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

**Latif, Juraida**

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# APPENDIX A: LETTER TO THE ORGANISATION

April 2010

Dear Sir/Madam

My name is Juraida Latif and I am a postgraduate student at the University of the Witwatersrand. I am conducting a research study in partial fulfilment of my Masters degree in Industrial Psychology. I request permission to carry out my study in this call centre.

My area of research is to investigate the relationship between perceptions of performance monitoring characteristics on overall life satisfaction moderated by hardiness among call centre employees. It is hoped that through this research, I will be able to determine whether or not performance monitoring in a call centre environment has an effect on life satisfaction and whether the personality difference of hardiness serves as a moderator in this relationship.

I guarantee that my research will not advantage or disadvantage any employee in any way nor will it disrupt any organisational processes. Participation in this study will entail completing a questionnaire. All participants will remain anonymous and information gathered will be confidential. This will be achieved by ensuring that while questions are asked about employee's personal circumstances, no identifying information, such as their name or I.D. number, is asked for, and as such they will remain anonymous. Their completed questionnaire will not be seen by any person in this organisation at any time, and will only be processed by myself or a research assistant from the university. Their responses will only be looked at in relation to all others responses and not individually. This means that feedback that will be given to the organisation and the participants will be in the form of group responses and not individual responses.

Your cooperation will be deeply appreciated and will greatly impact in contributing to a larger body of knowledge on performance monitoring, hardiness and life satisfaction. This will make a great difference for the field of psychology as the research in the field of call centres is relatively recent and a lot still needs to be learnt.

Should you have any questions or require further information about the study and it's implications, I can be contacted on 082-589-8434 or e-mailed at juraida_1@hotmail.com.

Many thanks

_____

Juraida Latif

## APPENDIX B: CONSENT LETTER FROM THE ORGANISATION

TransUnion

To whom it may concern

**PERMISSION TO CONDUCT INTERVIEWS**

I, Ester Kruger in my capacity as Human Resource Manager of TransUnion Credit Bureau, hereby confirm that Juraida Latif has permission to conduct interviews for research purposed on the Call Centre Unit staff members. This information must be used with the necessary confidentiality and for study purposes only.

Regards

Ester Kruger
Human Resource Manager

## APPENDIX C- QUESTIONNAIRE USED IN THIS STUDY

April 2007

Dear Sir/Madam

My name is Juraida Latif and I am a postgraduate student at the University of the Witwatersrand. I am conducting a research study in partial fulfilment of my Masters degree in Industrial Psychology.

My area of research is to investigate the relationship between perceptions of performance monitoring characteristics on overall life satisfaction moderated by the personality trait of hardiness in a call centre. We live in a very fast paced and demanding society and our jobs usually have an impact on our general lives. It is hoped that through this research, I will be able to determine whether or not performance monitoring in a call centre environment has an effect on life satisfaction and whether the personality difference of hardiness serves as a moderator in this relationship.

I would like to invite you to participate in this study. Participation in this study will entail completing the attached questionnaire. Participation is voluntary, and no employee will be advantaged or disadvantaged in any way for choosing to complete or not complete the questionnaire. While questions are asked about your personal circumstances, no identifying information, such as your name or I.D. number, is asked for, and as such you will remain anonymous. Your completed questionnaire will not be seen by any person in this organisation at any time, and will only be processed by myself or a research assistant from the university. Your responses will only be looked at in relation to all others responses. This means that feedback that will be given to the organisation will be in the form of group responses and not individual responses.

If you choose to participate in the study, please complete the attached please complete the attached questionnaire as carefully and honestly as possible. Once you have answered the questions, place the questionnaire in the envelope provided and deposit it in the sealed box I have provided. I will collect the questionnaires from the box at regular intervals. This will ensure that no one will have access to the completed questionnaires, and will ensure your confidentiality. If you do return your questionnaire, this will be considered consent to participate in the study.

Your participation in this study will be greatly appreciated. This research will contribute to a larger body of knowledge on electronic performance monitoring, hardiness and life satisfaction.

Should you have any queries regarding this study, I can be contacted on 082-589-8434 or e-mailed at juraida_1@hotmail.com. If you require assistance or feel troubled by the raised topic please contact your company's EAP department or lifeline.

Kind Regards

_____ _____

Juraida Latif

Lifeline no:
0861-322-322

Biographical questionnaire

**Please complete the necessary biographical information below:**

Age:_____

Race:_____

Gender:_____

Home Language:_____

What is your educational history?_____

_____

Do you have any children?_____

_____

Are you married?_____

How long have you been working in a call centre?_____

_____

Have you had any thoughts of resigning in the past year?

_____

**Please tick the box that is most representative of your feelings**

**Hardiness Scale**

1. Most of my time gets spent doing things that are worthwhile.

| Not at all True | A Little True | Mostly True | Completely True |
|---|---|---|---|

2. Planning ahead can help avoid most future problems.

| Not at all True | A Little True | Mostly True | Completely True |
|---|---|---|---|

3. No matter how hard I try, my efforts usually accomplish nothing.

| Not at all True | A Little True | Mostly True | Completely True |
|---|---|---|---|

4. I don’t like to make changes in my everyday schedule.

| Not at all True | A Little True | Mostly True | Completely True |
|---|---|---|---|

5. I am not equipped to handle the “curve balls” that life sends my way.

| Not at all True | A Little True | Mostly True | Completely True |
|---|---|---|---|

6. Working hard doesn't matter, since only the bosses profit by it.

Not at all True | A Little True | Mostly True | Completely True

7. By working hard, you can always achieve your goals.

Not at all True | A Little True | Mostly True | Completely True

8. Most of what happens in life is just meant to be.

Not at all True | A Little True | Mostly True | Completely True

9. When I make plans, I am certain I can make them work.

Not at all True | A Little True | Mostly True | Completely True

10. It's exciting to learn something about myself.

Not at all True | A Little True | Mostly True | Completely True

11. I really look forward to my work.

Not at all True | A Little True | Mostly True | Completely True

12. If I'm working on a difficult task, I know when to seek help.

Not at all True | A Little True | Mostly True | Completely True

13. I won't answer a question until I'm really sure I understand it.

Not at all True | A Little True | Mostly True | Completely True

14. I like a lot of variety in my work.

Not at all True | A Little True | Mostly True | Completely True

15. Most of the time, people listen carefully to what I have to say.

Not at all True | A Little True | Mostly True | Completely True

16. Thinking of your self as a free person just leads to frustration.

Not at all True | A Little True | Mostly True | Completely True

17. Trying your best at work usually pays off in the end.

Not at all True | A Little True | Mostly True | Completely True

18. My mistakes are usually very difficult to correct.

Not at all True | A Little True | Mostly True | Completely True

19. It bothers me when my daily routine gets interrupted.

Not at all True | A Little True | Mostly True | Completely True

20. Most good athletes and leaders are born, not made.

Not at all True | A Little True | Mostly True | Completely True

21. I often wake up eager to take on life wherever it left off.

Not at all True | A Little True | Mostly True | Completely True

22. Lots of time, I really don't know my own mind.

Not at all True | A Little True | Mostly True | Completely True

23. I respect rules because they guide me.

Not at all True | A Little True | Mostly True | Completely True

24. I like it when things are uncertain or unpredictable.

Not at all True | A Little True | Mostly True | Completely True

25. I can't do much to prevent it if someone wants to harm me.

Not at all True | A Little True | Mostly True | Completely True

26. Changes in routine are interesting to me.

Not at all True | A Little True | Mostly True | Completely True

27. Most days, life is really interesting and exciting for me.

Not at all True | A Little True | Mostly True | Completely True

28. It's hard to imagine anyone getting excited about working.

Not at all True | A Little True | Mostly True | Completely True

29. What happens to me tomorrow depends on what I do today.

Not at all True | A Little True | Mostly True | Completely True

30. I try to learn something new through reading or some formal instructions.

Not at all True | A Little True | Mostly True | Completely True

**Performance monitoring measures**

**Please tick the appropriate box**

**1. Performance Feedback**

Productivity

| | | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree |
|---|---|---|---|---|---|---|
| 5. | I am satisfied with the amount of feedback I receive about my call *productivity*. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 6. | I am satisfied with the way in which feedback about my call *productivity* is shared with me. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 7. | The feedback I receive about my call *productivity* is constructive. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 8. | The feedback I receive about my call *productivity* is useful. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 9. | I receive frequent feedback about my call *productivity*. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 10. | Data that is fed-back to me about my call *productivity* is recent enough to be useful. | ☐ | ☐ | ☐ | ☐ | ☐ |

Quality

| | | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree |
|---|---|---|---|---|---|---|
| 5. | I am satisfied with the amount of feedback I receive about my call *quality*. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 6. | I am satisfied with the way in which feedback about my call *quality* is shared with me. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 7. | The feedback I receive about my call *quality* is constructive. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 8. | The feedback I receive about my call *quality* is useful. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 9. | I receive frequent feedback about my call *quality*. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 10. | Data that is fed-back to me about my call *quality* is recent enough to be useful. | ☐ | ☐ | ☐ | ☐ | ☐ |

**2. Performance Monitoring Purpose**

Productivity

**To what extent do you agree that the purpose of monitoring your call *productivity* is to:**

| | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree |
|---|---|---|---|---|---|
| 1. Provide me with performance feedback. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 2. Ensure I provide the expected level of customer service. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 3. Discipline rather than develop me. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 4. Identify poor performance. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 5. Identify individual strengths and weaknesses. | ☐ | ☐ | ☐ | ☐ | ☐ |

Quality

**To what extent do you agree that the purpose of monitoring your call *quality* is to:**

| | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree |
|---|---|---|---|---|---|
| 1. Provide me with performance feedback. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 2. Ensure I provide the expected level of customer service. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 3. Discipline rather than develop me. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 4. Identify poor performance. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 5. Identify individual strengths and weaknesses. | ☐ | ☐ | ☐ | ☐ | ☐ |

### 3. Performance Monitoring Awareness/Intensity

The following questions are about your attitudes towards various aspects of the performance monitoring system as a whole, including the monitoring of both call *productivity* and call *quality*.

| **To what extent do you agree with the following:** | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree |
|---|---|---|---|---|---|
| 1. Performance monitoring increases the pressure I feel under. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 2. The performance monitoring at work is too intense. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 3. I feel like there is no escape from monitoring. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 4. There is too much monitoring at work. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 5. I am constantly aware that my performance is being monitored. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 6. The computer system always reminds me that my performance is being monitored. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 7. My Team Leader always reminds me that my performance is being monitored. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 8. Knowing the call productivity of my colleagues increases the pressure I feel under. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 9. On each call I am always aware that my call quality could be assessed. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 10. On each call I am aware that my performance is being assessed. | ☐ | ☐ | ☐ | ☐ | ☐ |

**The Satisfaction with Life Scale**

Below are five statements with which you may agree or disagree. Using the 1-7 scale below, indicate your agreement with each item by placing the appropriate number in the line preceding that item. Please be open and honest in your responding.

SCALE:
**1 = Strongly Disagree**
**2 = Disagree**
**3 = Slightly Disagree**
**4 = Neither Agree or Disagree**
**5 = Slightly Agree**
**6 = Agree**
**7 = Strongly Agree**

_____1.
In most ways my life is close to my ideal.
_____2.
The conditions of my life are excellent.
_____3.
I am satisfied with life.
_____4.
So far I have gotten the important things I want in life.
_____5.
If I could live my life over, I would change almost nothing.

*Your participation in this research is greatly appreciated. Thank you very much for volunteering to be apart of this research study, it would have not been possible to conduct without your input.*

# APPENDIX D: PARTICIPANT INFORMATION SHEET

April 2007

Dear Sir/Madam

My name is Juraida Latif and I am a postgraduate student at the University of the Witwatersrand. I am conducting a research study in partial fulfilment of my Masters degree in Industrial Psychology.

My area of research is to investigate the relationship between perceptions of performance monitoring characteristics on overall life satisfaction moderated by the personality trait of hardiness in a call centre. We live in a very fast paced and demanding society and our jobs usually have an impact on our general lives. It is hoped that through this research, I will be able to determine whether or not performance monitoring in a call centre environment has an effect on life satisfaction and whether the personality difference of hardiness serves as a moderator in this relationship.

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Should you have any queries regarding this study, I can be contacted on 082-589-8434 or e-mailed at juraida_l@hotmail.com. If you require assistance or feel troubled by the raised topic please contact your company's EAP department or lifeline.

Kind Regards

_____ _____

Juraida Latif

Lifeline no:
0861-322-322

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