

https://dspace.org/

An investigation into the moderating effects of hardiness on the relationship between performance monitoring and life satisfaction in a call centre environment.

Latif, Juraida

2010-11-10
http://hdl.handle.net/10539/8863

Downloaded from a DSpace repository. https://dspace.org/

AN INVESTIGATION INTO THE MODERATING EFFECTS OF HARDINESS ON THE RELATIONSHIP BETWEEN PERFORMANCE MONITORING AND LIFE SATISFACTION IN A CALL CENTRE ENVIRONMENT

DISSERTATION

MASTER´S IN INDUSTRIAL PSYCHOLOGY

JURAIDA LATIF

0203780M

A Dissertation Submitted to the Faculty of Humanities at the University of the Witwatersrand, Johannesburg, South Africa, in partial fulfillment of the degree of Master of Arts by Coursework and Research Report in the field of Industrial Psychology

APRIL, 2010

Declaration

I, Juraida Latif hereby declare that this dissertation is my own unaided work, except where due acknowledgement is made to others. It is being submitted in partial fulfillment for the degree of Master of Arts by coursework and research report in the field of Industrial Psychology to the University of the Witwatersrand, Johannesburg. It has not been submitted for any degree or examination to any other university.

_____

Juraida Latif

April 2010

Acknowledgements

In the name of God the Most Beneficent, the Most Merciful.

I would like to express my sincere and heartfelt thanks to the following:

- Above all, I would like to thank God for His immeasurable blessing and guidance. Without Him, this research would not have been possible.

- Professor Karen Milner, my supervisor and mentor, for her invaluable guidance, suggestions and advice throughout the compilation of this dissertation

- The late Professor James Fisher for his priceless assistance and suggestions for this research paper

- Mr. Peter Fridjhon and Mr. Mike Greyling for their statistical advice and guidance

- Muhamed Patel, my husband for his sincere support, love, patience, friendship and encouragement

- My parents, brothers and sisters in law for all their unconditional love, support and faith in my abilities, not forgetting my darling nephews for always making me smile at the mere glance of their precious faces

- The organisation that allowed me access to distribute the questionnaires and the employees who participated in this study and so willingly gave their time and effort to answering the questionnaires

- To those people who I have failed to acknowledge, I apologise and sincerely express my appreciation.

Abstract

The present research dissertation aimed at investigating the moderating effects of hardiness on the relationship between performance monitoring and life satisfaction in a call centre environment. This study first examined the relationship between the different characteristics of performance monitoring (the content of performance monitoring, beneficial purpose of performance monitoring and the perceived intensity of performed monitoring) and life satisfaction and hardiness and life satisfaction in a call centre environment. This study thereafter examined the moderating effects of hardiness on the relationship between performance monitoring and life satisfaction in a call centre environment.

The rationale for this study occurs as a result of lack the of research in terms of the relationship between performance monitoring, hardiness and life satisfaction in call centres, particularly the lack of research in terms of the moderating effects of hardiness on the relationship between performance monitoring and life satisfaction in call centres.

This study was conducted at an inbound service call centre which is situated within the organisation's head office in Johannesburg, South Africa. Quantitative methods were used in order to conduct this study. Data was gathered by means of distributing and collecting questionnaires. A sample of n= 72 was obtained for this research implying that the overall response rate of usable questionnaires was 71%.

The findings of this study have shown that the call centre agents were relatively satisfied with the application of the performance monitoring system, particularly in

terms of the feedback process and purpose. They displayed a slight degree of dissatisfaction in terms of their perception of the intensity of the monitoring. They also were found to possess fairly hardy personalities and were relatively satisfied with life. The findings of this study further indicated that the content of performance monitoring is positively related to and predicts life satisfaction in a call centre environment. No relationship was found between the beneficial purpose of performance monitoring and life satisfaction. It was also found that the perceived intensity of performance monitoring is negatively related to and predicts life satisfaction in the call centre. Hardiness was positively related to and predicted life satisfaction in the call centre and hardiness was found to have main effects on life satisfaction. It was found however that the personality characteristic of hardiness did not have a moderating effect on the relationship between performance monitoring and life satisfaction in a call centre environment.

TABLE OF CONTENTS

DECLARATION i

ACKNOWLEDGEMENTS ii

ABSTRACT iii

CHAPTER ONE: INTRODUCTION

1.1 General Introduction 1

CHAPTER TWO: LITERATURE REVIEW: THEORETICAL BACKGROUND OF CALL CENTRES, CALL CENTRE TECHNOLOGY, LIFE SATISFACTION, RESILIENCE AND HARDINESS

2.1General Introduction 5

2.2 Historical Overview of Call Centres 6

2.3 Contemporary Call Centre Environments 8

2.4. The Growth Rate of Call Centres 11

2.5. Performance Monitoring in Call Centre Environments 13

2.6. Call Centre Work/Work Design, Performance Monitoring and Employee Well-Being 18

2.7. Individual/Personality Differences, Coping, and Resilience 25

2.8. Hardiness 27

2.9. Life Satisfaction 35

2.10. Performance Monitoring, Life Satisfaction and Hardiness 39

CHAPTER THREE: METHODOLOGY

3.1. Research Rationale 44

3.2. Research Aims 45

3.3. Research Design 46

3.4. Ethical Considerations 46

3.5. Procedure 46

3.6. The Call Centre 49

3.7. Quantitative Methods 49

3.8. Instruments 50
3.8.1. Measuring Performance Monitoring 50
3.8.2. Measuring Hardiness 52
3.8.3. Measuring Satisfaction with Life 54
3.9. Data Analysis 56

CHAPTER FOUR: QUANTITATIVE RESULTS 58
4 a. Descriptive Statistics and Cronbach Alpha Coefficients 59
4 b. Pearson's Correlation Coefficients and Linear Regression Analyses for the Variables 62
4 c. Linear Regression Analyses for each IV with the inclusion of the Moderator Variable (no interaction term) and Life Satisfaction 68
4 d. Moderated Multiple Regressions for the Independent Variables 71

CHAPTER FIVE: DISCUSSION
5.1. General Discussion 75
5.2 Biographical Information 76
5.3. Descriptive Statistics 77
5.3.1. Performance Monitoring Subscales 77
5.3.2. Hardiness Scales 79
5.3.3. The Satisfaction with Life scale 80
5.4.1. The Relationship between the Performance Related Content of Performance Monitoring (Feedback) and Life Satisfaction in a Call Centre Environment 81
5.4.2. The Relationship between the Beneficial Purpose of Performance Monitoring and Life Satisfaction in a Call Centre Environment 83
5.4.3. The Relationship between the Perceived Intensity of Performance Monitoring and Life Satisfaction in a Call Centre Environment 86
5.5 The Relationship Between Hardiness and Life Satisfaction in a Call Centre Environment 89
5.6. The Linear Regressions for each IV with the Inclusion of the Moderator 90
5.7. The Moderating Effects of Hardiness on the Relationship between Performance Monitoring and Life Satisfaction in a Call Centre Environment 91
5.8. Implications of the Current Study 96

5.9. Limitations of the Present Study 98

5.10. Suggestions for Future Research 100

CHAPTER SIX: CONLUSION 102

6.1. Conclusion 102

Reference List 103

Appendices 119

Appendix A: Letter to the Organisation

Appendix B: Consent Letter from the Organisation

Appendix C: Questionnaire used in this Study (with the scales used)

Appendix D: Participant Information Sheet

Appendix E: List of Tables and Figures