kruskal Wallis Test			
b. Grouping Variable: Employment Duration			

H₀₆: There is no relationship between employment duration and fair salary pay

H_{A6}: There is relationship between employment duration and fair salary pay.

From table 4.19, the statistical significance value is 0.044 and is lower than the alpha level of 0.05, so these results infer that there is a difference in salary pay levels and the employment duration. Nevertheless, the mean ranks for the employment duration indicate that the staff members that were employed between 4 to 5 years had the highest salary pay scores when compared with other groups. Staff members that were employed between 2 to 3 years reported the lowest salary pay scores. The Chi-Square value is 15.894 with 8 degrees of freedom.

4.8. Multivariate analysis

4.8.1. Multiple regression

According to Pallant (2011:141) multiple regression is one of the methods that is used to identify relationships that exist amongst a continuous dependent variable

and several independent variables or predictors. These variables may be continuous in nature. Pallant (2011:140) further explains that multiple regressions is dependent on correlation, however it allows for a more erudite examination of the interconnection that exists in a set of variables. It tells how a set of variables can predict an outcome. It provides information concerning a model and the relative involvement of all the variables in the model. This model can otherwise be analysed to the degree of explanatory power, variation and model fit. A critical contemplation is on the regression model and its description of the dependent variable variation with the use of the model summary table. The degree of linear explanation by the model is measured with the coefficient of determination (R^2).

Table 4.20: Model Summary, ANOVA, Coefficients

Model Summary								
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson		
1		0.815	0.663	0.560	0.737	1.799		
a. Predictors: (Constant), CALMNESS AT WORK, WORK TENSION, ACCEPTABLE PAY LEVEL, CONTRIBUTION RECOGNITION, POSITIVE ROLE MODEL, WORK PRESSURE, REASONABLE WORK AND RESPONSIBILITIES, OPPORTUNITY TO LEARN								
b. b. Dependent Variable: MORALE								
ANOVA								
Model		Sum of Squares	df	Mean Square	F	Sig.		
1	Regression	27.864	8	3.483	6.406	0.000 ^b		
	Residual	14.136	26	0.544				
	Total	42.000	34					
a. Dependent Variable: WORKPLACE MORALE								
b. b. Predictors: (Constant), CALMNESS AT WORK, WORK TENSION, ACCEPTABLE PAY LEVEL, CONTRIBUTION RECOGNITION, POSITIVE ROLE MODEL, WORK PRESSURE, REASONABLE WORK AND RESPONSIBILITIES, OPPORTUNITY TO LEARN								
Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	0.714	0.816		0.875	0.389		
	Contribution Recognition	0.123	0.131	0.135	0.933	0.360	0.620	0.1612
	Acceptable pay level	0.069	0.136	0.073	0.504	0.618	0.621	1.609
	Reasonable work and responsibilities	0.010	0.189	0.008	0.051	0.960	0.546	1.833
	Positive role model	0.196	0.129	0.222	1.512	0.143	0.602	1.661
	Opportunity to Learn	0.276	0.140	0.321	1.971	0.060	0.488	2.050
	Work pressure	-0.082	0.122	-0.100	-0.670	0.509	0.580	1.723
	Work tension	-0.014	0.142	-0.015	-0.096	0.924	0.530	1.886
	Calmness at work	0.256	0.165	0.266	1.552	0.133	0.441	2.265
a. Dependent Variable: Workplace morale								

From the results found in Table 4.20, the R squared value is 0.663 in model 1 and this explains workplace morale variation as the predictor (dependent) variables as included in the model. The adjusted R squared reflects the total quantity of variables used and how the model fits to the sample data. Hence, the adjusted R square value is 0.560. The Durbin Watson statistics is 1.799. The actual value

must lie within the range of 1.5 and 2.5. The ANOVA table is used here to determine if the multiple R in the population equals to zero and to evaluate the result significance. The ANOVA table produces F statistics value of 6.406 and significant p-value of 0.000. Out of ten variables selected, only one has a significance value of 0 and a conclusion is drawn that a connection exists amongst the dependent variable (workplace morale) and these eight independent variables (Contribution Recognition, Acceptable pay level, Reasonable work and responsibilities, Positive role model, Opportunity to Learn, Work pressure, Work tension and Calmness at work).

In checking for multicollinearity, the tolerance and VIF values was be considered. From Table 4.20, all the individual models' tolerance values are bigger than 1 and all their VIF values are lower than 10 indicating that there is no existence of multicollinearity. The beta values support the explanation on the predictor variable position as it relates to the dependent variable. The bigger it is, the more effect it has in forecasting the dependent variable.

This can be seen in the values of the eight central independent variables attained. The variable (Opportunity to learn) has the highest beta value of 0.321 making it the most causative factor which explains the dependent variables when all other variable are controlled. The level of significance of the variable (opportunity to learn) at 95% confidence interval is $p = 0.060$.

Table 4.21: One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Contribution recognition	12.321	34	0.000	2.543	2.12	2.96
Acceptable pay level	13.637	34	0.000	2.714	2.31	3.12
Reasonable work and responsibilities	19.558	34	0.000	3.000	2.69	3.31
Positive role model	14.367	34	0.000	3.057	2.62	3.49
Opportunity to learn	12.927	34	0.000	2.829	2.38	3.27
Work pressure	14.264	34	0.000	3.286	2.82	3.75
Work tension	16.632	34	0.000	3.429	3.01	3.85
Calmness at work	13.936	34	0.000	2.714	2.32	3.11

A further clarification on the independent variable significance to the dependent variable is clarified by the one-sample t-test from the regression analysis. The outcome shows that all eight predictor variables attained a significant p-value of $0.000 < 0.05$ indicating that the average answer from the sample epitomizes the true population mean.

Table 4.22: Residual Statistics

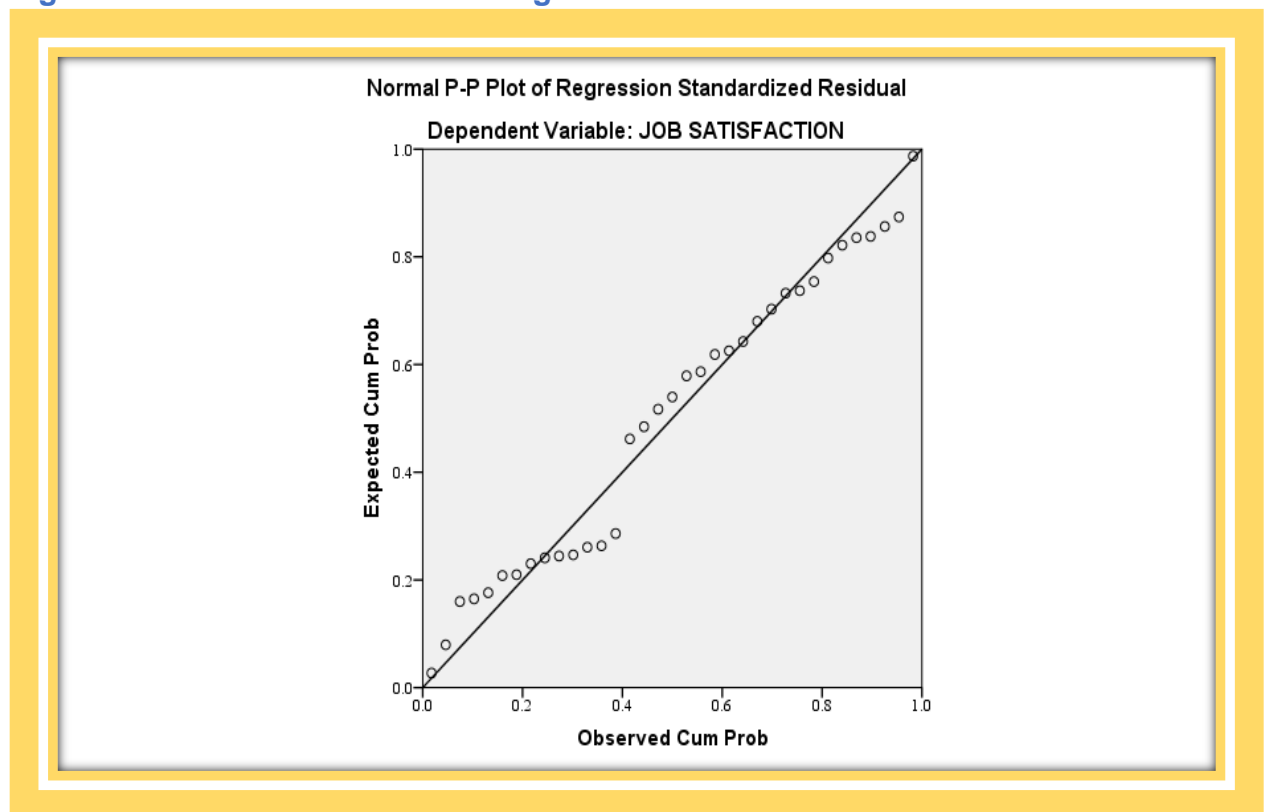
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.36	4.78	3.00	0.905	35
Std. Predicted Value	-1.814	1.963	0.000	1.000	35
Standard Error of Predicted Value	0.244	0.569	0.363	0.092	35
Adjusted Predicted Value	0.87	4.72	3.03	0.963	35
Residual	-1.420	1.642	0.000	0.645	35
Std. Residual	-1.926	2.227	.000	0.874	35
Stud. Residual	-2.148	2.534	-0.015	1.024	35
Deleted Residual	-1.766	2.126	-0.030	0.900	35
Stud. Deleted Residual	-2.322	2.863	-0.013	1.066	35
Mahal. Distance	2.766	19.310	7.771	4.641	35
Cook's Distance	0.000	.241	0.048	0.070	35
Centered Leverage Value	0.081	.568	0.229	0.136	35
a. Dependent Variable: JOB SATISFACTION					

The regulated residual from this research study (min = -1.926 and max = 2.227) lies amongst an expected value of (-3.3 and ± 3) and a studentised residual (min = -2.148 and max = 2.534). The model has a normal spread with mean 0 (0.000) and standard deviation nearer to 1 (0.874). The cook's distance (D) measurement designates the influence that an observation has on the entire model. If $D > 1$, then there exists an outlier problem (Pallant, 2011: 295). The statistics outcome in this study indicates that the cooks value is within (min = 0.000 and max = 0.241), thus D value is lesser than 1, indicating that the observations does not really have large influences on the regression analysis. Leverage observation takes the value between 0 and 1, with 0 demonstrating no issues in relation to regression and 1 states otherwise. In this study, the leverage level lies between a min of 0.081 and max of 0.568). The Mahalanobis distance is used in identifying outliers in an observation by discovering the degree to which the scores lie from the centre of all the predictor variables. The values are (min = 2.766 and max =19.310).

4.8.2 Normality and Linearity

The normality and linearity design of regression certifies that common variances will not be violated. A rationality which represents the assumptions around the residual values of a normal P-P plot trails a normal distribution. The expected values are the points on the line that agrees with the diagonal line and is indicative of none deviations from normal.

Figure 4.18: Normal P-P Plot of Regression Standardised Residual



4.9. Logistics regression

According to Graham (2010:44) linear regression depend on a prime causal relationship, hence it is a method through which a variable is predicted depending on other variables. Binary logistics regression was relevant in this study by using the forced entry method. This method uses the dichotomous dependent variable (Achievable target) (Pallant, 2011: 161). The predictor variables (independent) are

continuous and categorical in this study. In this survey, respondents were asked whether their targets are achievable (Yes/No). This variable was used as the dependent variable. The set of predictors (independent variables) consist of the survey questions on total view and quality system with workload and visualization system variables.

The logistics regression model is mainly established to clarify the aspects that foresee the likelihood that respondents concur that targets are easily achievable. By developing the knowledge of the data by cross-tabulating the variables and factor analysis, the variables to be used in the logistic regression model were determined. However, a definite investigation of the whole correlation coefficients was completed to classify any likely concern of multicollinearity and explain the relative power of the associations amidst variables. Understanding the variables that correlate with another allows the variables to be supplemented into the model analytically to see best-fit from the pseudo R-square and the predicting power precision. Tables 4.21 and 4.22 are substantial in this research study since they suggest the degree of ideas to which the model guesses the results of the tested variables. The model fitness and worthiness are tested by the Omnibus tests of model co-efficient and Hosmer-Lemeshow goodness of fit test separately.

Table 4.23: Classification Table – Model 1 and Omnibus Test of Model Co-efficient – Model 2

Observed		Predicted			
		Acceptable Target			Percentage Correct
		Yes	No		
Acceptable Target	No	0	22		100
	Yes	0	13		0
Overall Percentage					62.9
Omnibus Tests of Model Coefficients					
Step 1		Chi-square	Df		Sig.
	Step	21.658	11		0.027
	Block	21.658	11		0.027
	Model	21.685	11		0.027

The classification table produces the analysis outcome with just the dependent variable (Acceptable target) added to model 1. This model serves as a reference point to compare with the model where the predictor variables will be included. Then, from Table 4.23 (the classification table), the overall percentage of appropriately classified cases is 62.9%. Hence, it is classified that all cases believe that targets are not easily achievable of the respondents answered No to the question. Ensuing tests will reveal the correctness of this outcome when the predictor variables are added to the model.

The Omnibus Tests of Model Co-efficient offers the complete goodness-of-fit test. It tests how well the model performs. This model outcome exceeds the results from the classification table since it encompasses the independent variables in the set and a suggestion of overall model performance above the results generated when none of the predictors is measured in the previous model (Pallant, 2011:167). The results from this model are expected to have a significance level (p) lower than 0.05. Meanwhile, the p value is $0.027 < 0.05$ from model 2, which

includes the set of predictor variables. It can be inferred that model 2 is more effective than model 1 with the postulation that targets are easily achievable at Eskom contact centre. The Chi-square value is 21.685 with 11 degrees of freedom.

Table 4.24: Hosmer – Lemeshow Goodness of Fit Test, Model Summary, Classification Table: Model 2

Hosmer and Lemeshow Test						
Step			Chi-square		Df	Sig.
1			8.272		7	0.309
Model Summary						
Step			-2 Log likelihood		Cox & Snell R Square	Nagelkerke R Square
1			24.522		0.461	0.630
Classification Table: Model 2						
Observed				Predicted		
				Acceptable Target		Percentage
				Yes	No	Correct
Step 1	Acceptable	Yes	11	2	86.4	
		No	3	19	84.6	
	Overall Percentage				85.7	

The Hosmer and Lemeshow Test similarly agree to the model merit. Described as the most consistent test for model fit, the Hosmer and Lemeshow Test is otherwise stated from the Omnibus test. This test assesses whether the observed result equals the anticipated outcome rates in the sample (Hosmer, Lemeshow and Sturdivant, 2013:112). The result interpretation is: a significance level of less than 0.05 specifies a poor fit but values greater than 0.05 is most desirable.

The classification table summarises the outcome in model 2. Hence, from Table 4.24, the Chi-square value for the Hosmer-Lemeshow Test is 8.272 with 0.309 significance level. This value is more than 0.05, thus indicating a support for model 2. The model summary table describes the extent of variation in the dependent variable. To account for the degree of variation, the Cox and Snell R Square and the Nagelkerke R Square values are used and these two values must lie between the range of 0 and 1. The variability range is 46.1 percent to 63.0 percent described by the predictor variables as shown in the model summary. The classification table results from model 2 can be related with the outcome from

Table 4.24 to confirm the enhancement when the independent variables set is added to the model. The complete percentage in the classification table model 2 demonstrates that the model suitably allocates a respondent to the exact group over 86% of the time. The model sensitivity is the percentage of the group that agreed that targets are easily achievable at Eskom contact centre through precise identification by the model (the true positives), 86 percent of respondents were classified to support the model. The specificity of the model is the percentage of the group that does not agree that targets are easily achievable at Eskom contact centre and are correctly identified (true negatives). This involves 85 percent of the respondents. The positive predictive value is 86 percent, indicating that more respondents agreed that targets are easily achievable than the negative predictive value of 85 percent. To determine the predictor variables that contribute mostly to the model, the variables in the equation Table 4.24 is used.

Table 4.25: Variables in the Equation

Variables in the Equation									
		B	S.E.	Wald	df	Sig.	Exp(B)	95% C.I.for EXP(B)	
								Lower	Upper
Step 1 ^a	CM	0.094	0.682	.019	1	0.890	1.099	0.289	4.182
	WCR	0.097	0.626	.024	1	0.877	1.101	0.323	3.754
	NSD	-0.857	0.754	1.292	1	0.256	0.425	0.097	1.860
	NCOS	-0.101	0.487	0.043	1	0.835	0.904	0.348	2.347
	HW	-1.811	0.852	4.517	1	0.034	0.163	0.031	0.868
	LSL	-0.364	0.610	0.356	1	0.551	0.695	0.210	2.296
	CTM	-1.285	0.947	1.841	1	0.175	0.277	0.043	1.770
	WI	-0.092	0.712	0.017	1	0.898	0.912	0.226	3.685
	HR	-1.690	0.876	3.726	1	0.054	0.184	0.033	1.026
	WOC	-1.273	0.700	3.305	1	0.069	0.280	0.071	1.105
	ID(1)	-4.533	2.304	3.871	1	0.049	0.011	0.000	0.983
	Constant	25.332	12.887	3.864	1	0.049	10037517251 1.180		
a. Variable(s) entered on step 1: CM, WCR, NSD, NCOS, HW, LSL, CTM, WI, HR, WOC, ID.									
CM – Calls monitoring		WCR – Work call recording			NSD – Non-script deviation				
NCOS – No change of script		HW – Heavy workload			LSL ---- Low service level				
CTM ---- Customer time management		WI – Work interference			HR – High responsibility				
WOC --- Work overload calls		ID - GENDER							

The column titled 'Sig' determines the Wald statistical significance. It shows the significance of the separate predictors Graham (2010:47).

From Table 4.25, just a predictor variable attains a statistically significant influence on the model, (heavy workload). This predictor is statistically significant at 95% confidence level with p value of 0.034. This reveals that the management of Eskom contact centre should consider reducing the workload allocated to the employees in the interest of the organisation. This may be a reason why most staff intends to leave the organisation. The Wald criterion is a conservative method since it permits a cautious decision maker to choose a result that is minimal under uncertain situations (Pallant, 2011: 171). The Wald criterion creates significant statistics effect consistent to 4.517 for the predictor variable. This variable contains the most significant predictive influence in the model. It has a direct effect on whether the respondents report that Eskom contact centre gives the employees heavy workload, all other variables do not contribute significantly to the model (as specified by the generated statistically insignificant p - values). Positive and negative B values specify the relationship direction. The variable which measures if Eskom contact centre management gives the employees heavy workload, has a negative B value of -1.811.

This specifies that the more reduced the workload of employees at Eskom contact centre the better the service performance. The logistic regression model can be inferred as follows: Eskom contact centre management is 16.3 times more likely to reduce the workload of the employees in the interest of the organisation and for staff morale to be boosted. According to Pallant (2011: 169) the odds ratio (OR) encompasses the increase or reduction (if ratio is less than one) in odds, that exists in a result category if the predictor value increases by one unit. In this research study, the odds of a respondent answering 'Yes', that they support that the heavy workload should be reduced to increase staff performance is 0.163 higher from the respondent that disagrees on the same declaration, all other factors being equal. For the different odd ratios, a 95% confidence interval occurs whereby the study can be guaranteed about the true value of the odds ratio. The data sample size also regulates the confidence one has concerning being a perfect depiction of the true population value (Pallant, 2011: 169). In this, a sample of 35

respondents was used. The confidence interval for heavy workload ($OR = 0.163$) ranges from 0.031 to 0.868. Therefore, even if the calculated OR is 0.163, one can be 95% confident that the actual OR population value lies between 0.031 and 0.868. The outcome is statistically significant since the confidence interval does not comprise of the value of 1.

4.10. Hypotheses Results Discussion

Workplace morale and Pay

A positive and moderate relationship was established between workplace morale and Acceptable Pay Level ($r = 0.382$; $P < 0.05$). This shows that workplace morale of Eskom contact centre employees increases when their pay increases. When employees in any organization are paid well, they exhibit emotional stability, commitment and good performance towards their organization. In as much as the economy of South Africa is a bit stable the prices of commodities rise daily. To alleviate and manage the situation, it is imperative that employees are happy with their pay level to be satisfied. The better the pay, the better the employees are satisfied and the better the organization thrives in uncertain environment with competitors around. Hence the null hypothesis is supported in this research study.

Workplace Morale and Supervision

A positive and moderate association was established between workplace morale and Supervision ($r = 0.354$; $P < 0.05$). It also proves that the workplace morale of Eskom contact centre employees increases and depends on the quality of supervision they receive from management. A supervisor needs to support employees emotionally when needed. The ability to motivate employees is an important skill for a supervisor (Weiss, 2011:24). The aura of belonging is felt by employees especially when there is a good relationship with their management. This allows employees to put in their best through achieving and committing themselves to attain an optimal performance result for the organisation. The

higher the relationship between employees and supervisors, the better the job satisfaction attained by the employees.

Workplace Morale and Quitting Intention A moderate negative relationship exists between workplace morale and Intention to Quit ($r = -0.405$; $P < 0.05$). The analysis results depict that as workplace morale decreases then Intention for employees to quit increases. Management of Eskom business centre must do all in their power to motivate their employees by adopting most factors that ensure workplace morale is attained.

Workplace Morale and Job Hunt: A moderate negative association exists between Job Satisfaction and Job hunt ($r = -0.355$; $P < 0.05$). As long as employees are not satisfied with the job they engage in, they keep job hunting to find a suitable employment. As workplace morale decreases so does Job Hunt by employees increases

VARIABLES	HYPOTHESES	Decision
Workplace Morale and Acceptable pay level	<p>H₀₁: There is no relationship between workplace morale and acceptable pay level</p> <p>H_{A1}: There is a relationship between relationship between workplace morale and acceptable pay level</p>	Supported
Workplace Morale and Quitting thought	<p>H₀₂: There is no relationship between workplace morale and quitting the job.</p> <p>H_{A2}: There is relationship between workplace morale and quitting the job.</p>	Supported
Workplace Morale and Job Hunt	<p>H₀₃: There is no relationship between workplace morale and job hunt</p> <p>H_{A3} : There is a relationship between workplace morale and job hunt</p>	Supported
Workplace	H₀₄: There is no relationship	Supported

Morale and Supervisor	between the workplace morale and satisfaction with supervisor. H_{A4} : There is a relationship between workplace morale and satisfaction with supervisor.	
Workplace Morale and Age group	H₀₅ : There is no relationship between workplace morale and age group. H_{A5} : There is relationship between workplace morale and age group.	Not Supported
Employment Duration and Fair Salary Pay	H₀₆ : There is no relationship between employment duration and fair salary pay H_{A6} : There is relationship between employment duration and fair salary pay.	Supported

4.11 Chapter Summary and Conclusion

4.11.1 Chapter Summary

Chapter four this section describes the analysis of the collected data. This study employs the univariate, bivariate and multivariate data analysis method so as to explore the factors that influence the morale of employees within Eskom Contact.

Chapter five focuses on summary of the research, conclusions and recommendations .

4.11.2 Conclusion

Analysis of the results of varied procedures advocated in chapter three was achieved in this chapter. The chapter has obtained the outcomes of the issues that impact the morale of Eskom Contact Centre employees. This study permitted the data collection which has given an in-depth knowledge to the operations of Eskom contact centre in South Africa and challenges faced by the employees on the job. The data collected was separated into the key performance areas and behavioural attitude and workplace morale. Several cross-tabulations, substantiated through chi-square test of independence, show relations between the data. The Kruskal-Wallis test was also used to test some differences amongst groups. From the

analysis, the management of Eskom contact centres in South Africa needs to consider the job portfolios of staff to reduce the workload to a manageable means. This will more likely allow the employees to perform very well in the organisation. Also, a logistic regression model was made for the recognized relationships. Using a dichotomous dependent variable — Acceptable Target — logistic regression permits the magnitude and significance of the independent variables to be assessed to provide a better understanding of the service quality of Eskom centre to its customers and most importantly the employees.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

Chapter four describes the analysis of the collected data. The purpose of this research will be deliberated in this chapter by using the outcomes derived from the data analysis. The research questions are also assessed to offer insight. Firstly, the biographical data outcomes are discussed. The subsequent objectives compare the literature by discussing the prominent findings of the study while referring to the Herzburg hygiene-motivation theory to substantiate the findings.

5.2. Biographical Data Discussion

Twenty-three (23) of the respondents were female and twelve (12) were male. The age group of majority of the respondents lie between (31 to 35) and (41 to 50). The race group with the highest number of respondents were South Africans, a few of Whites (4 in number) and just two (2) Asians. The highest level of education was a college certificate/diploma involving twenty-five respondents (25), suggesting that employees may not be interested in pursuing further studies and developing their career. It was also noted that most the respondents are employed at Witbank (eighteen (18) respondents) and (twelve (12) respondents) employed at Braamfontein. From the data analysis, most of the respondents are working as service agents at Eskom Contact Centre. More so, nine (9) respondents from the sample taken, have been in their present job position for (2 to 3) years while eight (8) of the respondents have been in their job position for (6 to 7) and (10 to 11) years respectively. However, nine (9) of the respondents have been in employment for (6 to 7) years prior to or since 2011, suggesting that the respondents are very knowledgeable of the organisation.

5.3. Discussion of Research Objectives

Objective One: To establish the factors influencing the morale of Eskom contact centre employees.

From the factor analysis results, there are two intrinsic factors that are suggestive and attributive to influencing the morale of Eskom contact centre employees and can lead to job satisfaction. These factors include (recognition and reasonable works and responsibilities).

Extrinsic factors that affects the morale of Eskom employees and cause dissatisfaction include: pay, positive role model of supervisor, work pressures, work tension, job frustration, low service level, customer time management, high responsibility, work overload and heavy call overload. These factors will be explained below:

Employee Recognition

To explain the intrinsic factors, recognition is very important to employees through positively acknowledging the job they have accomplished. According to (Anderson, 2011) recognition is a simplest and easiest way to boost employee morale. People that feel valued are more positive about themselves and in their capability to contribute to a greater goal and plan. A criterion should be created stating what makes an employee qualified for recognition, then acknowledge whoever meets this criterion. Employee recognition is one of the most influential ways of giving feedback to employees hence creating a good feeling that will generate employee performance towards the job (Stern, 2008:56). To support the above notion, Brun and Duga (2008:717), said that employee recognition behaves like an individual growth agent as well as a dynamic factor in relationship dynamics and it has proven to be a key to mental health in the workplace. It has also been revealed by Brun and Dugas (2008:718) that an absence of recognition in the workplace creates the second-largest risk factor for psychological anguish. As we know, most organisations are undergoing transformations to gain competitive advantage. These transformations can be in the form of restructuring, reengineering and acquisitions. This change creates uncertainty among employees in form of threat of job cuts hence creating a low sense of belonging, distrust in employers and disregard for management. All this adjustment causes employees to seeks recognition from their employers or be faced with thoughts of leaving the

organisation. From the data analysis, employees of Eskom contact centre seeks recognition from the management. The lack thereof, makes them unhappy and this ripples into the ways that they go about their daily activities. When a workforce is not satisfied, the job is disregarded and an optimal performance will cease to come by and work will not be accomplished or will be performed haphazardly.

Reasonable Work and Responsibility

From the data analysis, respondents' answers to the statement that work and responsibilities were reasonable shows that 45% were neutral, 26% agreed, 20% disagreed, 6% strongly disagreed and only 3% strongly agreed to the statement. Surprisingly, 26% of the responses from Eskom contact centre employees agreed that the job listings were accommodating and reasonable and contributory to job satisfaction and is not a hindrance to their performance. Organisations are doing all it could to ensure employees are catered for. According to Galea, Houkes and De Rijk (2014:1090), employers are finding varied ways that can assist their organization in offering the right work and responsibilities to their employees. Most organisations are becoming technologically savvy and ambitious thereby providing benefits of flexible work hours to allow job satisfaction and avoid job stress and turnover by the employees (Kelliher and Anderson, 2010:92). Hence, employees' ability to control their work and responsibilities consequently allows exhibition of positive reactions as well as high commitment to the job which is related to organisational effectiveness (Yanadori and Kato, 2009:439).

Acceptable Pay Level

Employees are less likely to resign from the company as long as they are satisfied with their salary hence they are more industrious and dedicated (Schreurs, Guenter, Van Emmerik, Notelaers and Schumacher, 2015:1523). Employees thought about the pay they deserve, is dependent on the perceived input, pay levels of others and employees' perceived work effort. Hakonen, Maaniemi and Hakanen (2011), proposed that pay level with high rate of autonomy on the job and social support impart respect and confidence in employees. According to Hakonen

et al., (2011) and Zhang, (2009) pay level have a symbolic meaning and used as an instrumental function to self-attainment and fulfilment. The instrument aspect of pay, symbolises money that can be exchanged for food, goods and services. While the symbolic perspectives denote owner's competence boost. Competence is defined in this context as the trust in oneself to perform activities and achieve them successfully (Seibert, Wang and Courtright, 2011). Similarly, pay level also indicates employees' professional ability and success in career. Therefore, pay level, conveys ability related information concerning an employee hence may increase or decreased her intrinsic motivation (Schreurs *et al.*, 2015:1526). From the conducted data analysis. Respondents made it quite clear that they are not satisfied with their salary.

Supervisor's positive role model:

A supervisor should be a leader that gives the employees encouragement to perform on the job. A good supervisor's actions should be something to emulate. It is a lead by example type of attitude that can move the employees to try in behaving the same way. Through their behavior, supervisors create an environment where employees can be able to perform up to their potentials Mills, Matthews, Henning and Woo, (2013:1774). The employees must feel happy with the supervisor and must be free in sharing their opinion with them. The supervisor in turn, must respect the employee's ideas and respect them. The data analysis result indicated a positive response to the questions about supervisor behavior at Eskom Business Centre. A high rate of 31% response from the employees shows that the supervisors are engaging with the employees in terms of communication, feedback and praise for job well done. Hence employees display a good rapport with their supervisor and this can be translated into positive performance management for the call centre.

Work Condition and Customer Time Management

According to Sageer *et al.* (2012:35) high motivation is seen in employees with good work conditions since this provides a safety and comfort feeling. In contrary,

poor work condition produces bad well-being fear in employees. The more relaxed and conducive that a work environment is, the more fruitful the employees will be. The environment in which one works must and should be conducive enough to allow employee produce the best result. In case of the Eskom call centre, the employees' workload should be manageable enabling good management of customers call flow and ultimately enhancing workplace morale. Complaints around work pressures is mostly what the Eskom service agents complained of, hence supervisors should take care of this issue to avoid losing man power, which is difficult to replace.

Call Overload

From the analysis, 40% of the employees of Eskom contact business centre agreed to having a heavy workload and 26% believed that the work interference was high, hence increasing the call volume workload. This can be related to time management staff shortage on the part of employers who need to have adequate number of employees to pick up varied calls during peak times. The shortage of service agents can dilapidate all efforts being made by employees to achieve organisational goals.

On the flip side, customers view service quality in terms of how quick the calls made by them are answered or how long the customer must stay on line before they receive the service (Askin, Armony and Mehrotra, 2007:666). A temporal arrangement can be used in this regard where contract staff will be employed to be on standby during peak period when work volume is high at Eskom centre. Without reducing work pressures and tensions on employees, they become frustrated and dissatisfied with the job.

From the explanation above, there are two identified motivators (intrinsic factors) in the data analysis: recognition and reasonable work and responsibility which contribute strongly to job satisfaction. However, the identified hygiene factors (extrinsic factors) from the data analysis include: pay, supervisor role model, work

condition and customer time management, work call overload and heavy call overload, where its lack in the work environment creates dissatisfactory behaviour from the employees. When these hygiene factors are lacking in Eskom call business centre, the employees will not feel motivated and satisfied. This suggests that an increase in remuneration, promotion, improvement in work condition and better supervision of Eskom contact centre employees can stimulate workplace morale.

Objective Two: The effects of Eskom workforce performance management systems that influence the levels of motivation and morale of contact centre employees.

From the analysed data, it was revealed that just 23 percent of the respondents have the freedom to decide on their service level outputs, whilst 69% agreed that the targets are clearly defined on the job. Also, only 37 percent of the respondents believed that the targets set by Eskom are easily achievable and 94 percent of the respondents believed they have a comprehensive understanding of Eskom business which is impressive for the organizational goals to be attained. These variables are explained further below:

Employee Empowerment

According to Hunjra, Ulhaq, Akbar and Yousaf, (2011), empowerment is a very critical form of success in achievement, growth and productivity of any organization. It is often related to trust development, motivation, decision making participation and a removal of boundary between employee and employer (Meyerson and Dewettinck, 2012). It is also a medium to proffer responsibilities and autonomy to make decision from the management to employees (Saif and Saleh, 2013).

Jacquiline (2014) specified that employees that are empowered display motivation feelings which usually assist them in gaining control and power to apply crucial skills and also, knowledge to deal with customer needs. This initiative often allows employees in developing their status and recognition, ability to think positively and

perform best in their workplace (Wadhwa and Verghese, 2015). From the data analysis, only 23 percent of Eskom contact call centre employees have the autonomy to decide the job they do and when. This can demoralize other employees with 73 percent response rate, since they had to wait on the management for approval to perform some certain duties that can be handled on their own. Some of those jobs can be easily decided on while some may need the employers input and advice. Management must do all they can to utilize the power of this ideology since it will better for the organization and assist in customer care and management. The analysis results show that employees should be empowered because through empowerment, Eskom contact call centre will develop a robust culture that reflects employee commitment to survive, grow, strive, encounter and address any likely trial/issue that may arise any time.

Clearly Defined Targets

From the data analysis, 69 percent of the respondents agreed that the targets are clearly defined on the job. This may mean that the respondents understand the job description well but can be swamped with lots of incessant calls from customers. This may hinder their performance on the job. Suter (2014) believes that a goal/target has some attributes when it is well-formulated. These attributes include: aspirational desired result, easy to understand and time-bound attributes. Hence Eskom call centre employees' responses show that they literally understood the targets of the job since those targets provide information on the exact outcome to achieve an objective in a work environment. More so, the targets are clearly stated hence, there is cohesion between the goals and indicators of the firm that can be precisely communicated. Most importantly, a completion date is defined. Hence, Eskom call centre employees are satisfied with this aspect of performance management system.

Easily Achievable Targets

Only 37 percent of the respondents believed that the targets set by Eskom contact centre management are easily achievable. It is critical that the management of

Eskom contact centre sets goals that can be accomplished and are realistic. Goals are meant to be within the employees' capability and realm of power. It is possible for individuals to achieve a set target judging by our different personalities as human.

But generally, and collectively, it may be difficult for targets to be completed because of individual differences. The results of the analysis shows that only a few employees of Eskom business contact centre achieve the set target. This clearly shows that the other 63% of the respondents displays low morale and are not motivated with the target that the organization has set for them.

Understanding the Business.

A high rate of 94 percent of the respondents believed they have a comprehensive understanding of Eskom business. According to Markos and Sridevi (2010:90), an engaged employee is knowledgeable about the business context thereby working with co-workers to enhance job performance for the organizational benefit. Most employees want to work for an organization that they feel proud of. Hence, it is imperative to train new employees to get them to understand varied policies of the organization and strive hard to uplift the organization in any way they can. For Eskom business center management, being able to relatively communicate feedbacks to employees portrays a positive advancement of the organisation. Having a set target or goals is one thing, and achieving it will prove that a continual positive process is available for employees of Eskom contact centre to contribute to the business due to the set-out work plan between managers. Therefore, Eskom management should practically have team building exercises that presents the need for cooperation in relationships amongst colleagues, attaining organizational goals, providing personal growth opportunities and satisfying customers.

Objective Three: The impact of intrinsic and extrinsic factors influencing the morale behaviour on physical and psychological performance outcomes.

From the data analysis, the intrinsic factors are employee recognition and reasonable works and responsibilities while the extrinsic factors are pay, positive role model of supervisor, work pressures, work tension, job frustration, low service level, customer time management, high responsibility, work overload and heavy call overload. Robbins (2003:102) states that employees in all levels of an organisation want to be recognised for their job achievement. A study on job intrinsic factor showed that some nurses believed that their job motivation level was increased mostly when given praise, thanks and recognition by manager (Odukah, 2016:70). However, in helping employees, they must be placed in positions to utilise their targets optimally (Mathis and Jackson, 2007:116). The lack of recognition by an employer to an employee can cause staff poor turnover and demoralisation. An employee may feel that his/her organisation wants to replace him/her and this can lead employees to resign before the replacement takes place. A succinct study on a manufacturing company workers shows that job motivation is an approach that leads to a high decrease of malingering Springer (2011:38). More so, when a supervisor is efficient in providing a work environment that is conducive and the employees goals and aspirations are achieved, then their attitude and behaviour on the job is boosted. Research has shown that when an employee is given much workload with responsibilities, it can lead to stress, anxiety and depression (Bickford, 2005). Workload is characterised by the intensity of assignments. People react to stress differently especially in their dispositions. When workload increases the stress on an employee and ultimately affects their performance (Shah, Jaffari, Aziz, Ejaz, Ul-Haq and Raza, 2011:258). Workload can be advantageous but some workload is unacceptable. It can be positively viewed, when it allows an employee who loves to be challenged on the job to perform well. It can also be negatively viewed, when the job pressure becomes excessive for an employee.

In explaining the impact of pay on employee morale, Noe *et al.* (2013:483) describe pay as having a huge influence on employees behaviours and attitudes. The kind of employees attracted to an organisation is influenced by the pay which the organisation offers. Pay is also a good tool to align employees' interest to the

organisations own interest. Usually, employees often assess their relationship with an organisation with pay decisions. Hence, the importance attached to pay must be considered by Eskom management to avoid staff turnover and loss of great talents. When employees are frustrated on the job, they lose the drive and morale to perform optimally, instead clumsiness to work increases with bad attitude towards the management of the organisation. This issue is usually heightened due to work tension, work overload and pressure of the job. It becomes insensitive when management does not support their employees emotionally. All these factors can cause a psychological upheaval to employees which ripples into their job performance and ultimately leads to turnover.

Objective Four: The relationship between the moral behaviour among the Eskom contact centre employees and the perceived employees physical and psychological performance reactions and attitudes.

According to Harris (2010), most employees are not satisfied with their jobs, thus leading to low level of employee loyalty and impact on organisational performance. Employees with low morale have a systemic effect on the organisation. This behaviour will limit progression, hence aggravating an already difficult situation.

According to Hafiza, Shah, Jamsheed, and Zaman (2011), there are several factors that can affect employee performance like lack of training and development opportunities, working conditions, worker-employer relationship, job security and all policies and procedures in a company for rewarding employees. Most of the employees of Eskom contact centre who are respondents display a negative feeling towards the job and certainly repel their work conditions and the work environment. Ultimately, this disposition negates the organizational desired goals and objectives thereby affecting the bottom line. The respondents perception about the organization and its management shows a demoralized ambience. This behaviour can lead to a negative reaction on the job, stress, burnout and frustration on behalf of the employees. Practically, creating a serene environment at the workplace can change employee's attitude and reactions.

5. 4. Recommendations

Managerial Implications and Relevance

The findings of the research study are beneficial in assisting managers in Eskom contact call centre to stimulate and satisfy their employees needs. By augmenting the extrinsic motivation factors recognized in this research study, management can boost the job satisfaction and the morale behaviour of their service employees. This leads to a decrease in dysfunctional activities by employees, such as absenteeism, high rate of turnover and substandard work performance. It seems to be the universal observation that employee satisfaction of front line contact centre employees is not a measure that is seen to be important. Call centres are usually related with high stress levels, high rate of staff turnover and emotive burnout (Marr and Neely, 2010:9).

It is then recommended that the Eskom contact centre management should

- Provide a work environment with support structures that will boost morale using lots of avenues, such as – a platform that allows employees to voice their concerns, a compensation and recognition medium, creative and flexible ways to solve issues, focusing on giving employees good and positive encouragement and engaging in team building exercises, thus generating a happier fulfilling work environment for employees.
- Additionally, a clear role with job description should be provided by the management to direct the daily efforts of employees. Management should also use monetary rewards, adequate working conditions, and access to job security by training the employees hence setting them up for a successful career.
- An important step for supervisors is to provide a constructive feedback to their employees concerning their performance. Constructive feedback increases commitment, dedication and self-esteem of employees. This gives the employees a more decision-making authority and higher responsibility.

Several limitations were encountered in the present research study:

- First, results of the research cannot be representative of every call centre in South Africa.
- Secondly, the study was restricted to Eskom call centre in South Africa only. Future research study endeavors should explore other call centres as well as other service centres.
- Thirdly, this study explored the effect of only three organizational variables on employees' morale.
- Fourthly, a busy schedule did not permit the sample to furnish the information requested of them. Only twenty-six (26) percent completed the questionnaire and this is the main constraint of this research study.

5.5. Relevance, Limitations and Delimitations

The research study intended to find the morale of employees within Eskom Contact Centres on the intrinsic and extrinsic factors related to the existing Eskom workforce performance management systems. This research became relevant because most staff members are demotivated to do their job. This ranges from positive to negative behaviour. Their feelings usually lead them to resign from their job. The factors that affect the employees' morale at Eskom have been associated with the Herzburg's intrinsic and extrinsic factors, and the findings for this study will contribute towards policy influence, change in attitude and improvements within Eskom call centres. The limitations have been linked to case related approach rather than collating findings from different call centres. In an attempt towards delimitations, more than one branch was considered for data collection.

5.6. Conclusion

In conclusion, a healthy organization is one that satisfies its employees through mutual respect and providing the necessary work tools and conditions. A continual access to certain needs ensures that the employees are mentally connected to the organization and will strive to achieve the aim of the organization. Employee morale must never be taken for granted because it is the key to an era of competitive advantage that can be achieved by Eskom contact centre. In conclusion, businesses that treat employees with true respect and compassion will maintain an exceptional and justifiable point of differentiation.

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LIST OF ANNEXURES

ANNEXURE A: QUESTIONNAIRE:

Section A: Biographical data and Organizational profile. Please tick the appropriate box:

1. Gender:

Female	<input type="checkbox"/>	Male	<input type="checkbox"/>
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2. Which of the following options is your age group?

18 - 25	26 - 30	30 - 35	36 - 40	41 - 50	51 and above
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Indicate the group to which you belong?

Asian	South African	Coloured	White	Indian
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. What is your highest qualification?

Matric	Certificate/Diploma	University Degree	Other
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. In which Contact Centre do you work for?

Bloemfontein	Westville	Polokwane	Witbank	East London	Bellville	Braamfontein
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. What is your current position at the Contact Centre?

Service Agent		Customer Care Officer		Other	
---------------	--	-----------------------	--	-------	--

7. How long have you been in this position in years?

0-1	2-3	4-5	6-7	8-9	10-11	12-13	14-15	16-17	18-19	20 and above

8. How long have you been employed by Eskom?

0-1	2-3	4-5	6-7	8-9	10-11	12-13	14-15	16-17	18-19	20 and above

Section B: Dichotomous Questions

This section relates to the Key Performance Areas. All answers you provide are based on your experience, perceptions and knowledge. Please tick (✓) or encircle the appropriate box.

9. I have the freedom to decide my service level outputs	Yes	No
10. My targets are clearly defined on my job compact	Yes	No
11. My targets are easily achievable	Yes	No
12. I have a comprehensive understanding of Eskom business	Yes	No

Section C: Behavioural attitude and moral survey

Job satisfaction and Workplace Moral Survey,

The survey is designed to assess your satisfaction with your job, organization, and perceptions of moral in your workplace. Your responses are limited to anonymously and all responses are strictly confidential. Please rate on the scale provide the following statements as they pertain to your employment to Eskom Call Centre

Please encircle the most appropriate number with “1” as strongly disagree, “2” as disagree, “3” as neutral, “4” as agree and “5” as strongly agree, for the following questions.

Job satisfaction and Workplace Moral Survey					
13. I receive appropriate recognition for my contribution	5	4	3	2	1
14. I am happy with my pay level for my contribution	5	4	3	2	1
15. My work and responsibilities are reasonable	5	4	3	2	1
16. My leaders are positive role models	5	4	3	2	1
17. I am satisfied with my job	5	4	3	2	1
18. I have opportunities at work to learn and grow	5	4	3	2	1
Job stress survey					
19. I am usually under a lot of pressure when I am at work	5	4	3	2	1
20. When I am at work I often feel tense	5	4	3	2	1
21. A lot of time my job makes me very frustrated of angry	5	4	3	2	1
22. I am usually calm and ease when I am working	5	4	3	2	1
TotalView systems and Quality system survey					
23. My supervisor constantly monitors my calls	5	4	3	2	1
24. My company randomly records my calls to monitor my work	5	4	3	2	1
25. I cannot deviate from script provided while peaking to customer	5	4	3	2	1
26. I do not have freedom to change the script while talking to customer	5	4	3	2	1
Work overload and Visualisation system					
27. My workload is too much and heavy	5	4	3	2	1
28. I avoid taking breaks as they will affect my service level	5	4	3	2	1
29. I am unable to give adequate time to customer within the scheduled time	5	4	3	2	1
30. The amount of work that I have to do interfere with the quality I want to maintain	5	4	3	2	1
31. I have been given too much responsibility	5	4	3	2	1
32. I am forced to take other areas calls when my area is not busy	5	4	3	2	1
Opportunity for Promotion survey					
33. There is too little chance for promotion on my job	5	4	3	2	1
34. Those that do well on the job stand a fair chance of being promoted	5	4	3	2	1
35. I am satisfied with my chances for promotions	5	4	3	2	1
Salary survey					

36. I am satisfied with my current salary	5	4	3	2	1
37. I have been paid a fair amount for the work that I do	5	4	3	2	1
38. I feel satisfied with chances for salary increases	5	4	3	2	1
39. I feel my pay is market related compared to other companies	5	4	3	2	1
40. I feel my efforts are rewarded the way they should be	5	4	3	2	1
Intention to leave survey					
41. I would be happy to spend the rest of my career with Eskom Contact Centre	5	4	3	2	1
42. It would be difficult for me to leave the Contact Centre at the moment	5	4	3	2	1
43. I often think about quitting	5	4	3	2	1
44. I may look for a new job next year	5	4	3	2	1
Supervisor/Manager Relation survey					
45. I am comfortable voicing my concerns to my supervisor/manager	5	4	3	2	1
46. My supervisor/manager behaves professionally all the time	5	4	3	2	1
47. My supervisor/manager make reasonable decisions all the time	5	4	3	2	1
48. My supervisor/manager consistently does reward me for good work	5	4	3	2	1
49. My supervisor/manager expectation is realistic	5	4	3	2	1
50. I am satisfied with my supervisor/manager	5	4	3	2	1

Thank you for your participation!!!

ANNEXURE B: FREQUENCY DISTRIBUTION TABLES

Section A: Biographical Data and Organisational Profile

GENDER

		Frequency	Percent
Valid	MALE	12	34.3
	FEMALE	23	65.7
	Total	35	100.0

AGE GROUP

		Frequency	Percent
Valid	18-25	1	2.9
	26-30	7	20.0
	31-35	9	25.7
	36-40	4	11.4
	41-50	9	25.7
	51 and above	5	14.3
	Total	35	100.0

RACE

		Frequency	Percent
Valid	ASIAN	2	5.7
	SOUTH AFRICAN	29	82.9
	WHITE	4	11.4
	Total	35	100.0

QUALIFICATION

		Frequency	Percent
Valid	MATRIC	6	17.1
	CERTIFICATE/DIPLOMA	25	71.4
	UNIVERSITY DEGREE	4	11.4
	Total	35	100.0

CONTACT CENTRE

		Frequency	Percent
Valid	BLOEMFONTEIN	1	2.9
	WESTVILLE	1	2.9
	POLOKWANE	1	2.9
	WITBANK	18	51.4
	EAST LONDON	2	5.7
	BRAAMFONTEIN	12	34.3
	Total	35	100.0

CURRENT JOB

		Frequency	Percent
Valid	SERVICE AGENT	30	85.7
	CUSTOMER CARE OFFICER	4	11.4
	OTHER	1	2.9
	Total	35	100.0

YEARS IN POSITION

		Frequency	Percent
Valid	2-3	9	25.7
	4-5	1	2.9
	6-7	8	22.9
	8-9	2	5.7
	10-11	8	22.9
	12-13	1	2.9
	14-15	2	5.7
	16-17	3	8.6
	20 and above	1	2.9
	Total	35	100.0

EMPLOYMENT DURATION

		Frequency	Percent
Valid	2-3	7	20.0
	4-5	2	5.7
	6-7	9	25.7
	8-9	3	8.6
	10-11	3	8.6
	12-13	2	5.7
	14-15	2	5.7
	16-17	2	5.7
	20 and above	5	14.3
	Total	35	100.0

Section B: Dichotomous Questions**FREEDOM TO DECIDE**

		Frequency	Percent
Valid	YES	8	22.9
	NO	27	77.1
	Total	35	100.0

DEFINED TARGETS

		Frequency	Percent
Valid	YES	24	68.6
	NO	11	31.4
	Total	35	100.0

ACHIEVABLE TARGETS

		Frequency	Percent
Valid	YES	13	37.1
	NO	22	62.9
	Total	35	100.0

BUSINESS KNOWLEDGE

		Frequency	Percent
Valid	YES	33	94.3
	NO	2	5.7
	Total	35	100.0

Section C: Behavioural Attitude and Moral Survey**CONTRIBUTION RECOGNITION**

		Frequency	Percent
Valid	1	9	25.7
	2	7	20.0
	3	13	37.1
	4	3	8.6
	5	3	8.6
	Total	35	100.0

ACCEPTABLE PAY LEVEL

		Frequency	Percent
Valid	1	7	20.0
	2	7	20.0
	3	12	34.3
	4	7	20.0
	5	2	5.7
	Total	35	100.0

**REASONABLE WORK AND
RESPONSIBILITIES**

		Frequency	Percent
Valid	1	2	5.7
	2	7	20.0
	3	16	45.7
	4	9	25.7
	5	1	2.9
	Total	35	100.0

POSITIVE ROLE MODEL

		Frequency	Percent
Valid	1	3	8.6
	2	11	31.4
	3	8	22.9
	4	7	20.0
	5	6	17.1
	Total	35	100.0

JOB SATISFACTION

		Frequency	Percent
Valid	1	4	11.4
	2	6	17.1
	3	14	40.0
	4	8	22.9
	5	3	8.6
	Total	35	100.0

OPPORTUNITY TO LEARN

		Frequency	Percent
Valid	1	6	17.1
	2	10	28.6
	3	7	20.0
	4	8	22.9
	5	4	11.4
	Total	35	100.0

WORK PRESSURE

		Frequency	Percent
Valid	1	6	17.1
	2	3	8.6
	3	8	22.9
	4	11	31.4
	5	7	20.0
	Total	35	100.0

WORK TENSION

		Frequency	Percent
Valid	1	4	11.4
	2	3	8.6
	3	8	22.9
	4	14	40.0
	5	6	17.1
	Total	35	100.0

JOB FRUSTRATION

		Frequency	Percent
Valid	1	5	14.3
	2	3	8.6
	3	9	25.7
	4	13	37.1
	5	5	14.3
	Total	35	100.0

CALMNESS AT WORK

		Frequency	Percent
Valid	1	7	20.0
	2	7	20.0
	3	11	31.4
	4	9	25.7
	5	1	2.9
	Total	35	100.0

CALL MONITORING

		Frequency	Percent
Valid	1	4	11.4
	2	4	11.4
	3	9	25.7
	4	8	22.9
	5	10	28.6
	Total	35	100.0

WORK CALL MONITORING

		Frequency	Percent
Valid	1	3	8.6
	2	1	2.9
	3	5	14.3
	4	14	40.0
	5	12	34.3
	Total	35	100.0

NON SCRIPT DEVIATION

		Frequency	Percent
Valid	1	2	5.7
	2	2	5.7
	3	14	40.0
	4	8	22.9
	5	9	25.7
	Total	35	100.0

NO CHANGE OF SCRIPT

		Frequency	Percent
Valid	1	5	14.3
	2	5	14.3
	3	7	20.0
	4	6	17.1
	5	12	34.3
	Total	35	100.0

HEAVY WORKLOAD

		Frequency	Percent
Valid	1	3	8.6
	2	2	5.7
	3	12	34.3
	4	14	40.0
	5	4	11.4
	Total	35	100.0

LOW SERVICE LEVEL

		Frequency	Percent
Valid	1	8	22.9
	2	2	5.7
	3	14	40.0
	4	5	14.3
	5	6	17.1
	Total	35	100.0

CUSTOMER TIME MANAGEMENT

		Frequency	Percent
Valid	1	4	11.4
	2	4	11.4
	3	10	28.6
	4	9	25.7
	5	8	22.9
	Total	35	100.0

WORK INTERFERENCE

		Frequency	Percent
Valid	1	2	5.7
	2	5	14.3
	3	8	22.9
	4	9	25.7
	5	11	31.4
	Total	35	100.0

HIGH RESPONSIBILITY

		Frequency	Percent
Valid	1	2	5.7
	2	9	25.7
	3	16	45.7
	4	3	8.6
	5	5	14.3
	Total	35	100.0

WORK OVERLOAD CALLS

		Frequency	Percent
Valid	1	2	5.7
	2	4	11.4
	3	9	25.7
	4	8	22.9
	5	12	34.3
	Total	35	100.0

LITTLE CHANGE ON JOB PROMOTION

	Frequency	Percent
Valid 1	1	2.9
2	2	5.7
3	3	8.6
4	9	25.7
5	20	57.1
Total	35	100.0

HIGH JOB PERFORMANCE

	Frequency	Percent
Valid 1	12	34.3
2	7	20.0
3	6	17.1
4	5	14.3
5	5	14.3
Total	35	100.0

PROMOTION SATISFACTION

	Frequency	Percent
Valid 1	14	40.0
2	9	25.7
3	7	20.0
4	3	8.6
5	2	5.7
Total	35	100.0

SALARY SATISFACTION

		Frequency	Percent
Valid	1	9	25.7
	2	5	14.3
	3	14	40.0
	4	5	14.3
	5	2	5.7
	Total	35	100.0

FAIR SALARY PAY

		Frequency	Percent
Valid	1	8	22.9
	2	10	28.6
	3	9	25.7
	4	6	17.1
	5	2	5.7
	Total	35	100.0

SALARY INCREASE SATISFACTION

		Frequency	Percent
Valid	1	7	20.0
	2	12	34.3
	3	10	28.6
	4	5	14.3
	5	1	2.9
	Total	35	100.0

MARKET RELATED PAY

		Frequency	Percent
Valid	1	5	14.3
	2	9	25.7
	3	14	40.0
	4	5	14.3
	5	2	5.7
	Total	35	100.0

EFFORT REWARD

		Frequency	Percent
Valid	1	6	17.1
	2	13	37.1
	3	15	42.9
	5	1	2.9
	Total	35	100.0

CAREER FULFILMENT

		Frequency	Percent
Valid	1	11	31.4
	2	6	17.1
	3	7	20.0
	4	8	22.9
	5	3	8.6
	Total	35	100.0

DIFFICULT TO LEAVE

		Frequency	Percent
Valid	1	5	14.3
	2	5	14.3
	3	9	25.7
	4	10	28.6
	5	6	17.1
	Total	35	100.0

QUITTING THOUGHT

		Frequency	Percent
Valid	1	4	11.4
	2	6	17.1
	3	15	42.9
	4	5	14.3
	5	5	14.3
	Total	35	100.0

JOB HUNT

		Frequency	Percent
Valid	1	4	11.4
	2	4	11.4
	3	16	45.7
	4	5	14.3
	5	6	17.1
	Total	35	100.0

COMFORTABLE TO VOICE CONCERNS

		Frequency	Percent
Valid	1	5	14.3
	2	4	11.4
	3	5	14.3
	4	13	37.1
	5	8	22.9
	Total	35	100.0

PROFESSIONAL SUPERVISOR

BEHAVIOUR

		Frequency	Percent
Valid	1	4	11.4
	2	3	8.6
	3	9	25.7
	4	9	25.7
	5	10	28.6
	Total	35	100.0

REASONABLE SUPERVISOR

DECISIONS

		Frequency	Percent
Valid	1	3	8.6
	2	5	14.3
	3	11	31.4
	4	8	22.9
	5	8	22.9
	Total	35	100.0

CONSISTENT SUPERVISOR REWARD

		Frequency	Percent
Valid	1	6	17.1
	2	10	28.6
	3	12	34.3
	4	6	17.1
	5	1	2.9
	Total	35	100.0

REALISTIC SUPERVISOR EXPECTATION

		Frequency	Percent
Valid	1	3	8.6
	2	7	20.0
	3	14	40.0
	4	7	20.0
	5	4	11.4
	Total	35	100.0

SATISFACTION WITH SUPERVISOR

		Frequency	Percent
Valid	1	4	11.4
	2	7	20.0
	3	4	11.4
	4	9	25.7
	5	11	31.4
	Total	35	100.0

ANNEXURE C: EDITOR REPORT



05 June, 2017

To Whom It May Concern:

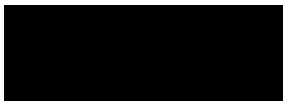
This is to certify that a thesis titled, "EXPLORING FACTORS INFLUENCING THE MORALE OF CONTACT CENTRE STAFF: ESKOM SOUTH AFRICA", has been edited by our company.

The details of the thesis are as follows:

Pages	: 111
Number of words	: 25 274
Characters (no spaces)	: 141 732
Characters (with spaces)	: 165 756
Paragraphs	: 2 594
Lines	: 4 977

We wish you the best in your academic pursuit.

Kind regards,



Prof. Josiah Adeyemo (PhD, MBA)
Professional Editor

We Offer
Educational & Research Training, Professional
proofreading, Editing and formatting, Corporate
Training, Executive Training.

SUGGESTIONS FOR THESIS IMPROVEMENT

We suggest the following for this thesis:

1. Endnote software should be used for referencing. This will avoid all ostensible errors in the formatting of references. It is also recommended to download the acceptable referencing style of the university and use with endnote software. This software is free in most universities and will make the referencing error free.
2. This work needs proper arrangement and formatting using MsWord. The spacing is inconsistent. The headings are not properly done. The table of content should be done automatically if the formatting is right. There is no need to type table of content. A command in MsWord will do this and put page numbers. Our company can do this at a fee.
3. Figures should be properly arranged and numbered for consistency.
4. This work should be checked for plagiarism using turnitin software to minimize citation errors.

ANNEXURE D: ETHICAL REPORT



Date:

23 January 2017

Enquiries:

Mr Len Turner

Telephone:

+27 11 800-5184

To: The Registrar
Durban University of Technology

**ETHICS CLEARANCE: CONFIRMATION OF ESKOM INTELLECTUAL
PROPERTY RIGHTS AND SECURITY CLEARANCE FOR MASTERS
RESEARCH – THOKO JOHANNA MASILELA**

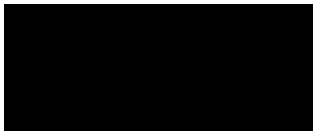
This memorandum serves as an ethics clearance; confirmation of Eskom intellectual property rights and security clearance for the continuation of (Masters Business Administration) level research and write-up by Ms. Thoko Johanna Masilela. The research topic is:

**Factors that influence employee morale of Contact Centre Staff: Eskom
Holding SOC Ltd South Africa**

Ms. Thoko Johanna Masilela has followed due internal processes in terms of gaining permission for this research.

It must be noted that this general clearance is for a limited period only, which will be for the rest of the financial year 2017 till end 2018, and in no way waives Eskom's Intellectual Property Rights.

Yours sincerely



Len Turner
Senior Consultant
Talent and Skills Management