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The effects of locus of control on the relationship between organisational climate and job satisfaction, life satisfaction and self-esteem in a call centre.

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2009-06-23T05:54:48Z
http://hdl.handle.net/10539/7034

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CHAPTER ONE

INTRODUCTION

The 21st century is characterised by a rapid technologically advancing environment, where organisations constantly change to gain and maintain a competitive advantage (Altmann, 2000). The use of call centres in organisations has been in line with this technological advancement. Call centres are now valuable in all sectors, in almost all national economies both in developing and developed countries (Holman, 2005). South African organisations have not been an exception as they also have experienced the growth in the use of call centres since the 1990's (Eason, 2001).

The advantages offered to business by call centres make them very desirable to organisations. These advantages include curbing expenditure, improving efficiency and productivity and thus allowing organisations to achieve higher profit returns (Holman, 2000). In addition to this the technology in call centres offers organisations the opportunity to practice greater control over the workplace, with the opportunity for monitoring workflow and to electronically monitor employee performance (Miller & Fisher, 2005). With this in mind one can understand businesses reasoning towards introducing call centres. It is due to the escalating popularity of call centres in organisations that an increased focus is being directed towards the impact that call centre work has on those who work in these environments.

While the advantages experienced by companies that introduce call centres into their organisations are evident, the same cannot be said about the employees working in these settings. Research on call centre employees has only recently gained momentum. Some studies (Eason, 2000; Holman, 2005, Miller et al, 2005) have argued that employees in call centres may experience negative consequences such as dehumanisation, burnout and excessive managerial control. Eason (2000) argues that the use of technology in call centres cannot meet the psychological and organisational needs of the employees in a meaningful way, as it introduces employees to feelings of stress, control and resistance. Furthermore Holman (2000) asserts that performance monitoring and surveillance present in call centres creates a pervasive pressure that has negative ramifications on employee well-being. Call centres have hence gained the

label “electronic sweat shops” (Garson, 1988). Eason (2002) argued that call centre operators are put under time and intellectual stresses, as their environment is characterised by long hours and very short breaks that may have negative implications on their well-being. In addition many view call centre environments as boring, demanding and stressful work settings.

With that in mind the current research will examine the job satisfaction, life satisfaction and self-esteem of individuals working in call centres in relation to their environment that is, their organisational climate. Since previous research has shown, that the working environment is related to individual well-being, it was informative to investigate whether this is also true for call centre environments as well as observe the nature of this relationship. The current research will investigate whether there is a relationship between the organisational climate and job satisfaction, life satisfaction and self-esteem of call centre employees.

While the psychosocial environment plays a big role on well-being, research argues that individuals with a different predisposition to locus of control tend to have different coping styles and outlooks to the same settings, which may influence their performance in such environments. This research will also examine if this is true for call centre agents. The study will ascertain whether one’s perception of control over their environment influences the way they perceive their climate and in turn how this is related to their satisfaction good with their job and life in general, and their self-esteem.

Overview of following chapters

In order to achieve these aims, the research report is structured as follows. In chapter 2 the concepts of call centre, organisational climate, job satisfaction, life satisfaction and self-esteem are defined and contextualised to give an understanding of the constructs being investigated. Chapter 3 the concepts of call centre, organisational climate, job satisfaction, life satisfaction and self-esteem are examined and prior research is discussed and evaluated. This is aimed at providing the reader with an understanding of the constructs.

Chapter 4 will provide detailed information about the methodology used for this research. The research design is discussed as well as the measuring instruments used. Furthermore the chapter describes the research procedures and ethics followed during the study.

In chapter 5 the results of the study are examined and in chapter 6, these results are discussed in light of previous research. And finally in chapter 6 conclusions are made. Additionally, the theoretical and practical implications of the study are examined, as well as the limitations of this study and suggestions for future research.

CHAPTER TWO

SOME IMPORTANT CONCEPTS

This section aims to provide a greater understanding of the variables being investigated in the current study. This was done by providing definitions of the constructs of a call centre, organisational climate, job satisfaction, life satisfaction and self-esteem. This is done in order to lay a foundation for the discussion that will follow in proceeding chapters.

Understanding Call centres

The world of work is undergoing a rapid transformation as workers are increasingly required to interact with computer systems in various, sophisticated ways (Eason, 1998). Hence understanding what exactly is a call centre is important.

A call centre is an umbrella term referring to reservation centres, help desks, information lines, and customer services centres (Kenneth, 2003). According to Holman (2005), a call centre is a work setting in which business is conducted mainly through the mediation of computer and telephone-based technologies. These technologies enable the efficient distribution of incoming or outgoing calls to available staff. Dawson (1997) defines a call centre as a physical location where calls are placed (outbound), or received (inbound), in high volumes for the purpose of sales, marketing, customer services, telemarketing, technical support or other specialised business activity. Therefore a call centre is a centralised operation, where trained agents communicate with clients and customers via phone and through the use of computer automation in order to maximise productivity and efficiency (Radeneyer, 1995; Houlihan, 2001). The technology utilised in call centres permits customer-employee interaction to occur simultaneously with the use of display screen equipment and the instant access to, and inputting of information (Holman, 2005).

While this definition distinguishes a call centre from other working environments, it also highlights two distinctive features of a call centre. Firstly the nature of call centre technology and the fact that customer-employee interaction is mediated by technology, particularly the telephone (Holman, 2005).

As stated before a call centre may be explained as a voice operations environment that provides inbound or outbound call handling services. There are two types of call centres, inbound or outbound call centres. Inbound call centres are characterised by the fact that operators receive calls from customers, to obtain information, report a malfunction, or ask for help, they typically include customer support and help desk calls (www.callcenter101.com/call-center-glossary.htm). On the other hand companies use outbound call centres as a way of reaching potential customers (http://biz-guru.net/c/call_center/). In outbound call centres agents place calls to potential customers mostly with intentions of selling a service to the individual. For the purpose of this study only inbound call centres were used in the current research.

Defining Organisational climate

Organisational climate has received a lot of attention from research; however there is still no universal definition of the construct. James (1982) argues that regardless of the definition one adopts, climate is ultimately perceptual and psychological in nature. According to James and Jones (1974) organisational climate refers to organisational attributes which are dependent on a particular situation and are measured through perception. This is concurring with Slender (1990) who suggests that organisational climate refers to a set of attributes specific to a particular organisation that may be induced from the way that organisation deals with its members and its environment.

Dunham (1977) defines organisational climate as the extent to which the employees perceive the atmosphere present in an organisation as a whole as good, trusting, personal, respected, predictable, employee orientated and well organised. Therefore, climate refers to a psychological variable, which involves the way people make sense of all the stimuli around them (James, 1982; West, Smith, Lu Feng, & Lawthom, 1998).

Litwin and Stringer (1968) identified nine essential dimensions of organisational climate namely structure, responsibility, reward, risk, warmth, support, standards, conflict and identity. Previous South African research on the call centre environment has employed the dimensions of structure, responsibility, warmth, rewards, and support to measure organisational climate (Chetty, 2005). Although all nine dimensions of organisational climate are important in the understanding of the construct, for the purpose of this study it was consider necessary to concentrate on the five dimension used previously for continuity sake. Therefore discussion will focus on these five dimensions of organisational climate

Firstly structure is defined as "the perceived limitations of the task situation, the amount of detailed information available and constraints placed on behaviour" (Litwin & Stringer, 1968 pg 47). It refers to the perceptions employees hold about their work situation, in terms of the constraints, the number of rules, regulations, and procedures in place. The degree of constraints by rules and formal procedures in a call centre will dictate how employees behave. Argyris (1964) argued that an organisation with a very strict organisational structure tends to promote an atmosphere characterised by employees taking less risks, conforming and being more dependent and contributes to less effective decision making. Hence the amount of structure perceived by call centre agents was related to the degree of effort they are willing to exert for the organisation, and their organisational behaviour.

Secondly the dimension of responsibility refers to a feeling of being your own boss, having some amount of authority over your job, and being able to make decisions related to how you perform your job without having to double check with a superior (Litwin & Stringer 1968). Responsibility may be related to the dimension of structure as the amount of responsibility one has on their jobs is related to the amount of red tape prevalent in the organisation. When a person has a sense of ownership of their job they are bound to have positive attitudes towards their job, and life as a whole which may also be related to their self-esteem. It may be of interest to see if call centre agents perceive their environment to encourage personal responsibility and the degree of emphasis placed on personal accountability.

Thirdly the dimension of reward refers to the feeling of being rewarded for a job well done (Litwin & Stringer, 1968). This factor puts emphases on positive rewards rather than punishment, and the perceived fairness of pay and promotion policies. Hence it may be argued that if employees feel that they receive just rewards for the work they put in, they may exhibit positive or favourable attitudes towards the organisation. Employees' positive or negative perception of their organisational climate will rest on whether a call centre puts emphasis on rewarding for good performance opposed to on threat of punishment for mistakes or failure.

Fourthly the dimension of warmth is defined as the feeling of general good fellowship that prevails in the work group atmosphere, the emphasis is on being well-liked by co-workers and one's superiors, and the prevalence of friendly and informal social groups, as perceived by employees (Litwin & Stringer, 1968). It is important for individuals dealing with stressful circumstances either in their work or in their personal life to feel that they are in an accommodative and friendly environment, where they can voice out their fears without being excluded. The prevalence of a friendly atmosphere in a call centre setting may reduce the stress levels experienced by call centre operators, as it helps shift the focus from negative aspects of the job.

Another dimension considered in this study is the dimension of support. Support refers to the perceived helpfulness of managers and co-workers in the group, emphasising mutual support from above and below (Litwin & Stringer, 1968). In a call centre environment, such support leads people to feel they can depend on the organisation to help them through difficulties they may encounter in their jobs. Literature argues that a supportive atmosphere is a prerequisite for the establishment of a good organisational climate (Slender, 1990). A cross sectional study conducted by Slender (1990) showed that along with structure, support is the strongest dimension that can predict organisational commitment.

Job Satisfaction

Job satisfaction is an attitudinal variable referring to an individual's general attitude towards his or her job (Robbins, 1993).Locke (1976) defines it as "a pleasurable positive emotional state resulting from appraisal of one's job or job experiences". (Barling, 1990)Hence job satisfaction results from the interactions of one's values and perception of one's job and environment (Gallaway, 1995). Arnold and Feldman (1986) defined it as the amount of overall positive feelings that individuals have towards their jobs. Blum (1989) argued that it is the attitudes possessed by employees towards specific job factors such as security, steadiness of employment, and social relations on the job and conditions of work. Job satisfaction is influenced by factors such as pay, promotion, benefits, work conditions, job security, relations with supervisors and co-workers, and the work itself (Robbins, Odendaal, & Roodt, 2001). Undoubtedly, a call centre that provides these factors for its employees will boost their satisfaction.

Life Satisfaction

Robins and Shaver (1973, cited in Forrester, 1980) define life satisfaction as a psychological sense of well-being, contentment and satisfaction with one's life. It is a positive emotional state experienced by an individual resulting from a comparison made between some standard and condition or events in one's life (Meadow, Mentzer, Rahtz & Sirgy, 1992; Schimmack, Rahakrishnan, Oishi, Dzokoto & Ahadi, 2002). Sousa and Lyubomirsky (2001) define life satisfaction as contentment with or acceptance of one's life circumstances, or the fulfilment of one's wants and needs for one's life as a whole. In essence it is a subjective assessment of the quality of one's life.

According to Diener (1999), subjective well-being, or happiness, has both an affective and a cognitive component. The affective component consists of how frequently an individual reports experiencing positive and negative affect. Piccolo, Judge, Takahashi, Watanabe, and Locke (2005) argue that it is a facet of subjective well-being as life satisfaction is considered to be the cognitive component of this broader construct.

Self esteem

Self-esteem refers to an individual's sense of self-worth or value, the extent to which a person values, approves of, appreciates, prizes, or likes him or herself (Blascovich & Tomaka, 1991). Rosenberg (1965) describes self-esteem as a favourable or unfavourable attitude toward the self. It is a basic judgment that people make about themselves the overall value they place on themselves as a person (Piccolo et al., 2005). It is how an individual feels about themselves, and includes their opinions, thoughts, beliefs, and images they have about themselves (Harrill, 1992).

Self-esteem is generally considered as the evaluative component of the self-concept, a broader representation of the self that includes cognitive and behavioural aspects as well as evaluative or affective ones (Blascovich & Tomaka, 1991). It is also widely assumed that self-esteem function as a trait; that is, it is stable across time within individuals. However Self-esteem may be temporarily affected by sudden or drastic changes in an individual's circumstances, for example, the experiences of joining a new work group, or organisation (Earle, 1992). Harrill (1992) asserts that an individual can actively improve on their self-esteem with some increased self-awareness and willingness to work on it on the part of the individual.

Locus of control

Locus of control is a personality variable that indicates the degree to which an individual perceives to have control or be controlled by his or her environment (Crable, Brodzinski, Schrerer, Jones, 1994). O'Brien, p52 (1986) defines locus of control as a "general expectancy about the extent to which reinforcements are under internal or external control". People attribute the cause of events either to themselves or to their environments. Individuals with Internal control believe that reinforcements are contingent on their own behaviour, attribute or capacities. While individuals with external control believe that reinforcements are dependent on fate, powerful others, chance, luck, etc, and not under their control (Rotter, 1966).

The concept of Locus of control originated in the social learning theory, developed by Rotter (1956). The fundamental principle underlying the social learning theory is that

the unit of investigation for the study of personality is the interaction of the individual and his or her meaningful environment (Maram, 1996). Rotter (cited in Phares, 1976) stated that to deal accurately with behaviour, both personal and environmental determinants must be utilised. Social learning theory is divided into four classes of variables namely behaviour, expectancies, reinforcement and psychological situations (Rotter, 1966). Expectancy refers to the probability that certain reinforcement will occur if a specific behaviour is selected in a situation (Maram, 1996). Hence, Rotter (cited in Phares, 1976) argued that the potential for behaviour to occur in a specific situation is determined not just, by how badly we want a certain goal, but also the extent to which we believe that a specific behaviour will lead to a particular objective. Rotter (cited in Phares, 1976) further argued that behaviour is learned and dependent on the degree of success or failure people have enjoyed in the past.

According to Phares (1976), this concept was developed to explain the apparent tendency for some individuals to ignore potential reinforcers of behaviour and their failure to respond as predicted to various rewards and punishment. This failure was attributed to a generalised expectancy that their own actions would not lead to attainment of rewards or avoidance of punishment (Abrams, 1995).

The following chapter will provide previous organisational psychology research that has been conducted in call centres around the constructs of call centre, organisational climate, job satisfaction, life satisfaction and self-esteem. This is done in order to identify gaps that the current study aims to fill hence provide the reader with an understanding of the purposes of this study.

CHAPTER THREE

RESEARCH ON CALL CENTRES

This section aims to identify gaps in previous research around the call centre environment and hence provide ways in which the current research aims to close those gaps. This section will provide an in-depth discussion about the call centre environment, what previous research has focused on studying and look at how the construct of organisational climate job satisfaction, life satisfaction and self-esteem of call centre operators fits into previous organisational psychology research.

The words “call centres” have increasingly become the new buzzword in business cycles of late across the world, including South Africa. With companies leaping to take advantage of the blooming technology, as they believe call centres to be the answer for efficient customer service (Jeff, 2002). The rapid advancement in technology has enabled the call centre industry to deliver fast and efficient services through information aids’ communication systems (Bagnara, Gabrielli & Marti, 2000). Organisations increasingly see call centres as the answer to better customer services (Holman, 2005). Organisations have adopted the use of call centres to communicate with the high volume of dispersed customers. This is because call centres are viewed to help in delivery of better customer service resulting from the increased access afforded to customers and through the extension and improvement of these customer services (Miller et al, 2005).

Another benefit for the use of call centre technology rests in its increase in rapid completion of inquiries and transactions, which in turn results in an increase in the degree of efficiency and effectiveness in service delivery. Lastly, centralisation of customer servicing functions means less costs and overheads for the business. For these reasons, call centres have become increasingly important as both an interaction channel as well as an important source of customer-related information. Holman (2005) asserts the above argument by stating that the discussion of call centres usually focuses on the extent to which the technology used can assist efficiency, cut costs, improve customer service and increase revenue.

Organisations have had to invest more in terms of technology, call centre operators and time to adapt to increasing technological innovations and customers that are more demanding. As call centres gain increasing importance for the customer management relationship, call centre operators become increasingly vital as the intermediary in this relationship (Burgers, De Rutyer, Keen & Streukens, 2000). However, while benefits of call centres to organisations are apparent, it is less clear for those employed in such settings. Companies have tended to invest more in call centre technology than in staff training (Miller & Fisher, 2005). According to Manesh (2005) the nature of the job is inherently monotonous and lacks challenge, hence disillusionment is usually a factor facing call centre operators.

Researchers have stressed the hazardous environment prevailing in call centres as having important implications for call centre operators' health, resistance, control and overall well-being (Holman, 2005). Miller and Fisher (2005) argued that organisations usually pay less attention on neither the consequence of the work climate nor that of management style and practice. As there is frequently, disparity between the qualities needed in call centre staff and the type of management practice facilitated by the call centre technology, which impacts on the organisational climate and quality of work life factors. The proposed research aims to investigate how the environment prevailing in a call centre is related to individual's attitudes of the jobs and themselves.

The call centre is based on standardised and strictly controlled tasks, and as such call centres can be seen as 'modern factories' where services are delivered through information and communication technologies (Bagnara, Gabrielli, Marti, 2000). Owing to the highly technological nature of the operations in such offices, the close monitoring of staff activities is easy and widespread (http://call-center.freesourcenow.com/inbound-call-center.html). A contrast in views exists about the appropriateness of close monitoring. Others however view the close monitoring system as a necessary evil to ensure high standards of performance, arguing that managed properly, the measuring tools used can be utilised as motivation for the agents as they know the standards they have to meet, and also helps with quality assurance. However some feel that such close monitoring breaches human rights to privacy. They also put forth the argument that close monitoring and measurement by quantitative

metrics can be counterproductive in that it can lead to poor customer service and a poor image of the company (http://call-center.freesourcenow.com/inbound-call-center.html).

Many people perceive call centre environments in a negative light. Dominant images of severe regimentation, surveillance and control of call centre operators have lead researchers to refer to them by such words as " sweatshops of the digital era " (Holman, 2005) or refer to operators as "battery hens" (Taylor & Bain, 1999). This illustrates the intensive and stressful environments evident in call centres. The strong technological foundation apparent in call centres offers many opportunities for monitoring workflow and electronic performance management at a micro level (Miller & Fisher, 2005). The standardisation and routenisation of all aspects of the interactive elements of the job undermine the operators' ability to exercise autonomy in anyway. A study done by Rahamat (2001) of two South African call centres revealed some negative perceptions of performance management by call centre operators. Rahamat (2001) viewed the constant surveillance as intrusive and a means for policing their behaviour and not necessarily related to their development. Overall, employees experienced management practices as a means for disciplining and controlling them rather than fostering improvements in their performance (Rahamat, 2001)

Many have argued that the nature of the environment in call centres may contribute to stress and physical, mental and psychological strain in employees (Workman & Bommer, 2004). Call centres have been given a lot of derogative labels such as electronic sweatshops to illustrate the perceived stressful and intense nature of working in such an environment (Garson, 1988; Fernie & Metcalf, 1998; Taylor & Bain, 1991). The work has also been believed to be highly routine, monotonous and low quality (Lutrin, 2005). Once the call centre agent is logged in, they have to work continuously with a few, short scheduled time-outs to go to the bathroom or grab a quick bite, and there are "performance inspectors" who ensure that there is no laxity (CallCentreHelper.com)

The job of a call centre agent is inherently stressful, as the agent has to deal with two opposing work goals which are to satisfy the customer's needs, and to do this in the fastest possible time to meet efficiency and availability objectives (Stuller, 1999). Operators have to be constantly aware of the time they take to solve a query and number of callers waiting. As the productivity of an agent is measured by the number of calls they answer, ignoring the idiosyncrasies of each client and the impact this has on assistance times (Sznelwar, Zilbovicius, Soares, 2000). Call centre agents are expected to interact with increasingly more informed customers, be experts at managing a dynamic communications environment, and constantly update their knowledge of products and services, even though there is no time set aside in most organisations to assimilate this new knowledge (Zemke, 2003).

Considerable research has been conducted into call centre operations. Issues of goals and affective well-being (Harris, Daniels, Briner, 2003), gender and emotional labour (Mulholland, 2002), call centre consumption and customer sovereignty (Korczynski, 2002; cited in van den Broek, 2003) and employee resistance, job satisfaction and commitment (Houlihan, 2001; Taylor and Bain, 2002; all cited in van den broek, 2003) were studied. Workman and Bommer (2004) studied the conflicting expectations of customer service skills and technical skills placed on agents, and found that high involvement work processes produced the most potent effects on job satisfaction and organisational commitment attitudes as well as increased performance.

As Manesh Mathew, director of HR consultancy People Equity, elaborates, there are a number of factors that are unique to the call centre environment that impact on call centre agents and their perceptions of their work. Such factors include a range of human factors such as odd working hours, working days/holidays determined by geographic considerations and altered social and family (CallCentreHelper.com).

The endless stream of calls from customers, many of them in a foul mood, makes the matter worse for the employees. The elongated working hours that soars from 10 to 12 hours-a-day, requiring the agent to answer an average of 105 incoming phone calls per

shift, very few and short breaks, eventually pose chronic health hazards for many (CallCentreHelper.com)

Chetty (2005) conducted a study on work design and organisational climate in a call centre. This study focused on the perceptions of 57 call centre operators from two call centre organisations, with regard to their work environment. The Job characteristic inventory was used to measure Work design and Litwin and Stringer's (1968) organisational climate scale was utilised to measure organisational climate using the dimensions of, structure, responsibility, warmth, rewards, and support. Results from this study revealed a general negative and poor work design and organisational climate was present in call centres (Chetty, 2005). Since organisational climate has significant implications for employee well-being (Holman, 2005), it is of interest to investigate whether the same results was obtained in relations to organisational climate in the current study. That is, how the perception of organisational climate is related to individual outcomes such as job satisfaction, life satisfaction and self-esteem of call centre operators.

In the 'modern world' society, people spend eighty percent of their time at work hence the world of work provides a significant source and paradigm of well-being (Antonovsky, 1987). As individuals spend most of their time at work it is not surprising that the climate they perceive in their workplace whether positive or negative will impact on their well-being. Previous organisational psychology research has linked certain work environments with a lack of psychological well-being and physical health in the workplace (Feldt, Kivimaki & Dalton, 2003). The discussion to follow will look at the relationship between the organisational climate in call centres and the call centre agents' job satisfaction, life satisfaction and self-esteem.

Figure 1: The relationship between organisational climate, job satisfaction, life satisfaction, and self-esteem.

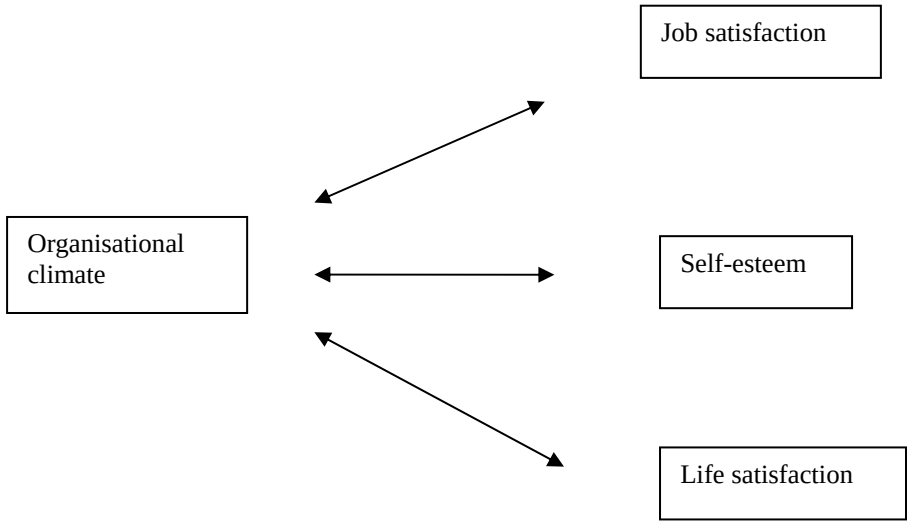


Figure 1 above represents how the relationship between organisational climate, job satisfaction, life satisfaction, and self-esteem, is expected to be. Previous research has found a correlation between organisational climate and job satisfaction (Ostroff, 1993), hence it is expected that such a relationship was observed in the research with a call centre population. However no previous research has been found that looked at the relationship between organisational climate and life satisfaction and self esteem in a call centre environment hence the findings in this research will bring about a new understanding of the concepts in a call centre environment. Most research has found a moderate relationship between job satisfaction and life satisfaction.

Kangis, Gordon and Williams (2000) argue that the character of an organisation's work environment as perceived by its members has a potent impact on employee cognition, attitude and behaviour. It is not surprising therefore that previous research has linked organisational climate to employees' job satisfaction, motivation, organisational commitment, job performance, occupational stability, turnover and even organisational productivity (Altmann, 2000; Kangis, et al., 2000). While organisational climate may be linked to various organisational and individual outcomes, the proposed research will focus on its relation to employee attitudes of their job and themselves. The research will focus on the organisational climate in call centres and its relationship with call centre operators' job satisfaction, life satisfaction and self-esteem.

Job satisfaction as a construct is considered the most frequently studied variable in organisational behaviour research (Spector, 1997). Businesses are also concerned with how employees feel about their jobs. As job satisfaction is viewed as one of the important factors for business effectiveness. This may be due to a few reasons; firstly job satisfaction can be viewed as an indicator of employee emotional well-being. Secondly it can lead to behaviour by the employee that has an effect on organisational performance, hence can be diagnostic of potential trouble spots in the organisation (Spector, 1997).

Rose and Wright (2005) explored the factors related to control and other work-based characteristics that affect upon employee well-being in call centres. Using factor

analysis and regression modelling, they isolated eight factors that were found to be significantly associated with job satisfaction. Emotional pressure emerged as a significant dimension of control underpinning factors influencing upon job satisfaction (Rose &Wright, 2005). Furthermore, work-based characteristics including computer-facilitated and supervisory control associated with the role of the customer service representative (CSR) were shown to be direct antecedents of satisfaction. While meeting targets emerged as a distinct factor, contributing indirectly to job satisfaction through its influence on work-based job characteristics. This research reported relatively low levels of satisfaction with both work and management for the call centre operators. The significance of this analysis, especially for the present study resides partly in the stipulation that call centre operators are likely to exhibit low job satisfaction due to the extreme technological control they perceive to have in their environment. Hence, excessive technological control present in the call centre setting is a direct antecedent to low job satisfaction of call centre operators.

It may be argued that the above study focused mainly on Litwin and Stringer's (1968) subscale of structure and responsibility of organisational climate. This is based on the fact that with excessive control measures put in place the amount of red tape one has to pass through to get things done increases, while their ability to take charge of their own work decreases. It may hence be useful to examine whether similar results was obtained, with the other dimensions of this scale, namely reward, support and warmth.

Job satisfaction has been found to have a variety of effects on individual's mental and physical health (Savey, 1996). A survey among 774 agents in four large Danish companies' in-house call centres showed that working in a call centre is stressful. Lack of control and autonomy, lack of challenges at work, conflict between qualitative and quantitative demands and monitoring all has an adverse effect on job satisfaction. The survey revealed a need for improving working conditions and for development of the work in call centres. The survey suggests that the agents both want to participate in the process of development and that they can contribute to the process in a competent way.

Previous research has associated Life satisfaction with a number of physical and psychological states (Karim, 1997). High life satisfaction has been associated with physical health, high morale and sense of control (Perho & Korhonen, 1992). The current study will investigate whether there is a relationship between the organisational climates in a call centre and call centre operators' life satisfaction. This was done in order to explore whether factors such as the structure of the organisation, the responsibility a call centre agent has over his work, the rewards they receive for good performance, a friendly atmosphere and supportive supervisors was related to a call centre agent's life satisfaction.

A great deal of research has investigated whether life satisfaction is a stable, enduring trait or whether it is a variable that is highly influenced by external events and life circumstances. For example, research has investigated whether life events such as social relationships, employment, purchasing a house, the day-to-day hassles of balancing work and home greatly influence an individual's life (Sousa & Lyubomirsky, 2001). Contrasting evidence has been found to date as some research has shown that individuals tend to show similar levels of satisfaction across time and across many life domains (Sousa & Lyubomirsky, 2001), while other research has found that the proportion of positive to negative life events experienced during the previous year predicted an individual's life satisfaction during the following year (Sousa & Lyubomirsky, 2001). The original research reported in part 2 of this research report will assess whether an individual's organisational climate was related to an individual's life satisfaction in a call centre environment.

Eunkook Suh et al., (1996) conducted a longitudinal study of life satisfaction among college graduates. They asked female and male college graduates to report their significant life events and their subjective well-being, including their life satisfaction, approximately every 6 months over a 2-year period. The results showed that the occurrence of particular life events in these students' lives was related to changes in their well-being.

The concept of self-esteem has been relatively ignored in organisational research and literature. However, Bose (2001) argues that, as self-esteem is an integral part of Maslow's concept of "self actualisation", for managers to be able to motivate their employees effectively close attention has to be put on their self-esteem. Employees with low self-esteem are more likely to give up easily, and be unable to cope with adverse conditions at work, compared with colleagues who enjoy high levels of self-esteem, (Gardner, 2001). Considering that some people flourish in a call centre environment while others do not, it may be interesting to examine if call centre operators perceptions about their organisational climate are related to their self-esteem.

Self-esteem has been related to virtually every other psychological concept or domain, including personality (e.g., shyness), behaviour (e.g., task performance), cognitive (e.g., attribution bias), and clinical concepts (e.g., anxiety and depression), Adler & Stewart, (2004). It may hence be useful to explore how the organisational climate prevailing in a call centre was related to the call centre operator's self-esteem.

Summary

Untill recently call centres research has focused on the extent to which the technology used can assist efficiency, cut costs, improve customer service and increase revenue. Hence companies tended to invest more in call centre technology than in staff training. This research aims to look at the human side of this money making machine. It is important to investigate how call centre operators perceive their environment as this may be related to their well-being. As an individual spends most of their time at work it is not surprising that the climate they perceive in their workplace whether positive or negative will impact on their well-being, which is indirectly and at times even directly related to the company's productivity.

The call centre environment has brought about a new dimension in the world of work; whereby business can services their costumers without face to face interaction. Such an environment requires new and even different skills for those employed there. Call centre agents are expected to interact with increasingly more informed customers, be experts at managing a dynamic communications environment, and constantly update

their knowledge of products and services, even though there is no time set aside in most organisations to assimilate this new knowledge. This illustrates the intensive and stressful environments evident in call centres.

There has been a lot of work done around the construct of job satisfaction as it is viewed to be linked to better performance and increased productivity. Managers to be able to motivate their employees effectively close attention has to be put on their self-esteem. Employees with low self-esteem are more likely to give up easily, and be unable to cope with adverse conditions at work, compared with colleagues who enjoy high levels of self-esteem.

Research on Locus of control

Locus of control (Loc) is one of the most researched constructs in personality (Rotter, 1990). The following section deals with locus of control as a personality factor that can possibly shed light on the way different people perceive their environment. Thus the current research aims to investigate whether the relationship between organisational climate and job satisfaction, life satisfaction and self esteem is influenced by an individual's internal or external Loc disposition.

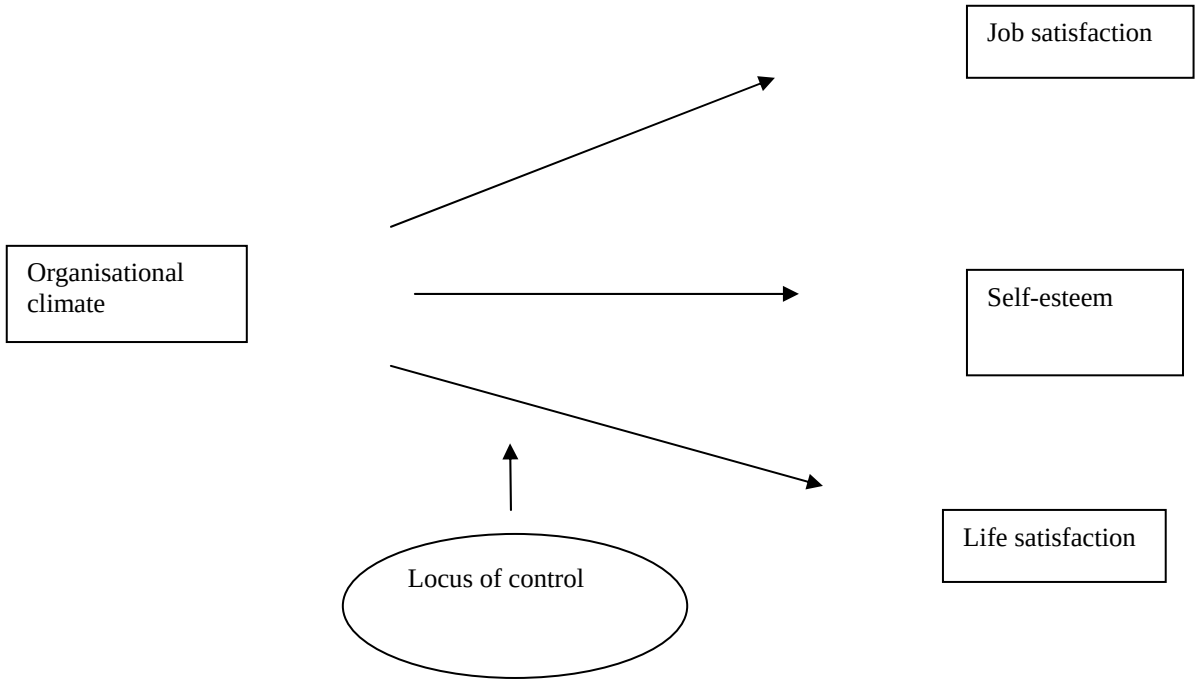
Since its conceptualisation, a number of studies have been conducted to test the validity of the locus of control construct. The studies have indicated that people tended to act differently according to their locus of control. For instance Phares (1976) argued that individuals with an internal Loc disposition wield greater effort to control their environment. According to Crowne and Liverant (1963) individuals with an internal Loc disposition tend to conform less to other's behaviour than individuals with an external Loc disposition do, and tend to be more conservative in their social, political and religious beliefs (Furnham & Gunter, 1984).

One of the main concerns with studies looking at locus of control and work constructs is the tendency to assume that internal orientation is the positive end while the external orientation represents the negative end. Hence successful development should be directed towards becoming more internal (Khan, 2003). Recent studies however have

moved away from this way of thinking. Folkman's (1984) study of Loc and stress revealed that having an internal Loc may not always be linked to positive results. The study revealed that a belief that an event is controllable may not necessarily lead to reduction in stress, as this belief will lead to greater effort by the individuals to remedy the situation, which at times may lead to an increase in stress. In addition to this believing that things are beyond one's control may not necessarily intensify the experience of stress.

Figure 2 represents how the relationship between organisational climate, job satisfaction, life satisfaction, and self-esteem, is expected to be with the inclusion of locus of control.

Figure 2: The effects of locus of control on the relationship between organisational climate, job satisfaction, life satisfaction, and self-esteem.



Previous research has revealed that people with internal and external locus of control behave differently in organisational settings (Kinicki & Vecchio, 1994; Furnham & Steele, 1993; O'Brien, 1983). According to Spector (1982), individuals with an internal LOC disposition are likely to exert great control over their work setting, if they believe that this will lead to desired rewards.

Research has linked internal locus of control with a number of desired organisational behaviours. For instance an individual with an internal Loc disposition were found to exhibit greater job motivation than individuals with an external LOC disposition (Lied & Pritchard, 1976; Organ & Greene, 1974; Reitz & Jewell, 1979 and Spector, 1982). Blau (1993) found that individuals with an internal Loc disposition displayed higher initiative performance than individuals with an external Loc disposition, as they believed that greater effort would lead to them attaining desired rewards.

Moolprahas (2004) conducted research to study work attitude, internal locus of control, organisational climate, and work participation of staff nurses; and to explore relationships and predictors of work participation of staff nurses. Results from the study indicated that Work attitude, locus of control, and organisational climate were positively and significantly related to work participation of staff nurses. While this study was conducted in a different population than that of the research reported in part 2 of this research report, its findings are still relevant to this study.

Moderators affect the direction and or strength of a relationship between an independent variable and a dependent variable (Baron & Kenny, 1986). For the current study, locus of control was used as a moderator. The current study will explore where Loc will affect the direction or strength of the relationship between organisational climate, and job satisfaction, life satisfaction and self-esteem.

To date research has concentrated on job satisfaction and stress when considering issues of well-being in call centres. This study aims to put attention to other well-being issues that have been ignored so far life satisfaction and self esteem. While life satisfaction is loosely related to job satisfaction, it is an important construct to examine

on its own. Self esteem is a personality variable, however it has been argued that the environment an individual finds themselves in may have an influence on their self esteem, hence it was interesting to examine the relationship between the organisational climate in a call centre and the call agent's self esteem. The relationship between self esteem and life satisfaction and job satisfaction will also be interesting to examine as one's attitude towards their jobs and life in general may be related to how they perceive themselves.

Previous research has also shown that job satisfaction correlates with locus of control (O'Brien, 1983; Spector, 1982). These studies concluded that individuals with internal locus of control tended to have higher job satisfaction. As this literature is relatively old, it is fitting to explore whether job satisfaction will correlate with locus of control in contemporary times especially in a call centre environment.

Plomin et al., (1990) supported the argument that personality plays a role in determining life satisfaction. Personality variables such as psychological resilience, assertiveness, empathy, internal locus of control, extraversion, and openness to experience were found to be related to life satisfaction. Furthermore, Magnus et al., (1993) found in a longitudinal study that personality predicted life satisfaction 4 years subsequent to the study.

Summary

The studies have indicated that people tended to act differently according to their locus of control. Individuals with an internal Loc (Locus of control) disposition wield greater effort to control their environment. They conform less to other's behaviour than individual with an external Loc disposition do, and tend to be more conservative in their social, political and religious beliefs. The study revealed that a belief that an event is controllable may not necessarily lead to reduction in stress, as this belief will lead to greater effort by the individual to remedy the situation, which at times may lead to an increase in stress. Therefore it is taken that internal Loc may not always be linked to positive results. Individuals with an internal Loc disposition displayed higher initiative performance than individuals with an external Loc disposition, as they believed that

greater effort would lead to them attaining desired rewards. Studies concluded that individuals with internal locus of control tended to have higher job satisfaction.

Rationale

A large amount of research on call centres has focused on the stress and working conditions in the environment, one may argue to the neglect of other individual well-being factors, such as job satisfaction, life satisfaction, and even self-esteem. The current study aims to fill this gap by bringing these constructs into the centre stage of the current study. Hence this study will investigate whether the organisational climate prevalent in a call centre was related to the call centre operators' job satisfaction, life satisfaction and self-esteem.

Considering the link between employee well-being and employee performance, it may be argued that effectiveness of call centres is related to factors such as the call centre operator's job satisfaction, life satisfaction and self-esteem. The current study will examine how call centre operator's perception of their organisational climate is related to their job satisfaction, life satisfaction and self-esteem.

Most studies have looked at a causal relationship between personality variables and other constructs such as job satisfaction. The current study takes a different spin from this as it assesses whether a personality variable that is Locus of Control affects the relationship between organisational climate and the well-being factors such as job satisfaction, life satisfaction and self esteem. As individual differences also play a part on employee job attitudes, the current study will shed light into whether individuals with a different Locus of Control (LoC) will relate differently to job satisfaction, life satisfaction in the same context of a call centre.

Aims and Research questions

The research aims to investigate and describe the relationship between organisational climate and job satisfaction, life satisfaction and self–esteem in a call centre environment. In addition, the research will focus on the effects of locus of control on this relationship.

- Is there a relationship between organisational climate and job satisfaction, life satisfaction, and self-esteem in a call centre?
- How does locus of control affect the relationship between organisational climate and job satisfaction, life satisfaction, and self-esteem in a call centre?

CHAPTER FOUR

METHODOLOGY

The purpose of this study was to investigate and describe the relationship between organisational climate and job satisfaction, life satisfaction and self–esteem in a call centre environment, paying special attention to the effects of locus of control on this relationship. This chapter aims to provide a detailed description of the process and procedure that was followed to gather and analyse data throughout the duration of the current research. In addition, the chapter aims to discuss how variables in the current study were both operationalised and measured. The study uses one independent variable namely organisational climate, a moderator variable namely locus of control and three dependent variables namely job satisfaction, life satisfaction and self-esteem. This chapter discusses the research design adopted, the sampling method, the procedure undertaken, the instruments used, and the statistical procedures used to analyse the data.

Research design

Firstly, to be able to address the research questions the study adopted a research methodology that is quantitative in nature. This methodology was deemed appropriate for the current study as it employs numerical representation and manipulation of observations for the purpose of describing and explaining phenomena (Babbie & Mouton, 1998). The emphasis in this approach is on measurement, comparison and objectivity (Creswell, 1994).

Since the present study aims to investigate the relationship between variables and measures certain characteristics at a particular point in time, the current research is classified as non- experimental, cross sectional, correctional design (Bailey, 1982). The study utilised a non-experimental research design in nature as there was no control group or manipulation of any independent variables and participants were observed in their natural setting (Kerlinger, 1986). There was no manipulation of variables as the constructs existed prior to the research and the researcher had no control over the variables (Babbie & Mouton, 2001). The advantage of using this design lies in the fact that research is conducted in a natural setting thus avoiding the criticism associated

with artificial environments (Rosenthal & Rosnow, 1991). In addition to this, the design is considered flexible and cost effective hence suitable for the present study.

This is a cross-sectional design study concerned with forming correlation hypotheses of association between variables; this was to investigate the relationship between organisational climate and job satisfaction, life satisfaction and self-esteem, with the effects of locus of control (Babbie & Mouton, 1998). A cross sectional design measures the same characteristics in a representative sample of individuals, and is based on an observation of a number of variable occurring at the same point in time. This design is appropriate when the researcher cannot exercise control over subjects (Babbie & Mouton, 1998)

The survey method was selected for the means of gathering data from a sample of call centre operators. It is argued that a survey is able to accurately record the observations of a population within a research parameter. The survey was viewed appropriate as it was able to guarantee the respondents anonymity (Rosenthal & Rosnow, 1991). Self-report questionnaires were used to collect data. This method of data gathering was considered appropriate for the current study as it can be administered to a large number of people hence is economical and convenient. However Kerlinger (1986) warns that the voluntary nature of surveys can be biased, as people who volunteer to participate may be different from those who don't hence bringing the representativeness of the sample into question.

Sample and sampling procedure

The research was conducted in one large call centre situated in Braamfontien. The population consisted of 150 inbound call centre operators. The questionnaires were distributed to all the 150 members of the inbound call centre, in order to get the desired sample of a 100. Of the 150 questionnaires distributed 97 completed questionnaires were returned putting the response rate at 65%.

The type of sampling technique deemed appropriate for the present research was non-probability convenience sampling and respondents were voluntary, as availability and

willingness to respond was used as criteria for selecting respondents into the sample (Potter, 1998). While this type of sampling is suitable for the current study, there are disadvantages associated with it such as the failure to control for extraneous variables and equal probability of everyone in the population to be in the sample.

The sample consisted of 97 inbound call centre operators. The majority of the respondents (71%) were between the ages of 20 to 30 years. While 18% were between the ages of 31 to 40, with 7% less than 20 years old and only 4% above 41 years. This means that the majority of the respondents were young. Therefore the sample may predominately represent perceptions of the younger employees. A significant majority of the respondents (45%) were black. While the rest of the sample consisted of 22% of Indians and coloured respectively, with only 11% white people. The majority of the sample was male with 60% of the respondents being male and 40% being female. A substantial number of the respondents (68%) had only matric, while 19% had a diploma, 11% had acquired a degree, and only 2% had a post graduate degree. The majority of the respondents (95%) had been employed by the organisation for less than ten years. While the remaining 5% had been employed by the organisation for between 11-20 years (4%) and longer than 21 years (1%). The majority of the respondents worked for five days per week, with only three percent who worked six days (2%) and seven days (1%). Table 1 provides the biographic details of the sample.

Table 1: Biographical details of the sample

Variables	Categories	Number	Percent
Age	Less than 20 yrs	7	7%
	20-30 yrs	6	71%
	31-40 yrs	17	18%
	More than 41yrs	4	4%
Race	Black	44	45%
	White	11	11%
	Coloured	21	22%
	Indian	21	22%
Gender	Male	58	60%
	Female	39	40%
Education	Matric	66	68%
	Diploma	18	19%
	Degree	11	11%
	Postgraduate	2	2%
Tenure	Less than 10 years	92	95%
	11-20 years	4	4%
	More than 21 year	1	1%
Days worked per week	5 days	94	97%
	6 days	2	2%
	7days	1	1%
Hours worked per week	Less than 30	30	40%
	31-40 hours	41	33%
	More than 41 hours	26	27%

N=97

Procedure

The call centre manager from the organisation was provided with background information and aims of the research while requesting permission to include the call centre agents to be part of the sample. The call centre manager was asked to distribute the questionnaires to all the 150 call centre operators employed in his department.

The questionnaire was accompanied by a cover page explaining the purpose of the study and giving the participants a guarantee that the information they provide would be held confidential and that they had the right to withdraw from the study at any time or could refuse to answer any question without any negative consequences. The cover page also explained that participation in the study was voluntary, and that completing and returning the questionnaire was regarded as accepting to be part of the study. Participants could fill in the questionnaire at a time of their convenience and deposit it into a box allocated to them to further protect the respondents' anonymity.

Completed questionnaires were collected from the call centre manager a week after distribution. Another week was allocated to allow for last responses; however no additional questionnaires were received.

Measuring instruction

A self-report survey questionnaire was employed for the study as it is a convenient means of distribution and more economical for the large sample size needed for this study.

The questionnaire was accompanied by a cover letter addressed to participants (please refer to appendix A). The questionnaire consisted of five sections, with the first section being the demographic information for representative purposes, the second section was Litwin and Stringer's (1968) organisational climate scale, since Rosenberg's (1965) self esteem scale and the satisfaction with life scale were scored the same the two scales were combined to make one section, section 3. Warr, Cook and Wall's (1979) job

satisfaction scale followed this, and the last section was Rotter's internal and external locus of control scale.

The biographical information section was designed to elicit certain background information about the sample. Information including age, race, and gender, and education level, number of years in the organisation, days worked per week, and hours worked per week. The demographic information is not an instrument but was only used for representative purposes, and had no identifying information such as participant's name or employee number.

Organisational Climate

The Organisational climate scale developed by Litwin et al., (1968) was used to assess the organisational dimensions of structure, responsibility, warmth, rewards, and support. The original scale is a nine-dimension scale consisting of structure, responsibility, reward, risk, warmth, support, standardisation, conflict and identity. Twelve of the items are negatively phrased and reversed scored. Only the subscales of structure, responsibility, warmth, rewards, and support were used for the present study, since while the original scale has 50 items, only 31 items were included into the questionnaire. This is a 4-point likert type scale with responses ranging from definitely agree (1) to definitely disagree (4).

A study conducted by Chetty (2005) in a South African call centre using the same dimensions that were used in the current study yielded a strong reliability with a correlation coefficient alpha of 0.78. The minimum that an individual can score in this scale is thirty-one, while the maximum is 124. A higher score represents a more positive perception of organisational climate.

Self esteem

Self-esteem was measured using the Rosenberg (1965) Self-Esteem Scale. This is a Global and unidimensional Self-Esteem scale. It consists of 10 statements related to overall feelings of self-worth or self-acceptance with four reverse-scored items, so that in each case the scores go from less to more. This scale is scored using four-point likert scale ranging from strongly disagree (1) to strongly agree (4). Scores range from ten to forty, with higher scores indicating higher self-esteem. Lorenzo-Hernandez and Ouellette (1998) tested the internal consistency and face validity of Rosenberg's self esteem scale, and reported an internal consistency coeficiency of 0.78, the items are face valid, and the scale is short, easy, and fast to administer.

Life satisfaction

In measuring life satisfaction the satisfaction with life scale (SWLS) developed by Diener, Emmans, Larssen and Griffin (1985) was used. The SWLS is a 5-item instrument designed to measure global cognitive judgements of one's general satisfaction with their life. It is scored on a 7-point likert scale ranging from strongly agree to strongly disagree. For the purpose of this study the scoring was modified to a 4-point likert scale. While this modification may affect the variance in the scale it should not affect the scale's internal consistency, however to make sure that this did not happen, the questionnaire was pilot tested, the results of the pilot study are presented at the end of this chapter.

The scale has an internal consistency coefficiency of 0.87 and test re-test reliability of 0.82 after a period of two months (Harring & Loffredo, 2001). The higher the score the higher the overall life satisfaction. The minimum that an individual can score in this scale is five, while the maximum is twenty. In a South African study done by Chazen (2003) on the general life satisfaction and psychological well-being of full time, part time and non-working mothers, the internal consistency was 0.92. This was observed as being a suitable measure for this study because of its good psychometric properties and credibility as a measure of general life satisfaction.

Job Satisfaction

The Job satisfaction scale developed by Warr, Cook and Wall (1979) was employed to measure job satisfaction. The scale looks at both extrinsic and intrinsic job satisfaction. This is a fifteen item scales scored on a seven point-likert scale, from extremely satisfied (1) to extremely dissatisfied (7). For the purpose of this research, the scale was scored on a four-point likert scale. This scale was also modified to a four point likert scale, paying attention to the same caution mentioned above. The minimum that an individual can score in this scale is fifteen, while the maximum is sixty.

The scale has been used extensively in South Africa and has shown strong reliability. For instance Bluen (1986) reported the internal consistency co efficiency of 0.95. Bluen and Barling (1987) and Bluen and Fain (1987) with a retest reliability of 0.69. Moreover, Abrams (1995) used it with an internal consistency reliability of 0.94. The scale was used recently by Fox (2000) and yielded a reliability coefficient of 0.92. The higher the score the higher the overall job satisfaction.

Locus of control

Locus of control was measured with Rotter's internal and external locus of control scale Based on Rotter's (1966) generalised expectancies for internal versus external control of reinforcement. The scale consists of 29 items in a forced choice format, with six items being distracter items, and the other 23 tapping directly into locus of control (Phares, 1976). The scale is scored by adding up the number of extrinsic items checked by the individual. As such a relatively high value (12 to 23) would indicate extrinsic orientation while a low value (1 to 11) would represent an internal orientation.

Rotter (1966) reported a split-half reliability of the scale ranging from 0.65 to 0.75 and a test re-test reliability coefficient ranging from 0.49 to 0.83 with mean of 0.65. Anderson (1977) reported a reliability of 0.76, and more recently Khan (2003) reported a cronbach coefficient alpha of 0.78.

Data Analyses

The returned questionnaires were coded and various statistical analyses were carried out namely Cronbach coefficient alpha correlation, correlation and t-tests. This was detailed below.

Descriptive statistics

Descriptive statistics were used to indicate frequencies, percentages, means and standard deviations for the sample. These statistical procedures are useful in describing various biographical characteristics of data gathered in the current research.

Internal Consistency Reliability

A Cronbach coefficient alpha is the most general measure of internal consistency. The reliability of a measuring instrument refers to the accuracy, stability, precision and consistency of the measure (Howell, 1999). It measures the variances on the individual items in the test and evaluates the extent to which the different items on the test measure the same capability or attribute (Kaplan, 1987). The cronbach coefficient alpha was therefore used to establish the reliability of the scales utilised in the study, for organisational climate it looked at both the whole scale and the subscales utilised.

Correlation Analyses

Correlation can be used to describe and quantify the degree to which two variables are associated ((Babbie & Mouton, 2001). Pearson's product- moment correlation coefficient can be understood as a measure of the degree to which the covariance approaches its maximum (Howell, 1999). Since the study aims to describe the association between organisational climate and job satisfaction, life satisfaction and self–esteem, it was more appropriate to use correlation analysis to explain this relationship. In the present research, correlation between 0 and 0.30 was considered as weak, between 0.30 and 0.50 was considered as moderate, and higher than 0.50 was considered as strong (Rosenthal and Rosnow, 1991). Cronbach alphas must exceed 0.60, according to Pedhazur (1987) the traditionally accepted range of internal consistency reliability in behavioural research is about 0.50 to 0.80.

Partial correlation

To be able to estimate the influence of Loc on the relationship between the organisational climate and job satisfaction, life satisfaction and self esteem a partial correlation was used. A partial correlation coefficient quantifies the correlation between two variables (for example Organisational climate and job satisfaction) when conditioning on one or several other variables (De la Fuente, Bing, Hoeschele & Mendes, 2004).

T-Test

T-tests are used to compare data from one group with data from another group to determine if any statistically significant differences exist between the two (Howell, 1999). T-tests were used to assess whether there was significant differences in how internal or external locus of control individuals perceived their job satisfaction, life satisfaction, self-esteem and organisational climate. This was also done for the biographic variable of race and days worked.

Ethical considerations

The purpose and nature of the study was fully explained to respondents in the cover letter accompanying the questionnaires. The researcher made sure that the questions presented in the questionnaire did not create any discomfort for the respondent, by ensuring that the questions asked were not harmful, insulting or unnecessarily intrusive. The participants were informed in the cover letter that they were not obliged to disclose personal information they were not comfortable with. The researcher explained the voluntary nature of the research, allowing the respondents to withdraw from the study.

Issues of confidentiality and anonymity are very important to any type of research and particularly this research. Confidentiality and anonymity in the study was guaranteed, as the questionnaires did not ask any identifying information, such as the name, or identity number of the participants. Information such as the age, gender and race of the participants was only used for biographic groupings of the organisation as a whole; hence, feedback only contained group results and not individual perceptions. The researcher guaranteed that information provided by the responses would not put them at

a disadvantage in any way, by guaranteeing that only the researcher has access to the material collected.

The pilot study

The original life satisfaction 7-point likert scale with responses ranging from strongly agrees to strongly disagree. This scale was modified into a 4-point likert scale taking away the candidate ability to remain neutral. The same was done for the job satisfaction scale which also was also a 7-point-likert scale, with responses from extremely satisfied (1) to extremely dissatisfied (7).

Due to the modifications done to the original scales of life satisfaction and job satisfaction there was a need to test whether these changes would affect the variance of the scales. Hence a pilot study was conducted. The pilot study used five participants three of who were call centre operators, one working as a technician and one student. The sample consisted of three females and two males, with the age ranging between 20 to 35 years, two of the participants had a matric level of education, one had a diploma, one had a degree and one had postgraduate degree. Two of the participants had only been in their current organisation for a year, one had been there for two years and two had been there for six years. Two of the participants worked for five days in a week while the rest worked six days in a week. Hours worked by the participants ranged between 35 to 45 hours per week.

Additional questions were included in the questionnaire to assess how the participants viewed the questionnaire in general. These questions included how long did it take you to complete this questionnaire? How do you feel about the structure of the questionnaire? How difficult was it to understand the questions? How easy was it to understand the questions? How do you think about the length of the questionnaire? Do you think I could have done anything differently?

The majority of participants took 20 minutes to complete the questionnaire while one took 35 minutes. They were all confident about the structure of the questionnaire and had no difficulty in understanding the questions; two actually said that the questions

were very easy to understand. Two of the participants said that they thought the questionnaire was a bit too long, however most of them did not think that there was anything that could have been done differently in the questionnaire. The answers to these questions were then used to modify the questionnaire that was used in the study.

CHAPTER FIVE

RESULTS

This chapter will provide a summary of the results obtained from the research and statistical procedures utilised. First the chapter will discuss descriptive statistics, covering issues such as the response rate and sample demographics. Secondly the statistical analysis section will provide the preliminary findings, the cronbach alpha coefficients, and the summary statistics of the variables used in the study. Subsequently the results from Pearson's correlation coefficient that was used to test the relationships between the variables was provided. The results from the t-tests conducted to assess whether there are differences in the way internal and external LOC individuals perceive organisational climate, job satisfaction, life satisfaction and self esteem will then follow. This was followed by results from partial correlations to see whether Loc has an effect on the relationship between organisational climate and job satisfaction, life satisfaction and self esteem. And finally additional analysis results were reported for race and days worked demographic variable. For ease of reading and clarity the results of the statistical techniques that were used was presented in tables, which will also be briefly elaborated upon in text.

Descriptive Statistics

Out of hundred and fifty questionnaires distributed to the organisation a total of ninety-seven questionnaires were returned. The return rate was therefore 65%.

Sample demographics

The sample demographics pertain to the inbound call centre operators employed in the chosen organisation who participated in the research by completing and returning the distributed questionnaires. The sample was predominantly black males between the ages of twenty and thirty with an educational level of a matric, the majority have been working in the organisation for less than ten years and they work less than 30 hours a week for five days per week.

Statistical Analysis

Preliminary findings

Before proceeding with an analysis of the data, it is useful to consider the reliability of the instruments used. Cronbach coefficient alpha was used to test the reliability of the scales used. Cronbach coefficient alpha tests for measurement error and hence gives an estimate of the instruments' internal consistency (Rosenthal & Rosnow, 1991). Since locus of control was not used as a total scale the internal consistency was not calculated.

Table 2 provides the Cronbach coefficient alpha, mean and standard deviation, as well as the observed minimum and maximum for job satisfaction, life satisfaction self esteem, and organisational climate, including the five subscales of structure, responsibility, rewards, warmth and support.

Table 2: reliability estimate of scales and sub-scales

Variable	Cronbach coefficient alpha	Mean	Std deviation	Min	Max
Organisational climate scale	0.84	2.28	12.72	45	103
structure	0.61	2.15	4.24	8	29
responsibility	0.31	2.89	2.41	9	20
reward	0.71	1.92	2.38	4	15
warmth	0.59	2.41	3.60	5	20
support	0.74	2.01	2.89	5	16
job satisfaction	0.81	2.38	6.31	25	52
life satisfaction	0.81	2.33	3.14	5	18
Self esteem	0.71	1.94	4.04	13	32

The organisational climate scale had a reliability of 0.84 this shows that the scale has very strong reliability. Considering that the organisational climate scale had thirty-one items the minimum expected would be thirty-one with the maximum as hundred and twenty-four, however for this sample the minimum was forty-five and the maximum hundred and three with a mean per item was 2.28, which implies that with the responses between one to four the majority of the respondents selected 2. Since organisational climate has subscales, the inter-item correlation of the subscales was also tested on the dimensions used in the study. The dimension of structure had a cronbach coefficient alpha of 0.6 with a mean per item was 2.15 which implies that with the responses between one to four the majority of the respondents selected 2 and minimum of 1 and maximum of 4. The subscale of responsibility had a cronbach alpha of 0.3 with a mean per item was 2.89, which implies that with the responses between one to four the majority of the respondents selected 2. The subscale of reward had a cronbach alpha of 0.7, with a mean of 1.92 which implies that with the responses between one to four the majority of the respondents selected 2. The subscale warmth had a cronbach alpha of 0.4; with the mean per item was 2.41, which implies that with the responses between one to four the majority of the respondents selected 2. And finally the subscale of support had a cronbach coefficient alpha of 0.7; with the mean per item were 2.01, which imply that with the responses between one to four the majority of the respondents selected 2.

Considering that the organisational climate dimensions of responsibility and warmth had fairly low reliabilities, the results from these scales should be treated with caution, bearing in mind that they are a subscales of a reliable scale.

The job satisfaction scale with fifteen items produced a strong Cronbach coefficient alpha of 0.81. The expected minimum and maximum is 1 and 4, however for the present sample the minimum was 1 and maximum 4, with a mean per item was 2.38. The life satisfaction instrument with five items also produced a strong reliability coefficient of 0.81. The expected minimum and maximum is 1 and 4, however for the present sample the minimum was 1 and maximum 4, with the mean with a mean per item was 2.33. The self-esteem instrument with 10 items also produced an acceptable

reliability coefficient of 0.71. The expected minimum and maximum is 1 and 4, with the mean with a mean per item was 1.94.

Pearson coefficient correlation

To assess whether there is a relationship between organisational climate, job satisfaction, life satisfaction and self-esteem, Pearson coefficient correlations were conducted between the variables. Below is a table with a summary of the results obtained.

Table 3: correlation matrix for organisational climate, self-esteem, life satisfaction, and job satisfaction

	Self esteem	Life satisfaction	Job satisfaction	Organisational climate	Structure	Responsibility	Rewards	Warmth
Self esteem	_____							
life satisfaction	0.17	_____						
Job satisfaction	0.08	0.39**	_____					
Organisational climate	-0.01	0.27**	0.71**	_____				
Structure	0.04	0.10	0.58**	0.77**	_____			
Responsibility	-0.03	0.09	0.21*	0.45**	0.33**	_____		
Rewards	-0.05	0.17	0.61**	0.77**	0.45**	0.13	_____	
Warmth	0.17	0.26*	0.54**	0.75**	0.52**	0.24*	0.47**	_____
Support	-0.03	0.37**	0.47**	0.61**	0.22*	0.01	0.55**	0.46**

Pearson correlation coefficient (r); N. (number) of participants = 97

*Indicates significant correlation at $p<0.05$ level of significance.

**Indicates significant correlation at $p<0.01$ level of significance.

Table 3 summarises the results obtained from the Pearson's product-moment correlation coefficient. The above table indicates correlation coefficients of the life satisfaction scale and self-esteem, job satisfaction, organisational climate scale and its subscales at the 0.05 level of significance. Firstly, the table above indicates that there were no observed significant relationships between the variable of self-esteem and all the other variables at the 0.05 level of significance. Both life satisfaction and the dimension of warmth had a weak positive relationship with self-esteem. Which means experiences of high life satisfaction was weakly related to experiences of self esteem and warmth. In addition, there was an observed non-significant negative relationship between self-esteem and organisational climate (-0.01) and the subscales of responsibility (-0.03), rewards (-0.05) and support (-0.3). This means that there is a negative non-significant relationship between self-esteem and organisational climate, the climate of responsibility, rewards and support. Hence one may experience low self-esteem while the organisational climate is positive or favourable.

Secondly, there were no observed significant relationships between life satisfaction and self-esteem, the dimensions of structure, responsibility and rewards. A significant relationship was observed between life satisfaction and job satisfaction at the 0.01 level of significance. The relationship between life satisfaction and job satisfaction is positive and moderately strong (0.39), which means experiences of high life satisfaction, was moderately related to experiences of high job satisfaction. A correlation coefficient of 0.27 indicates that there is a positive weak to moderate relationship between the total organisational climate scale and life satisfaction at the 0.01 level of significance. Correlation coefficient of 0.37 indicates that there is a moderate and positive relationship between the life satisfaction and the organisational climate subscale of support at the 0.01 level of significance. There was also a weak to moderate positive relationship between life satisfaction and warmth (0.26) at the 0.05 level of significance.

Thirdly table 3 showed that except for self-esteem, there were significant positive relationships between all the other variables and job satisfaction. Most of the relationships were significant at the 0.01 level of significance, except the dimension of

responsibility which was significant the 0.05 level of significance. As already stated there is a positive and moderate relationship between life satisfaction and job satisfaction (0.39). A moderate to strong positive significant relationship was also observed for the dimension of structure (0.58), rewards (0.61), warmth (0.54) and support (0.47) and job satisfaction. A strong and positive relationship was observed between the total organisational climate scale (0.71) and job satisfaction. While significant, a positive weak relationship was found between job satisfaction and the organisational climate subscale of responsibility (0.21).

Assessing the effects of Locus of Control on the relationship between organisational climate, job satisfaction, life satisfaction and self esteem

To assess whether LoC affects the relationship between organisational climate and job satisfaction, life satisfaction and self esteem one first has to assess whether there was a difference with the way externals and internals perceived their organisational climate, job satisfaction, life satisfaction and self-esteem. An independent sample T-test was conducted to test whether there are any differences with how external and internally dispositioned individuals perceived these constructs. Firstly two independent sample t-tests were conducted with variables to find significant differences, and then a post hoc analysis was conducted to evaluate the nature of the relationship. Finally a correlation analyses with the effects of LoC partialed out was used to see if LoC affects the relationship between organisational climate and job satisfaction, life satisfaction and self esteem. A summary of the results obtained was provided below.

Results from the independent sample t-Test

As previous researches indicates that internals and externals experience and perceive the world differently, it is of vital importance to see whether this would be true for the present study. A two independent sample t-test was used to determine whether there were differences in the way internal or external locus of control perceived their organisational climate, job satisfaction, life satisfaction and self esteem differently.

Since the two independent sample t-test is a parametric test one first has to make sure that the variables being tested meet the assumptions for a parametric test. One way of doing this is by accessing the equality of variance of the variables being used. Therefore an equality of variance test was conducted, the test showed that all the variables had equal variance; hence it was appropriate to continue using the two independent samples T-test.

Table 4: T-test on the differences in outcome variables due to internal or external locus of control

variables	**T-value**	**P-value**
Self esteem	-0.34	0.73
Life satisfaction	1.34	0.18
Job satisfaction	3.07	0.002*
Organisational climate	2.59	0.01*
Dimension of structure	2.30	0.02*
Dimension of responsibility	1.52	0.13
Dimension of warmth	0.79	0.43
Dimension of rewards	2.62	0.01*
Dimension of support	0.66	0.51

*Indicates significance at $p<0.05$ level of significance.

Table 5: means and STD deviations of outcome variables by locus of control

variables	Locus of control	Mean	Std deviation
Job satisfaction	Internal	38.1	6.31
Job satisfaction	External	34.2	5.89
Organisational climate	Internal	77.2	11.86
Organisational climate	External	70.5	12.64
Self esteem	Internal	19.3	4.34
Self esteem	External	19.5	3.88
Life satisfaction	Internal	12.2	2. 8
Life satisfaction	External	11.3	3.3
Dimension of structure	Internal	18.91	4.10
Dimension of structure	External	16.91	4.17
Dimension of responsibility	Internal	14.94	2.58
Dimension of responsibility	External	14.17	2.28
Dimension of warmth	Internal	9.75	2.32
Dimension of warmth	External	9.36	2.42
Dimension of rewards	Internal	13.28	3.28
Dimension of rewards	External	11.36	3.61
Dimension of support	Internal	10.32	2.95
Dimension of support	External	9.92	2.88

N = Internal: 36; external: 61

The two independent samples t-test showed that there were no significant differences with regards to how internal Loc orientated people perceived their self-esteem, life satisfaction, dimension of responsibility, dimension of warmth and dimension of support in relation to external Loc orientated individuals. However the t-test indicated that there were significant differences with regard to how internal Loc orientated individuals perceived their job satisfaction and organisational climate. In addition to this internals and externals also seemed to differ on how they perceived the dimension of structure and rewards. These results are summarised in table 5 above which provides the t-values and p-values of the variables.

With regard to the dimension of structure and rewards although the difference is significant, it is very small. Another interesting finding was that although the difference is non-significant, individuals with internal Loc might tend to have higher self-esteem than their counter parts. Table 5 above provides results for the means and STD deviations of outcome variables by locus of control, as well as the lower and upper confidence level means for the variables with internal, external locus of control and the difference between the two.

Results from the partial Correlation

Table 6: partial Correlation matrix for organisational climate, self-esteem, life satisfaction, and job satisfaction with LoC partialed out (partial correlations in parentheses)

	Self esteem	Life satisfaction	Job satisfaction	Organisational climate	Structure	Responsibility	Rewards	Warmth
Self esteem	_____							
life satisfaction	0.17 (0.17)	_____						
Job satisfaction	0.08 (0.08)	0.39** (0.39**)	_____					
Organisational climate	-0.01 (-0.02)	0.27** (0.28**)	0.71** (0.71**)	_____				
Structure	0.04 (0.05)	0.10 (0.10)	0.58** (0.59**)	0.77** (0.77**)	_____			
Responsibility	-0.03 (-0.05)	0.09 (0.11)	0.21* (0.22*)	0.45** (0.45**)	0.33** (0.33**)	_____		
Rewards	-0.05 (-0.04)	0.17 (0.16)	0.61** (0.61**)	0.77** (0.78**)	0.45** (0.45**)	0.13 (0.14)	_____	
Warmth	0.17 (0.09)	0.26* (0.30**)	0.54** (0.58**)	0.75** (0.77**)	0.52** (0.55**)	0.24* (0.22*)	0.47** (0.51**)	_____

Support	-0.03 (-0.02)	0.37** (0.37**)	0.47** (0.47**)	0.61** (0.62**)	0.22* (0.22*)	0.01 (0.02)	0.55** (0.55**)	0.46** (0.51**)

Pearson partial correlation coefficient (r); N. (number) of participants = 97

*Indicates significant correlation at $p<0.05$ level of significance.

**Indicates significant correlation at $p<0.01$ level of significance.

To assess whether LoC has an effect on the relationship between organisational climate and job satisfaction, life satisfaction and self esteem a correlation with the effects of LoC partialled-out was conducted. Table 6 shows the results from these correlations. With regards to the relationship between organisational climate and self esteem there were no significant differences observed even with the effects of LoC partialed out. The same can be said about the relationship between self esteem and life satisfaction and job satisfaction. Hence there is no evidence to indicate that LoC has an effect on the relationship between self esteem and organisational climate, job satisfaction and life satisfaction.

With regards to the relationship between organisational climate and life satisfaction there were no significant differences between the correlation coefficients when LoC was partialed out and when it was not. The same can be said of the relationship between life satisfaction and job satisfaction. This indicates that there is no evidence to suggest that LoC has an effect on this relationship. However for the dimension of warmth a significant difference was observed, as the correlation with LoC partialed out indicated a 0.01 level of significance while when it was not partialed it was a 0.05 level of significance. With that said the difference was very small as it changed from 0.26* to 0.30**. Hence while it may be argued that locus of control has an effect on the relationship between the dimension of warmth and life satisfaction the influence is very small.

Finally with regards to the relationship between organisational climate and job satisfaction there were no significant differences between the correlation coefficients when LoC was partialed out and when it was not. This indicates that there is no evidence to suggest that LoC has an effect on the relationship between organisational climate and job satisfaction.

Secondary Analysis

In order to establish were the differences that where observed may have been due to biographic differences, Independent sample t-tests were conducted with all the biographic variables. The following will provide a summary of the independent sample t-test results, and then concentration was placed on those variables that showed significant differences in the t-tests. As the hours worked per week variable had three sublevels, the author decided that the breaking the sublevels into two will result in a skewed and possibly inaccurate view of the population hence it was left out of the t-test analyses.

Race

An independent sample t-test was conducted to assess whether there are differences in terms of how different races perceive their organisational climate and how this contributes to the relationship between organisational climate and job satisfaction, life satisfaction and self esteem.

An equality of variance test was also conducted in this instance to see whether it would be appropriate to use a parametric t-test. The test showed that all the variables had equal variance, except for the organisational climate subscale of rewards. Hence it was appropriate to continue using the t-test for those variables that have equal variance. For the subscale of rewards however the non-parametric Satterthwaite test was used.

Table 7 below summaries the results from the t-test, it provides the t-values and p-values of the variables. The independent t-test showed that there were no significant differences with regards to how different races perceived their organisational climate and most of the subscales, job satisfaction, life satisfaction and self-esteem. However the T-test indicated that there were significant differences with regard to how blacks and whites individuals perceived the rewards and support they receive from their environment.

To be able to state the nature of the difference a post hoc test was conducted. The results indicated that black individuals are more likely to have a positive perception of the rewards and the amount of support they receive from their work environment than their white counter parts. Table 8 below provides results from the means and STD deviations of outcome variables by race.

Table 7: T-test on the differences in outcome variables due to race

Variables	**T-value**	**P-value**
Organisational climate	1.03	0.30
Self esteem	-0.97	0.33
Life satisfaction	-0.21	0.83
Job satisfaction	0.64	0.53
Dimension of structure	0.47	0.64
Dimension of responsibility	-1.31	0.19
Dimension of warmth	1.26	0.21
Dimension of rewards	1.85	0.07
Dimension of support	2.39	0.02*

*Indicates significant at $p<0.05$ level of significance.

**Indicates significant at $p<0.01$ level of significance.

Table 8: means and STD deviations of outcome variables by race

variables	Race	Mean	Std deviation
Organisational climate	Black	73.48	12.61
Organisational climate	white	69.27	13.56
Self esteem	Black	19.29	3.99
Self esteem	white	20.54	4.43
Life satisfaction	Black	11.60	3.22
Life satisfaction	white	11.82	2.56
Job satisfaction	Black	35.83	6.19
Job satisfaction	white	34.54	7.35
Dimension of structure	Black	17.72	4.02
Dimension of structure	white	17.09	5.4
Dimension of responsibility	Black	14.34	2.42
Dimension of responsibility	white	15.35	2.28
Dimension of warmth	Black	9.61	2.37
Dimension of warmth	white	8.65	2.39
Dimension of rewards	Black	12.201	3.77
Dimension of rewards	white	11.061	1.54
Dimension of support	Black	10.314	2.89
Dimension of support	white	8.1455	2.26

N = black 86

White 11

The variable of days worked per week.

The diagram below represents how the relationship between organisational climate, job satisfaction, life satisfaction, and self-esteem, is expected to be with the inclusion of days worked per week. An independent sample t-tests was conducted to assess whether there are differences in terms of how individuals working different days a week perceive their organisational climate and how this contribute to the relationship between organisational climate and job satisfaction, life satisfaction and self esteem.

An equality of variance test was also conducted in this instance to see whether it would be appropriate to use a parametric t-test. The test showed that all the variables had equal variance, except for the Job satisfaction. Hence it was appropriate to continue using the T-test for those variables that have equal. For Job satisfaction however the non-parametric Satterthwaite test was used.

The independent t-test showed that there were no significant differences with regards to how individuals working different numbers of days per week perceive their self-esteem, organisational climate and most of the organisational climate subscales. However the t-test indicated that there were significant differences with regard to how individuals working different numbers of days per week perceive their job satisfaction, life satisfaction and organisational climate subscale of responsibility. The table 9 below provides the t-values and p-values of the variables.

The test indicated that individuals who work for five days per week are more likely than their counterparts who work more than five days per week to feel higher level of job satisfaction, life satisfaction and perceived responsibility at work. Table 10 above provides results for the means and STD deviations of outcome variables by days worked per week, as well as the lower and upper confidence level means for the variables.

Table 9: T-test on the differences in outcome variables due to the variable of days worked per week.

Variables	**T-value**	**P-value**
Organisational climate	0.47	0.64
Self esteem	1.21	0.23
Life satisfaction	2.07	0.04*
Job satisfaction	2.32	0.02*
Dimension of structure	0.13	0.89
Dimension of responsibility	2.33	0.02*
Dimension of warmth	-0.66	0.51
Dimension of rewards	1.01	0.31
Dimension of support	-0.69	0.49

*Indicates significant at $p<0.05$ level of significance.

Table 10: means and STD deviations of outcome variables by the variable of days worked per week

variables	Days	Mean	Std deviation
Organisational climate	Days 1	73.12	12.62
Organisational climate	Days 2	69.6	18.53
Self esteem	Days 1	19.52	4.06
Self esteem	Days 2	16.67	2.31
Life satisfaction	Days 1	11.74	3.11
Life satisfaction	Days 2	8	1.73
Job satisfaction	Days 1	35.74	6.40
Job satisfaction	Days 2	34.19	0.16
Dimension of structure	Days 1	17.66	4.26
Dimension of structure	Days 2	17.33	4.04
Dimension of responsibility	Days 1	14.56	2.38
Dimension of responsibility	Days 2	11.33	0.58
Dimension of warmth	Days 1	9.48	2.33
Dimension of warmth	Days 2	10.4	4.16
Dimension of rewards	Days 1	12.14	3.58
Dimension of rewards	Days 2	10	4.33
Dimension of support	Days 1	10.032	2.91
Dimension of support	Days 2	11.2	2.77

N: 5 days worked per week =94

More than 5 days worked per week=3

In conclusion, this chapter has presented a summary of the research findings. In responding to the first research question a Pearson's correlation coefficient was used. The correlation analysis indicated that there is a strong and positive relationship between organisational climate including its dimensions and job satisfaction. The results also indicated that there is a significant weak positive relationship between organisational climate including its dimensions and life satisfaction. However the results indicated that there was no significant relationship between organisational climate including its dimensions and self esteem.

To respond to the second research question two statistical instruments were used the independent sample t-test and the partial correlation coefficient. The results from the t-test indicated that no significant differences were found with regards to how internal Loc orientated individuals perceived their self-esteem, life satisfaction, dimension of responsibility, dimension of warmth and dimension of support in relation to external Loc orientated individuals. However the t-test indicated that there were significant differences with regard to how internal Loc orientated individuals perceived their job satisfaction and organisational climate. The same was observed for the dimension of structure and rewards.

To check whether the results of the two research questions have been influenced other factors not necessarily in the study's focus, t-test were conducted on all the demographic variables. Only the results of significant relationships have been summaries in this chapter. Significant differences where observed on the demographics of Race and days worked. The next chapter will discuss these findings with reference to the research objectives and literature review.

CHAPTER SIX:
DISCUSSION

The call centre industry has bloomed over the past decades or so in South Africa as companies embrace the advancement of technology. These new forms of working have various implications for the people employed in them. Academic research into call centres in South Africa is somewhat limited, as the bulk of the research in the area has focused mainly on the importance of call centres to organisations in terms of their ability to attract foreign investment. Hence there has been limited research concerning the actual nature and the quality of work in call centres.

There has been quite a negative perception regarding the experience of work in call centres, in light of dominant image of harsh regimentation, surveillance and control employed by management of call centres. These clearly have an impact on how call centre agents perceive their organisational climate. The implications that arise as a result of call centre agents' perceptions and experience of organisational climate is often overlooked. Indeed, the organisational climate of any organisation has an important consequence for individuals working in it. In light of this, the current research sought to investigate the implications of the call centre environment on employee well-being, by focusing on the relationship that can be observed between organisational climate and job satisfaction, life satisfaction and self esteem.

The current research also sought to understand whether there maybe other factors contributing to this relationship, such as the amount of control an individual believes to have over their circumstances and environment as a whole. Therefore the research investigated whether Locus of Control has an effect on the relationship between organisational climate and job satisfaction, life satisfaction and self esteem.

Thus far this study has presented relevant literature, outlined the methodology that was used and reported all the results obtained. This chapter is hence dedicated to the discussion of the results and will attempt to draw a link between the theoretical argument presented in the literature review and the results in order to illustrate how the aims of the research were met. The aim of the study was to explore the association between the organisational climate, job satisfaction, life satisfaction and self esteem,

and to investigate whether Loc has an effect on the relationship between organisational climate, job satisfaction, life satisfaction and self esteem.

Firstly the reliability of the scale was discussed. The main findings will answer the two research questions set up in chapter 2. The first question which is whether there a relationship between organisational climate and job satisfaction, life satisfaction, and self-esteem in a call centre was answered by discussing the results obtained from correlation conducted and reported in chapter 4 of this report. The second question which is whether locus of control affects the relationship between organisational climate and job satisfaction, life satisfaction, and self-esteem in a call centre was answered by discussing the results from the t-test and correlations conducted and also already reported in chapter 4. The demographics that were valued as influencing the relationship between these constructs were looked at as secondary findings of the study.

Reliability of scales

The reliability of the scales used were very strong as it ranged from between 0.71 for self-esteem, 0.81 for life satisfaction and job satisfaction and 0.84 for organisational climate. With regards to the organisational climate subscales the inter-item correlation ranged from moderately strong to strong with the dimension ranging from 0.59 for the dimension of warmth, 0.61 for the dimension of structure, 0.71 for the dimension of reward and 0.74 for the dimension of support. With such strong reliability one can interpret the finding of the research with confidence. However the dimension of responsibility had a Cronbach alpha of 0.31 which is weak to moderate hence given this limitation, the analyses should be carefully noted with regards to the climate of responsibility.

Main findings

Research question 1: Is there a relationship between organisational climate and job satisfaction, life satisfaction, and self-esteem in a call centre?

To be able to answer the first research question the study used Pearson's product-moment correlation coefficient to analyse the correlation between organisational climate, job satisfaction, life satisfaction and self esteem.

Organisational climate and job satisfaction

With regards to the relationship between organisational climate and job satisfaction, a moderate to strong positive significant relationship was also observed for the total organisational climate and the dimensions. A strong and positive relationship was observed between the total organisational climate scale and job satisfactions (0.71) at the 0.01 level of significance. This is with agreement with previous research on organisational climate which have reported a positive relationship between organisational climate and Job satisfaction.

A fairly strong positive significant relationship was observed between job satisfaction and dimension of rewards (0.61) at the 0.01 level of significance. Previous research has reported that call centre employees are usually extrinsically satisfied by such factors as pay, work conditions and the work itself. Hence it is fitting that one's perceptions of the rewards present in their environment will be related to their Job satisfaction. In call centre environments rewards are based on statistical information to determine how well a call centre agent has interacted with a customer, even then call centre agents may have the perception that the rewards are not rewarded relative to their inputs. Hence call centre agents develop low job satisfaction in response to this.

A moderate to strong positive significant relationship was observed between job satisfaction and dimension of structure (0.58) at the 0.01 level of significance. Considering that a call centre is based on standardised and strictly controlled tasks, with constant surveillance, one may conclude that such an environment presents the individual with a lot of red tape to get anything done, and hence will be related to

whether they are satisfied with the job. The fact that this relationship is positive indicates that when the individual perceives their organisational climate structure to be positive they are more likely to have higher job satisfaction. This is in line with previous research done by Rahamat (2001) which reported that the overall, employees experienced management practices as a means for disciplining and controlling them rather than fostering improvements in their performance.

A moderate to strong positive significant relationship was observed between job satisfaction and dimension of warmth (0.54) at the 0.01 level of significance. Research conducted by Rose and Wright (2005) in a call centre environment reported that emotional pressure emerged as a significant dimension of control underpinning factors influencing upon job satisfaction. The strict control against call centre operators talking to each other inhibits opportunities to talk to fellow co-workers or develop friendships, therefore reducing the perception of a warm environment in the call centre. There are measures put in place to ensure that call centre agents don't form very string bond with their co workers such as splitting up team members who appear to be getting attached to each other, and constantly rotating team members so agents continuously work with new people. With this in mind it may be argued that the experience of a warm call centre environment is reduced.

A moderate positive significant relationship was observed between job satisfaction and dimension of support (0.47) at the 0.01 level of significance. There has been no previous research to support these finding, however it is expected that with high level of control and surveillance there is minimum support received from superiors to call centre agent. It may be argued that the performance management system used in call centre makes it difficult for managers to establish a supportive relationship with the call centre agents.

A weak significant relationship was found between job satisfaction and dimension of responsibility (0.21) at the 0.05 level of significance. While the relationship is weak it is in line with what other researches have reported as the concluded that the standardisation and routenisation of all aspects of the interactive elements of the job

undermine the operators' ability to exercise autonomy in anyway. Call centre agents working in an in bound environment usually have no control over their work, they have no control on whether or not to respond to a call, how many calls to respond to and how much time to spend on each call as this is all monitored and controlled by their managers.

Organisational climate and life satisfaction

A positive relationship was also observed between life satisfaction and organisational climate including some of the dimensions, namely the dimension of warmth and the dimension of support. A positive, weak significant relationship was observed between life satisfaction and organisational climate (0.27) at the 0.01 level of significance. While weak a positive relationship between organisational climate and life satisfaction affirms that an environment one works in is related to one's overall satisfaction with life. As there are no previous research supporting this it might be of interest for future research to further explore this relationship.

A positive, weak significant relationship was observed between life satisfaction and the dimension of warmth (0.26) at the 0.05 level of significance and a positive, moderate significant relationship was observed between life satisfaction and the dimension of support 0.37 also at the 0.01 level of significance. Considering that the call centre has been structured in such a way that once a call centre agent has logged into the system, they have to work continuously with a few, short scheduled time-outs to go to the bathroom or grab a quick bite, and there are "performance inspectors" who ensure that there is no laxity it is understandable that this relationship would exist. As with this type of structure there can be very little interactions between the call centre agents as well as with superiors. Research conducted by Russell, (2005) reported that call centre agents who had close friendships at work stated that having such friend made the job better as they would motivate each other. It may therefore be argued that having such close interactions within a call centre environment will lead to a higher life satisfaction.

There were no significant relationships observed between life satisfaction and the dimensions of structure. Hence there is insufficient evidence to argue that there is relationship between life satisfaction and the dimension of Structure. Therefore, this study cannot make any conclusive statement about the relationship between life satisfaction and the dimension of structure. This is in contrast with a previous study by Perho and Kohonen (1992) which concluded that high life satisfaction has been associated with physical health, high morale and sense of control.

There were no significant relationships observed between life satisfaction and the dimensions of responsibility. Hence there is insufficient evidence to argue that there is relationship between life satisfaction and the dimension of Responsibility. Therefore, this study cannot make any conclusive statement about the relationship between life satisfaction and the dimension of responsibility

Organisational climate and self esteem

There was no observed significant difference between organisational climate and its dimensions and self esteem. Hence there is insufficient evidence to conclude that there is relationship between self-esteem and organisational climate. As there has been no previous research looking at this relationship, future research should further explore these findings to ascertain whether the results will be maintained. Considering that self esteem is a personality variable it is not surprising that the results indicated no relationship between organisational climate and self esteem. This finding contradicts with other literature on the self esteem that stipulated that self esteem is influenced by the context one finds themselves.

Research question 2: How does locus of control affect the relationship between organisational climate and job satisfaction, life satisfaction, and self-esteem in a call centre?

To be able answer the second question the study used two kinds of statistical analyses firstly the independent sample t-test to assess whether there are any differences in how internal and external LOC dispositioned individuals perceive their organisational climate, job satisfaction, life satisfaction and self esteem. And finally a Pearson's coefficient alpha with the effects of Loc partial out of the equation. This section will provide a discussion of the findings from these analyses.

The effects of Locus of Control on Organisational Climate and Job Satisfaction

The results from the t-test indicated that there were significant differences with regard to internals and externals also seemed to differ on how they perceived their organisational climate the dimension of structure and rewards, while there were no significant differences observed with the other organisational climate subscales. Further more the t-test indicated that individuals with internal LOC were most likely than their counter parts to have a positive perception of their organisational climate.

Previous research has revealed that people with internal and external locus of control behave differently in organisational settings (Kinicki & Vecchio, 1994; Furnham & Steele, 1993; O'Brien, 1983). According to Spector (1982), individuals with an internal LOC disposition are likely to exert great control over their work setting, if they believe that this will lead to desired rewards.

The results from the t-test indicated that there were significant differences with regard to how internal LOC orientated individuals perceived their job satisfaction. The results indicated that individuals with internal LOC were most likely than their counter parts to have high job satisfaction. This is in line with previous research by O'Brien, (1983) and Spector, (1982) which have reported that individuals with internal locus of control tended to have higher job satisfaction.

Finally with regards to the relationship between organisational climate and job satisfaction there were no significant differences between the correlation coefficients when LoC was partialed out and when it was not. Therefore there is no evidence to suggest that LoC has an effect on the relationship between organisational climate and job satisfaction.

The effects of Locus of Control on Organisational Climate and Life Satisfaction

The results from the t-test showed that there were no significant differences with regards to how internal LOC orientated people perceived their life satisfaction in relation to external LOC orientated individuals. This is contrast with previous research that has concluded that Personality variables such as psychological resilience, assertiveness, empathy, internal locus of control, extraversion, and openness to experience were found to be related to life satisfaction.

Furthermore with regards to the relationship between organisational climate and life satisfaction, the results from the Pearson's correlation coefficient with the effects of LoC partialed out indicated that there were no significant differences between the correlation coefficients when LoC was partialed out and when it was not. Hence there is no evidence to suggest that LoC has an effect on this relationship.

However for the dimension of warmth a significant difference was observed, although very weak changing from 0.26 at the 0.05 level of significance to 0.30 at the 0.01 level of significance. Therefore while it may be argued that locus of control has an effect on the relationship between the dimension of warmth and life satisfaction the influence is very small.

The effects of Locus of Control on Organisational Climate and Self Esteem

The results from the t-test showed that there were no significant differences with regards to how internal LOC orientated people perceived their self-esteem in relation to external LOC orientated individuals. Furthermore with regards to the relationship between and self esteem and organisational climate, the results from the Pearson's

correlation coefficient with the effects of LoC partialed out indicated that there were no significant correlations observed. Hence there is no evidence to indicate that LoC has an effect on the relationship between self esteem and organisational climate.

Secondary findings

At this stage it is important to mention that all the demographic variables were analysed to see whether the have an effect on the studied relationship. The results indicated that Most of the demographic variables had no significant results, therefore it is unnecessary to discuss the findings of these results. For the demographic variables of Days worked and Race however there were significant results reported, therefore this section will focus of a discussion for these two variables.

Days worked per week

The t-test indicated that there were significant differences with regard to how individuals working different numbers of days per week perceive their job satisfaction, life satisfaction and organisational climate subscale of responsibility. The test indicated that individuals who work for five days per week are more likely than their counterparts who work more than five days per week to feel higher level of job satisfaction, life satisfaction and perceived responsibility at work.

The independent t-test showed that there were no significant differences with regards to how individuals working different numbers of days per week perceive their self-esteem, organisational climate and most of the organisational climate subscales. Therefore there is insufficient evident to conclude that the number of hours an individual works in a week is related to their self esteem.

Race

The independent t-test showed that there were no significant differences with regards to how different races perceived their organisational climate and most of the subscales, job satisfaction, life satisfaction and self-esteem. The t-test indicated that there were significant differences with regard to how blacks and whites individuals perceived the rewards and support they receive from their environment. The results indicated that

black individuals are more likely to have a positive perception of the rewards and the amount of support they receive from their work environment than their white counter parts.

CHAPTER SEVEN
CONCLUSION

The call centre industry experienced a boom over the past four decades as companies continuously see the value of the technology offered by call centres. Some of the benefits the business gains from the use of call centres include cutting costs and increased profits. However benefits to individuals working in call centres is not that obvious. Call centres have been labelled with such nicknames as electronic sweatshops as they are characterised by poor working conditions, as individuals have to perform extremely routine tasks under extreme surveillance and harsh performance management systems. Such an environment has implications for the well-being of individuals working in them. Previous research has indicated a relationship between organisational climate and employee well-being. While this environment is viewed as toxic individuals continuously enter into it and some prosper than other, which brings into question whether the amount of control an individual perceives to have over his/her environment has any effect on their perception of the organisational climate. The main aim here is that work can be redesigned to benefit both the organisation and employees' needs in the workplace.

Therefore the aim of the current study is to investigate the organisational climate apparent in call centres, also looking at the relationship this construct has with Job Satisfaction, Life satisfaction and self esteem for call centre agents. The current research will also look at whether Locus of Control has an effect on this relationship. The findings of this research prove invaluable in its attempt to create awareness of the nature of work activities and quality of work life of call centre agents.

The sample consisted of 97 call centre agents working in Johannesburg, South Africa. The results indicate the is a strong positive relationship between organisational climate including its subscales and Job Satisfaction, a weak positive relationship between organisational climate and its subscale and Life satisfaction, while there was no observed relationship between organisational climate and self esteem. Furthermore the results indicated that Locus of Control does not moderate the relationship between organisational climate and job satisfaction, life satisfaction and self esteem.

Limitations of the current research

Various limitations have been identified concerning the present study, which may have influenced the results of this study in a spurious manner. These limitations were discussed in the following order: the method, and measuring instrument.

The method

A non-experimental cross-sectional design was utilised in the present study. This is a limitation as no casual interpretation can be considered (Neumann, 1997). Hence, this research merely provides a snapshot of the situation and fails to engage with the dynamics that may be present in such a relationship. While longitudinal research on the other hand allows for more holistic and meaningful results (Amphora, 1993).

The second limitation arose from the fact that the study utilised a self-report measure in terms of a questionnaire to collect data. This relies on the assumption that respondents answer the questionnaires both accurately and honestly. Nevertheless, this type of response is susceptible to bias as respondents may answer questions in a socially acceptable manner, which may not be congruent with their true views (Christensen, 1988). In addition, this type of report is also susceptible to non-response bias, where respondents chose not to return the questionnaires. As their inward motivations are unknown, there cannot be a guarantee that the sample is fully representative of the present population.

Thirdly the research only used a quantitative form of measurement, which may have yielded less about the variable being measured than a qualitative form of measurement would have, which if used would have allowed for a more in depth understanding to be gained.

Finally the specificity in terms of the sample may have an affects the on the generalisability of the study. The sample for the present study consisted of inbound call centre agents, hence the results can not be generalised to the rest of the call centres which may also be outbound. In additions to this the nature of the study implies that the results can only be generalised to call centre environments and not the broader working environment.

Measuring instruments

The fact that some of the organisational climate dimensions used to measure the construct had low reliability means that the results obtained from them should be treated with caution.

Recommendations for future research

The following recommendations for future research emerged from the findings and limitations of the study.

- A qualitative study should be conducted to investigate the relationship between organisational climate and job satisfaction, life satisfaction and self-esteem. This approach will help to capture and discover meanings that form the basis of such a relationship.
- Future research could expand the current research to both inbound and outbound call centres experience and perceptions of their organisational climate, and involve a comparison between the two would prove to be invaluable.
- In the present study most of the biographic details of the sample were shown to be insignificant in terms of their effect on the results. Future research should investigate whether this is true of other call centre environments.
- It may also be of value to conduct a longitudinal study to investigate whether the findings of the current research remain the same over time.
- Future research can focus on whether internal and external LoC oriented individual experience the call centre environment, and whether this is related to their well-being.

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Appendix A: Subject Information Sheet (Questionnaire Based Research)



School of Human and Community Development
Private Bag 3, Wits 2050, Johannesburg, South Africa
Tel: (011) 717-4500 Fax: (011) 717-4559
Email: 018lucy@muse.wits.ac.za

Dear Sir/Madam

My name is Thandi Dladla, and I am conducting research in partial fulfilment of a Masters degree at the University of the Witwatersrand. The aim of the study is to examine the psychological effects of personal locus of control (i.e. the extent to which a person feels that hey have control of what happens) on the relationship between organisational climate and job satisfaction, life satisfaction, and self-esteem in a call centre. Some individuals may work better in call centre environment; it may be argued that this depends on their personal characteristic. Locus of control is viewed as one of these characteristics. I here by extend an invitation your participation in this research.

Participation in this research will entail completing the attached questionnaire. The questionnaire will take approximately 40 minutes to complete. 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 participant's attitudes and perceptions, no identifying information, such as participant's name or I.D. number, is asked, hence participants will remain anonymous. A box will be provided in an accessible are in the organisation for completed questionnaires to be deposited. I will collect questionnaires from this box at regular intervals to make sure that any person in this organisation at any time does not see the questionnaires. Therefore, the information gathered from the questionnaire will be kept confidential. Returning your questionnaire, will be considered consent to participate in the study.

Feedback given to the organisation will be in the form of group responses and not individual perceptions, only general trends will be reported. A summary of the research findings will be made available to participants upon request.

Yours sincerely

_____

Ms Thandi Dladla
Cell number: 084 074 4642
E-mail address: dladlat@gmail.com

APPENDIX B

Please answer the following questions about yourself by putting a cross in the appropriate box or filling in the space provided.

Age: _____

Race:

Black	White	Coloured	Indian

Gender:

M		F	

Education level:

Matric	Diploma	Degree	Post graduate degree

Number of years in the organisation: _____

Days worked per week: _____

Hours worked per week: _____

SECTION 1

Please indicate your level of agreement or disagreement with the following statements that may be related to your work environment by putting a cross in the appropriate box.

	definitely agree	**Inclined to agree**	**Inclined to disagree**	**definitely disagree**
1) The jobs in this organisation are clearly defined and logically structured.				
2) In this organisation, it is sometimes unclear who has the formal authority to make decisions.				
3) The policies and organisational structure have been clearly explained.				
4) Red-tape is kept to a minimum in this organisation.				
5) Excessive rules, administrative details, and red- tape make it difficult for new and original ideas to receive consideration.				
6) Our productivity sometimes suffers from lack of organisational planning.				
7) In some of the projects I have been on, I have not been sure exactly who my boss was.				
8) Our management is not so concerned with formal organisation and authority, but concentrates on getting the right people together for the job.				
9) We do not rely too heavily on individual judgement in this organisation; almost everything is double-checked.				
10) Around here, management resents you checking everything with them; if you think you have the right approach you just go ahead.				
11) Supervision in this organisation is mainly a matter of setting guidelines for your subordinates; you let them take responsibility for the job.				
12) You will not get ahead in this organisation unless you stick your neck out and try things on your own sometimes.				
13) Our philosophy emphasises that people should solve their problems themselves.				
14) There are an awful lot of excuses around here when someone makes a mistake.				
15) One of the problems in this organisation is that individuals won't take responsibility.				
16) A friendly atmosphere prevails among the people in this organisation.				
17) This organisation is characterised by a relaxed, easy-going working climate				
18) Its very hard to get to know people in this organisation.				
19) People in this organisation tend to be cool and aloof towards each other.				
20) There is a lot of warmth in the relationships between management and workers in this organisation.				

21) We have a promotion system that helps the best man rise to the top.				
22) In this organisation the rewards and encouragement you get usually outweigh the threats and criticism.				
23) In this organisation people are rewarded in proportion to the excellence of their job performance.				
24) There is a great deal of criticism in this organisation.				
25) There is not enough reward and recognition given in this organisation for doing good work.				
26) If you make a mistake in this organisation you will be punished.				
27)You don't get sympathy from management in this organisation if you make a mistake				
28) Management makes an effort to talk with you about your career aspirations within the organisation.				
29) People in this organisation do not really trust each other.				
30) The philosophy of our management emphasises the human factor, i.e. how people feel etc				
31) when I am on a difficult assignment I can usually count on getting assistance from my boss and co-workers				

SECTION2

Please indicate your level of agreement or disagreement with the following statements related to your attitude about yourself and life in general by putting a cross in the appropriate box.

	strongly disagree	**disagree**	**agree**	**strongly agree**
1) On the whole, I am satisfied with myself.				
3) At times I think I am no good at all				
3) I feel that I have a number of good qualities.				
4) I am able to do things as well as most other people.				
5) I feel I do not have much to be proud of.				
6) I certainly feel useless at times				
7) I feel that I'm a person of worth, at least on an equal plane with others				
8) I wish I could have more respect for myself.				
9) All in all, I am inclined to feel that I am a failure				
10) I take a positive attitude toward myself.				
11) In most ways my life is close to my ideal.				
12) The conditions of my life are excellent				
13) I am satisfied with life.				
14) So far I have gotten the important things I want in life.				
15) If I could live my life over, I would change almost nothing				

SECTION 3

Please indicate your level of satisfaction or dissatisfaction with the following statements related to work, by putting a cross in the appropriate box.

	generally dissatisfied	**dissatisfied**	**satisfied**	**extremely satisfied**
1) The physical work condition				
2) The freedom to choose your own method of working				
3) Your fellow workers				
4) The recognition you get for good work.				
5) Your immediate boss				
6) The amount of responsibility you are given.				
7) Your rate of pay.				
8) Your opportunity to use your abilities.				
9) Industrial relations between management and workers in your firm.				
10) Your chance of promotion.				
11) The way your firm is managed.				
12) The attention paid to suggestions you make.				
13) Your hours of work.				
14) The amount of variety in your job.				
15) Your job security.				

SECTION 4

Please read the following statements that may be related to your belief about the world. Then indicate your preference by circling either A or B.

1. A B.	Many of the unhappy things in people's lives are partly due to bad luck. People's misfortunes result from the mistakes they make.
2.A B	One of the major reasons why we have wars is because people do not take enough interest in politics. There will always be wars, no matter how hard people try to prevent them.
3.A B	In the end people, get the respect they deserve in this world. Unfortunately, an individual's worth often passes unrecognized no matter how hard he tries.
4.A B	The idea that teachers are unfair to students is nonsense. Most students do not realize the extent to which their grades are influenced by accidental happenings.
5. A. B.	Without the right breaks, one cannot be an effective leader. Capable people who fail to become leaders have not taken advantage of their opportunities.
6. A. B.	No matter how hard you try, some people just do not like you. People who cannot get others to like them do not understand how to get along with others.
7. A. B.	I have often found that what is going to happen will happen. Trusting fate has never turned out as well for me as making a decision to take a definite course of action.
8. A. B.	In the case of the well-prepared student there is rarely, if ever, such a thing as an unfair test. Many times, exam questions tend to be so unrelated to course work that studying is useless.
9. A B.	Becoming a success is a matter of hard work; luck has little or nothing to do with it. Getting a good job depends mainly on being in the right place at the right time.
10. A. B.	The average citizen can have an influence in government decisions. The few people in power run this world, and there is not much the little guy can do about it.
11. A B.	When I make plans, I am almost certain that I can make them work. It is not always wise to plan too far ahead because many things turn out to be a matter of good or bad fortune any how.
12. A. B.	In my case, getting what I want has little or nothing to do with luck. Many times, we might as well decide what to do by flipping a coin.
13. A.	Who gets to be the boss often depends on who was lucky enough to be in the right place first.

B	Getting people to do the right thing depends upon ability - luck has little or nothing to do with it.
14. A. B.	As far as the world affairs are concerned, most of us are the victims of forces we can neither understand, nor control. By taking an active part in political and social affairs, people can control world events.
15. A B.	Most people do not realize the extent to which their lives are controlled by accidental happenings. There really is no such thing as "luck."
16. A. B.	It is hard to know whether or not a person really likes you. How many friends you have depends upon how nice a person you are.
17. A. B.	In the end, the bad things that happen to us are balanced by the good ones. Most misfortunes are the result of lack of ability, ignorance, laziness, or all three.
18. A. B.	With enough effort, we can wipe out political corruption. It is difficult for people to have much control over the things politicians do in office
19. A. B.	Sometimes I cannot understand how teachers arrive at the grades they give. There is a direct connection between how hard I study and the grades I get.
20. A. B.	Many times, I feel that I have little influence over the things that happen to me. It is impossible for me to believe that chance or luck plays an important role in my life.
21. A. 21. B.	People are lonely because they do not try to be friendly. There is not much use in trying too hard to please people, if they like you, they like you.
22. A. B.	What happens to me is my own doing. Sometimes I feel that I do not have enough control over the direction my life is taking.
23. A. B.	Most of the time I cannot understand why politicians behave the way they do. In the end, people are responsible for bad government on a national as well as on a local level.

Thank you for your time and cooperation!

Appendix C: Company letter (Questionnaire Based Research)



School of Human and Community Development
Private Bag 3, Wits 2050, Johannesburg, South Africa
Tel: (011) 717-4500 Fax: (011) 717-4559
Email: 018lucy@muse.wits.ac.za

Dear Sir/Madam
My name is Thandi Dladla and I am conducting research in partial fulfilment of a Masters degree at the University of the Witwatersrand. The purpose of writing you this letter is to request permission to conduct my research project in your company.

The aim of the study is to examine the psychological effects of personal locus of control (i.e. the extent to which a person feels that hey have control of what happens) on the relationship between organisational climate and job satisfaction, life satisfaction, and self-esteem in a call centre. Some individuals may work better in call centre environment; it may be argued that this depends on their personal characteristic. Locus of control is viewed as one of these characteristics. I here by extend an invitation your participation in this research.

Apart from being part of my degree requirement, this research may add to a larger body of knowledge on perceptions of organisational climate, as well as to your organisation's understanding of the workplace dynamics. This can help to inform the development of policies and procedures.

The employees' participation in this study will entail filling out a questionnaire, at a time convenient to the participants. The questionnaire should take approximately 40 minutes to complete. Participation is voluntary, and no employee will be prejudiced in anyway for choosing to participate or not participate in this study. The completed questionnaires will treated as confidential, as only I will have access to the information provided. The findings will report general trends and no individual perceptions. Upon completion of the study, the organisation will receive a summary of the findings. The name of the organisation will remain confidential.

Please indicate your permission by signing the attached consent form.

Yours sincerely

_____

Ms Thandi Dladla
Cell number: 084 074 4642
E-mail address: dladlat@gmail.com

APPENDIX D: Company Consent Form



School of Human and Community Development
Private Bag 3, Wits 2050, Johannesburg, South Africa
Tel: (011) 717-4500 Fax: (011) 717-4559
Email: 018lucy@muse.wits.ac.za

I _____ in my capacity as _____ hereby give permission to Ms Thandi Dladla, to request employees from this organisation participate in her research study on the effects of locus of control on the relationship between organisational climate and job satisfaction, life satisfaction, and self-esteem.

The purpose of the study was explained to me and I fully understand all the procedures involved. I understand that the participation by employee's in this study is voluntary and that they may refuse to answer any questions they would prefer not to. The employee's rights to withdraw from participation in the study were explained to me. I was also assured that no information that may identify them would be included in the research report, and their responses will remain confidential. In addition, the name of this organisation will remain confidential.

Signed…….On this day…….
At ……