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EMPLOYEE SATISFACTION IN A LARGE MOTOR
DISTRIBUTION AND SERVICE COMPANY

Lawrence Schlemmer

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DURBAN**

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Durban.

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1. INTRODUCTION

1.1 The utility of research in companies

One of the more complex issues in management is the issue of feedback from the lower echelons of a company up to senior management. By its very nature, the in-company communication process has to flow through individuals at various levels of control, who sometimes quite inadvertently will modify the messages. The communication of information and orders downward through the organisation is somewhat less affected than the upward flow of communication. The latter process is affected by various distortions.

Firstly, employees at lower levels may be reticent to complain to supervisors, since the latter will always tend to feel threatened by complaints to some extent. If the complaints reflect on the performance of the supervisors, or on the policies of middle-level managers, they in turn may be tempted to soften the content of upward communication. Above all, perhaps, any company is organised mainly to ensure the effective communication of information downward to the operating levels, and is seldom as well-attuned or organised to gather feedback upwards.

Even where special communication structures are introduced, which are almost always valuable, certain constraints on the free flow of communication exist. The relative lack of verbal skills among low-level employees, particularly but not only non-English-speaking blacks affects the precision of information. Some caution is always a feature of communication exercises in companies.

For these reasons, a particularly valuable purpose can be served by company "audits" or by attitude research among employees conducted by impartial outside agencies. They have the benefit of being able to cover comprehensive samples of employees, which piece-meal in-company feedback cannot achieve. Most importantly, however, such

studies are opportunities for employees to provide confidential and anonymous feedback.

Another benefit of research by an impartial outside agency lies in the fact that management often has additional justification for policy action which may prove to be unpopular among some influential people in the organisation. Research results can have something of the effect of an "arbitrator" on controversial issues.

Finally, a good research design should allow for problems or issues to emerge which, although latent in the organisation, are not openly recognised in the normal communication process in a company.

1.2 The company and previous research

The "ABC" Company, hereafter referred to simply as "the Company", is a very large enterprise operating throughout South Africa. It holds the distribution franchise of nine major makes of motorcars as well as two motorcycle franchises and includes used motor-vehicle operations, the retailing of accessories and lubrication additives, industrial engines and truck and car rental operations. It employs over 5 500 people, 2 230 Africans, 836 coloured and Indian people and 2 509 whites in 23 divisions and many more branches distributed throughout Natal, Transvaal and the Cape.

In 1979 the Company commissioned a research project through an industrially-linked research organisation, aimed at identifying major grievances among employees of all groups.¹⁾ This study adopted an approach based on personal interviews and a self-completed questionnaire. A sample of 456 people was obtained. It approached its task by concentrating on the negative rather more than the positive. As a consequence it yielded a wealth of valuable data on employees' perceptions of problems in the workplace, but it could not provide adequate indications of the balance between satisfactions and dissatisfactions.

1) McCarthy Group Limited, *A Report on an Attitude Survey and Needs Analysis with Recommendations*, Vols. 1, 2, and 3, August, 1979.

Therefore, the methodology of the 1979 study resulted in an artificially negative picture of employee attitudes to the Company.

1.3 Broad aims of the present study

The present study, while concentrating fully on possible employee grievances, made sure that on all major aspects of employment, employees had an opportunity to record satisfaction as well as dissatisfactions. It also covered a range of employee attitudes which influence morale and satisfaction in the workplace. The project was so constructed that the results would constitute a barometer of personnel policy and practice, and as such could represent a baseline study to be followed up at a later stage.

The approach was also formulated in such a way that the responses of employees would be sufficiently specific to provide a basis for policy changes aimed at improving worker-satisfaction.

2. THE BROAD METHODOLOGICAL APPROACH

A disproportionately stratified random sample of 1 096 employees was drawn, constituted of 318 Africans, 76 coloured people, 108 Indians and 596 whites. The Company employment was divided into 89 strata, representing major divisions and race-groups within divisions. Small samples were drawn from each sampling stratum. Proportionally fewer Africans were drawn than other groups, largely because the variability of employment positions among Africans is more restricted than among other groups. The results were not weighted to rectify for non-proportionality since the data are presented separately for Africans. While a limited amount of non-proportionality was also introduced within the white, coloured and Indian sample as well, the effects are so slight as not to affect results, hence re-weighting of results was not called for.

A questionnaire was constructed based on:

- a) the suggestions of management as regards priority issues;
- b) indications from the 1979 survey; and
- c) the author's knowledge of key issues in personnel and labour relations emerging out of similar previous research in the Centre for Applied Social Sciences.

A pilot survey was conducted personally by the author and a black assistant, Ms. Sylvia Wella, in a branch of the company at Empangeni and the questionnaire was modified on the basis of the pilot survey experience.

Fieldwork was conducted through the commercial organisation IMSA (Pty) Ltd., with which the author has cooperated for some twenty years. The procedure adopted was for groups of selected employees to be transported to venues which could accommodate some 15 to 20 people. At these venues an interview-leader from IMSA would address employees, explain the purpose of the study and, in the case of most employees, distribute questionnaires for self-completion. In the case of African employees, however, a slightly shortened form of the

questionnaire was used as the basis for personal interviews by African interviewers, due to the very much lower standard of literacy among this group. The results for Africans, therefore, are broadly but not strictly comparable with those for other groups.

After data were collected, content analyses were made of spontaneous answers as a basis for classification of responses and coding for computer analysis. The coded data were processed on a computer, and the tabulated results form the basis of this report.

Examples of the questionnaires used for Africans and other employees are given in the Appendix.

Employees were very cooperative throughout the fieldwork period. All of them appeared to understand the purpose of the project and very frank answers were obtained. Comparisons of the results of different questions on similar issues reveal a remarkable consistency of response and hence suggest satisfactory reliability in the findings.

3. GENERAL EMPLOYEE SATISFACTION

More than one measure of overall satisfaction or dissatisfaction was introduced in the study. Employees were asked "*Think of working in your present job - would you say you are very satisfied, fairly satisfied, fairly dissatisfied or very dissatisfied?*" (Results appear in Table 1.)

TABLE 1.

SELF-RATING OF EMPLOYEE SATISFACTION WITH PRESENT JOB ACCORDING TO RACE

	<u>African</u>	<u>Coloured</u>	<u>Indian</u>	<u>White</u>
	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>
Very satisfied	31	22	19	27
Fairly satisfied	31	59	68	62
Fairly dissatisfied	23	11	10	10
Very dissatisfied	13	8	4	1
Sample	318	76	108	596

From these results it is clear that the vast majority of employees rate themselves as satisfied. Africans, however, are more polarised than other groups. While a high proportion of Africans are very satisfied, (higher than among whites) well over one-third rate themselves as dissatisfied. Coloureds are marginally more dissatisfied than Indians and whites.

Another item related specifically to the nature of their work: "*The satisfaction you get from your work.*" (Results are in Table 2.)

TABLE 2.

SELF-RATING OF SATISFACTION WITH ACTUAL WORK ITSELF

	<u>African</u>	<u>Coloured</u>	<u>Indian</u>	<u>White</u>
	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>
Generally satisfied	47	58	56	64
As satisfied as one could expect	37	38	40	31
Dissatisfied or unhappy	18	4	5	5
Sample	318	76	108	596

Here again, Africans are more dissatisfied than other groups. Whites are marginally more positive than any other group. Overall, the results give a positive picture of work satisfaction.

Another general item related to the extent to which the Company is seen to help and support employees. (Results are in Table 3.)

TABLE 3.

RATING OF COMPANY SUPPORT

	<u>African</u>	<u>Coloured</u>	<u>Indian</u>	<u>White</u>
	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>
Tries to do its best for employees	27	25	19	36
Treated as well as can be expected	43	65	62	59
Treated fairly badly	17	11	17	5
Treated very badly	14	-	2	1
Sample	318	76	108	596

Once again, Africans emerge as least satisfied, although a majority have positive perceptions. Indians are not as positive in their perceptions as coloureds and whites, and whites are clearly very positive indeed about the support they feel they get from the Company.

A question arises immediately as to whether or not race as such, or the way different race groups are treated is the basic factor explaining the differences between employee satisfaction, or whether it is the fact that the different races tend to be differentiated in terms of job-seniority and salaries.

Taking income as an index of seniority and level of reward in the Company allows us to distinguish between Africans, whites, coloureds and Indians at different levels of seniority and to study the effects of seniority and race separately, as in Table 4.

TABLE 4

JOB SATISFACTION ACCORDING TO RACE AND INCOME LEVEL

	R A C E A N D M O N T H L Y I N C O M E												
	Africans				Coloureds		Indians			Whites			
	- R200	200 - 249	250 - 299	300 +	- 599	600 - 899	- 599	600 - 899	900 - 1199	- 599	600 - 899	900 - 1199	1200 +
In present job:													
Very satisfied	31	35	30	26	27	15	16	21	36	22	27	27	30
Fairly satisfied	24	27	34	42	53	65	72	64	55	69	63	62	58
Very/fairly dissatisfied	44	37	36	32	20	20	12	14	9	10	10	11	13
Sample	51	113	76	72	49	20	64	28	11	143	122	99	229

Note 1. Among coloureds and Indians higher income categories are omitted due to small sample numbers. Africans had to be given different salary categories due to predominance in unskilled work.

Note 2. The highest income category for Africans (R300+) overlaps to an extent with the lowest category for coloureds, Indians and whites (up to R599).

If we consider the "dissatisfied" category, it is clear that race rather than income or seniority is the more important factor in determining job satisfaction. While there are insignificant differences between Indians and whites, coloureds tend to be more dissatisfied than either of the other two groups irrespective of income level. Africans in the highest category of income are substantially more dissatisfied than the lowest category of income in other groups.

The amount of dissatisfaction among Africans tends to decline with increasing income, whereas there is no similar tendency among coloureds, Indians or whites. It would seem that income has its most powerful effect on job satisfaction at very low levels of income, applicable only to Africans.

In Table 4 we also note that level of income appears to have no effect on high degrees of satisfaction among Africans and coloureds; indeed the effect seems to be that very great job satisfaction declines with income among these groups. Among Indians and whites, however, there is a tendency for job seniority to be associated with greater job-satisfaction.

In Table 5 we perform a similar analysis on the degree to which employees experience support from the Company.

TABLE 5.

PERCEPTION OF COMPANY SUPPORT BY INCOME AND RACE

The Company	R A C E A N D M O N T H L Y I N C O M E												
	Africans				Coloureds		Indians			Whites			
	- R200	200 - 249	250 - 299	300 +	- 599	600 - 899	- 599	600 - 899	900 - 1199	- 599	600 - 899	900 - 1199	1200 +
Tries to do its best	29	29	17	31	27	15	23	11	18	35	36	31	38
As well as can be expected	45	39	49	42	61	75	53	71	82	60	60	64	55
Treats employees badly	26	32	34	28	12	10	24	18	-	5	4	5	8
Sample	51	113	76	72	49	20	64	28	11	143	122	99	229

In Table 5 we note that among whites there is no consistent relationship between level of income/seniority and the degree to which the Company is perceived to be supportive. Among Indians, the more senior employees are clearly less-dissatisfied than others, but not necessarily more highly satisfied. Among coloureds, the level of dissatisfaction is lower than among Indians at similar income levels, but the more senior or highly paid employees do exhibit greater satisfaction. Among Africans the middle income category from (R249 - 300 pm) feels least supported by the Company, and the most highly paid people (R300+ pm) appear to be more inclined than others to feel that the Company is supportive.

We may conclude, therefore, that the factor of race has an effect on employee satisfaction independent of levels of income or seniority. The relationship is not simple, however. There appears to be an interplay between race and position in determining job satisfaction.

In general terms, however, whites are more satisfied than other groups and this is not simply due to their greater rewards or higher seniority in the Company.

We turn now to consider the relationship between level of education and job satisfaction. Results are given in Table 6. Here the whites, coloured and Indian respondents are taken together since the pattern in the relationships between education and job satisfaction is very similar for the three groups.

TABLE 6.

JOB SATISFACTION ACCORDING TO LEVEL OF EDUCATION

Self-rating of Job Satisfaction	C O L. I N D. W H.				A F R I C A N			
	Up to Std.7	Std. 8-9	Std. 10	Post Matric	Up to Std. 3	Std. 3-5	Std. 6-7	Std. 8+
	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>
Very satisfied	46	24	25	18	33	40	31	20
Fairly satisfied	51	64	64	62	34	27	25	42
Fairly dissatisfied	2	10	9	19	17	25	26	27
Very dissatisfied	2	3	2	2	16	9	16	10
Sample*	57	325	329	68	90	68	100	59

These results show a fairly powerful relationship between education and job satisfaction. In Table 7 we look at the relationship between perceptions of how supportive of employees the Company is and education.

* Note: Sample sizes are omitted hereafter, since they have been presented several times above. Specific sample sizes can be obtained from the addendum of tabulated results.

TABLE 7.

RELATIONSHIP BETWEEN RATINGS OF COMPANY SUPPORT FOR EMPLOYEES AND EDUCATION

The Company:	C O L. I N D. W H.				A F R I C A N S			
	Up to Std.7	Std. 8-9	Std. 10	Post Matric	Up to Std. 3	Std. 3-5	Std. 6-7	Std. 8 or more
	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>
Tries to do its best for you	47	31	31	34	26	28	27	27
Treats as well as can be expected	51	62	60	56	43	47	44	44
Treated fairly badly	2	6	8	10	18	19	17	15
Treated very badly	-	1	1	-	8	10	13	15
Sample	57	325	329	68	90	68	100	59

Comparing Tables 6 and 7 suggests that the effect of education on ratings of Company support is not as strong as its effect on feelings of job satisfaction. This would seem to suggest that job dissatisfaction in part is due to the frustrated expectations of people with fairly high levels of education relative to their position in the Company.

Whatever the mix of determining factors, it is clear that the post-matric group among the whites, Indians and coloureds is substantially less-satisfied than the middle-educational groups, who are in turn less satisfied than the poorly-educated people. The latter are also more likely to perceive the Company as supportive.

Among Africans, once again, the highest educational category is least satisfied, but the middle educational category is more satisfied than the people with a standard of education less than functional literacy (std. 3). Among Africans the key factor seems to be expectations,

because there are no significant differences in perceptions of Company support among the various educational groups.

We turn now to consider other factors which relate to job-satisfaction. For the sake of brevity of presentation, we present in Table 8 below various sub-groups among which there is either substantially greater satisfaction or dissatisfaction than average; i.e. among the groups as a whole.

The results in Table 8a reflect the importance of mature age, home-language among coloureds (Afrikaans), high income and seniority and membership of the administrative branches, in their effects on job satisfaction. It is also clear that Datsun and Volkswagen employees and staff in Pretoria have higher than average levels of job satisfaction, but that M.I.H., Industrial Used Cars, McCarthy All. Holdings, Johannesburg employees and curiously, Datsun again have higher than average levels of job dissatisfaction. (Datsun employees are polarised, with high proportions of people both very satisfied and dissatisfied.)

The close relationship between feelings of job satisfaction and intention to stay in the firm, emotional stress at work, the degree to which the job suits the career, and perceptions of Company support are clearly apparent.

The pattern of relationships between job satisfaction and other variables among Africans seems to be very similar to that among whites, coloureds and Indians in some ways but not in others. Here again it is the older people and the relatively (but not very) poorly-educated people who are most satisfied. There is also a strong relationship between job-satisfaction and intention to remain with the Company and with the perception that the job suits career and life goals. Similarly, we find that stress is related to satisfaction.

<u>TABLE 8a.</u>		
<u>SUB-GROUPS AMONG THE COMPANY EMPLOYEES REVEALING SUBSTANTIALLY GREATER OR LESSER SATISFACTION THAN AVERAGE: WHITES, COLOURED AND INDIANS</u>		
Category of Employees	<u>Satisfaction</u>	<u>Dissatisfaction</u>
	Substantially higher proportion rating themselves as <u>very satisfied</u>	Substantially higher proportion rating themselves as <u>very or fairly dissatisfied</u>
	<u>%</u>	<u>%</u>
(Average for total Employee Group)	25	12
18 to 24 years 45 years or more	35	19
Coloured Afrikaans	38	
R2 000 p.m.+ Administration Sections Grade 15+	36 33 38	
Datsun M/All Holdings Volkswagen Industrial used cars M.I.H.	34 39	21 24 18 18
Johannesburg Pretoria	36	18
Can definitely reach goals in co. Doubt if goals can be reached in co.	46	23
Job of great importance in career	33	
Constantly worry at work Hardly ever worry at work	39	19
Expect to stay 5 yrs. Uncertain about staying	38	23
Firm tries its best for me Treatment fairly or very bad	45	37

Table 8b gives the same analysis for Africans.

<u>TABLE 8b.</u>		
<u>SUB-GROUP AMONG THE COMPANY EMPLOYEES REVEALING SUBSTANTIALLY GREATER OR LESSER SATISFACTION THAN AVERAGE: AFRICANS</u>		
Category of Employees	<u>Satisfaction</u>	<u>Dissatisfaction</u>
	Substantially higher proportion rating themselves as <u>very satisfied</u>	Substantially higher proportion rating themselves as <u>very or fairly dissatisfied</u>
	<u>%</u>	<u>%</u>
Average for total Employee group	31	37
Under 34 years 45+ years	40	48
Std. 3-5	40	
Female	41	
Sales Admin. Grade 1	38 39 40	44
Ford BMW Mercedes Toyota	53 57	45 50
Cape Town Transvaal outside PWV	50 44	
Can definitely reach goals Cannot reach goals	64	52
Job important for career Job not important for career	40	44
Never/hardly ever worry at work Worry constantly	54	53
Will remain for 5 years Uncertain - will not stay 5 years	41	50

Thereafter the patterns between Africans and others diverge. In the Administrative sections there is both above average satisfaction and dissatisfaction, with each affecting different employees (the people in higher positions are dissatisfied). Employees in sales, and employees in the lowest grade are more likely to be satisfied.

Ford and Mercedes are associated with satisfaction while BMW and Toyota employees are inclined to be dissatisfied. Cape Town and the rural Transvaal seem to have African employees with higher than average levels of satisfaction.

4. PERCEPTION OF SPECIFIC ASPECTS OF COMPANY POLICY

Having considered general or overall satisfaction, we turn now to a consideration of specific aspects of Company policy and to particular grievances.

Employees generally find it quite easy to complain about aspects of Company policy, provided they feel that their communication is confidential. There is a need, however, to guard against recording as grievances all perceptions that conditions are not ideal. The research approach has to attempt to isolate and identify those aspects of Company policy which generate fairly intensely felt grievances and genuinely felt satisfactions.

To this end, the approach in the present study was to ask employees whether a particular aspect of Company policy was "generally satisfying", as satisfying as "one could expect" or dissatisfying. The function of the middle category was to eliminate from both the "satisfied" and "dissatisfied" categories those employees whose reactions are not very strongly felt - in other words the neutral attitude. In this way we attempted to limit both the positive and negative responses only to those employees expressing feelings of some substance. The technique seemed to work well.

In Table 9, we present the proportions of employees in the different race groups who feel satisfied with each of a very wide range of Company conditions and benefits. Little comment will be made on the table since the results are self-evident.

Suffice it to say that among whites particular satisfactions, in no particular order, are:

- the work itself,
- clarity of job descriptions,
- trust relations,
- clarity and reasonableness of expectations and instructions,
- relations between employees,
- job security,
- hours of work and breaks,
- fairness of treatment,
- communication with seniors,
- sick leave provisions.

Among Indian employees, particular satisfactions are (in no order)

- relations with colleagues,
- satisfaction with work itself,
- clarity of job descriptions,
- trust by superiors,
- clarity of expectations.

Among coloureds the particular satisfactions, at the same level of positive endorsement as among other groups are

- job security,
- relations with colleagues,
- holiday leave,
- clarity of job descriptions,
- satisfaction with work itself,
- trust by superiors.

African respondents, despite a higher general level of dissatisfaction, identified a large number of aspects of work life which satisfied majorities of employees. They are:

- relations with colleagues,
- social status of the work,
- holiday leave,
- hours of work and breaks,
- clarity of job description,
- trust by superiors,
- the organisation of work,
- satisfaction with work itself,
- tea and lunch facilities,
- clarity of expectations and job instructions,
- uniforms and overalls.

It seems clear from these ratings that there is considerable consensus among all groups about certain major advantages in the Company. Here one would identify:

- satisfaction with work itself.
- feelings of trust,
- relations with colleagues, and
- clarity of job descriptions.

Of particular note is the fact that the work itself is intrinsically satisfying. This provides the Company with a solid basis of employee satisfaction which not all companies or industries enjoy. Another factor of major significance is the feelings of trust which exist in the Company.

TABLE 9.

STRENGTH OF SPECIFIC BENEFITS, ADVANTAGES AND SATISFACTIONS

Percentage generally satisfied as regards:	PERCENTAGE SATISFIED			
	African	Coloured	Indian	White
	%	%	%	%
Job security	49	53	44	57
Wage comparison with other companies	11	17	16	26
Rewards for good work	23	34	25	32
Wages compared with work and responsibility	10	17	21	28
Getting on with colleagues	56	75	73	78
Treatment of non-whites	28	32	29	61
Your work reward compared with other work	20	32	28	36
Consultation re working conditions	37	30	32	30
How well you are informed	33	29	31	29
Social status of your job	54	47	39	44
Recognition of good work	48	34	31	39
Holiday leave	70	57	43	48
Training opportunities	30	37	19	36
Hours of work	55	49	44	57
Lunch and tea breaks	58	46	45	59
Job conditions compared with other companies	35	36	37	43
Company benefits	16	28	32	25
Clarity of job description	57	57	50	56
Work satisfaction	46	58	56	64
Trust by superiors	57	55	54	74
Support in making progress	24	32	32	37
Job grading relative to work	39	30	32	36
Reward for good steady work	21	32	31	36
Work organisation	55	30	39	47
Fairness of treatment	30	36	31	53
Race relations in Company	38	45	44	59
Work enjoyment	58	63	57	66
Wages and salaries	7	20	19	28
Grievances procedure	23	28	38	41
Tea and lunch facilities	57	42	44	46
Helpfulness of Personnel Dept.	31	37	36	46
Medical Aid	20	42	37	43
Sick leave procedure	36	45	44	62
Clarity of expectations	56	46	51	55
Training of Branch Manager	47	37	43	44
Clarity of job instructions	52	41	44	52
Lack of favouritism	40	30	42	41
Communication with seniors	33	43	49	55
Pension fund deductions	45	46	44	49
How superiors treat staff	33	43	36	49
Wage increases	8	21	15	27
New employee training	47	25	32	36
Knowledge of rules of Pension	25	33	29	30
Equality/fairness of treatment	28	28	27	39
Wash and toilet facilities	43	24	35	36
Fair overtime	17	38	25	35
Uniforms and overalls	59	42	42	48
Rumour and speculation	40	26	23	26
Opportunities for promotion	27	28	23	27
Job-grading system	34	37	22	31
Opportunities to discuss policy	25	29	24	45
How much expected of employees	49	48	35	50

Turning now to the dissatisfactions, we present in Tables 10 and 11 the particular features which appear to generate relatively high dissatisfaction among employees. The tables are self-explanatory and will not be commented on at this stage, but will be referred to again in the concluding section. In the tables we have identified the keynote felt priorities of employees, and these should be taken very seriously.

TABLE 10.	
PRIORITIES: WHITES, COLOUREDS AND INDIANS	
ISSUES WITH HIGHEST DISSATISFACTION	
ISSUE	PERCENT DISSATISFACTION AND GROUPS WITH VERY HIGH DISSATISFACTION
Wages/salaries and related issues	36 - 40% 18-24 yrs., Coloureds, Indians, Service, Parts, Ford, Leyland, Transvaal outside PWV.
Washrooms and Toilets	33% 18-24 yrs., Coloureds, Ford, Leyland
Training Opportunities	32% 18-24 yrs., Coloureds, Indians, Service Parts, M.I.H., Datsun, Leyland
Consultation with employees	31% 18-24 yrs., Indians, Ford
Fringe benefits	31% 18-24 yrs., Ford, McCarthy Group, Datsun
Overtime-Extra Work pay	31% 18-34 yrs., Female, Indians, VW
Information about policies	30% Datsun, Peugeot, Reef.
Rules of Pension Fund	30% 18-24 yrs.

Spontaneous choices of priorities covered the same issues plus
Promotion opportunities, and
Rumour

TABLE 11.	
PRIORITIES: AFRICANS	
ISSUES WITH HIGHEST DISSATISFACTION	
ISSUE	PERCENT DISSATISFACTION AND GROUPS WITH VERY HIGH DISSATISFACTION
Wages/Salaries and related issues	70% Grade 5+, under 34 yrs., female, admin., Ford, Datsun, Peugeot, M. All Hold., Johannesburg, Reef, under std. 3
Medical Aid	67% Grade 5+, std. 8+, R300p.m., paint, Ind. used, BMW, Leyland
Fringe benefits (apart from pension and medical aid)	63% Paint, Peugeot, BMW, Sigma, Reef
Rules of Pension Fund	51% Grade 1, MIH, Ind. used, Peugeot
Opportunities to discuss policy	50% R300+, paint, admin, Ford, MIH, Peugeot, BMW, Durban
Equal treatment	47% Paint, MIH, Peugeot, BMW, Durban
Help to make progress	47% Less than std. 3, Ford, MIH, Sigma, Durban
Opportunities for promotion	45% Paint, Peugeot, Sigma, Durban
Grievance handling	45% Paint, parts, M. All Hold., BMW, Sigma, Toyota
Sick leave conditions	44% Female, paint, Ford, Peugeot, BMW, VW, Reef, other Transvaal
Training opportunities	41% Female, under R200 p.m., admin, grade 1, MIH, Ind. used, M. All. Hold., Sigma, Durban

Spontaneous mention included all above plus

Training
Treatment by superiors
Washrooms and Toilets

5. WAGES AND SALARIES

Thus far we have looked at wage and salary grievances as simply one among a range of issues relating to Company policy. In view of the need for regular reviews of remuneration structures and of the difficulties in deciding how these should be distributed, and obviously in view of the central importance of money reward in the employment package, wages and salaries have to be considered separately as well.

In Tables 12 we present comparative data from a full range of items relating to wages and salaries, for major groups of employees. While all the items covered relate to wages and salaries, the specific nuances and issue involved for each is different.

In Table 12a we may note that the following categories of white, coloured or Indian staff reveal substantially higher than average levels of discontent about wages:

- 18 to 24 years, particularly as regards increases and comparisons with other companies;
- Indians, all aspects;
- coloureds, all aspects except remuneration compared with job-responsibility. The Afrikaans-speaking coloureds are particularly aggrieved;
- employees earning less than R500 pm; all aspects;
- grades 1 - 4 and apprentices, all aspects except wages in relation to job responsibility;
- employees in parts of the Transvaal outside of the PWV area, as regards comparisons with other companies;
- employees on the Reef, as regards salary increases;
- employees in Leyland, Ford, BMW and Toyota, in order of seriousness.

TABLE 12a

PROPORTIONS OF EMPLOYEES IN VARIOUS CATEGORIES OF EMPLOYMENT INDICATING DISSATISFACTION IN RESPONSE TO VARIOUS ITEMS CONCERNED WITH REMUNERATION - WHITES, COLOUREDS AND INDIANS

Employee Category	PROPORTIONS INDICATING DISSATISFACTION					
	Wage/Salary rates	Wage/Salary increases	Wage/Salary compared other Co.'s	Wage/Salary compared work/responsibility	Work Rewards compared other work in Co.	Overall Average 1-4
	%	%	%	%	%	%
Whites/Col./Ind.						
Overall average	36	39	40	39	19	39
18-24 yrs.	50	54	57	47	24	52
25-34	40	40	42	42	19	41
35-44	33	38	36	38	18	36
45+	25	27	30	29	17	28
-Std. 7	35	33	40	30	11	35
Std. 8/9	40	44	41	42	17	42
Matric	35	37	42	39	23	38
Post Matric	27	29	31	28	15	29
Male	37	41	42	39	19	40
Female	32	34	35	37	21	35
Coloured	57	50	51	43	21	50
Indian	54	56	52	53	24	54
White	31	35	37	35	18	35
White English	29	34	37	36	17	34
White Afrikaans	35	36	38	35	19	36
Col./Ind. English	53	53	49	48	24	51
Col. Afrikaans	63	55	63	53	18	59
-R500 p.m.	51	48	54	51	20	51
R500-599	45	44	40	35	16	41
R600-899	36	38	33	33	23	35
R900-1 199	34	43	43	38	20	40
R1 200-1 999	28	33	39	40	17	35
R2 000+	15	20	28	28	13	23
Sales	37	44	37	37	16	39
Service	39	46	46	43	19	44
Parts	45	39	47	44	19	44
Admin.	29	27	35	33	21	31
Grade 15+	22	24	33	29	15	27
Grade 12-14	27	33	40	40	19	32
Grade 8-11	26	24	32	30	21	28
Grade 10	43	48	41	41	16	43
Grade 5-7	38	37	40	41	23	39
Grade 1-4	54	59	53	44	21	53
Johannesburg	36	39	36	38	21	37
Pretoria	32	42	42	37	21	39
Reef	41	43	44	32	19	41
Durban/Pietermaritzburg	37	37	40	41	17	39
Cape Town	38	36	42	39	17	39
Other Transvaal	34	34	49	43	26	40
Ford	46	46	53	40	18	46
M.I.H.	34	35	34	38	20	35
M. Gp. Ltd.	36	34	43	36	30	37
Ind. Used	25	32	29	36	21	31
Datsun	37	42	37	32	18	37
Peugeot	35	30	20	33	13	30
M. All. Hold.	24	24	39	46	21	33
Mercedes	37	37	43	46	25	41
B.M.W.	41	50	43	48	21	46
Sigma	34	39	40	30	10	37
V.W.	30	34	46	29	19	35
Leyland	60	53	60	67	33	60
Toyota	40	46	42	43	16	43

TABLE 12b. PROPORTIONS OF EMPLOYEES IN VARIOUS CATEGORIES OF EMPLOYMENT INDICATING DISSATISFACTION IN RESPONSE TO VARIOUS ITEMS CONCERNED WITH REMUNERATION - AFRICANS					
Employee Category	PROPORTIONS INDICATING DISSATISFACTION				
	Wage/Salary rates	Wage/Salary Increases	Wages compared other Co.'s	Wages compared job res- ponsibility	Overall Average
	%	%	%	%	%
Africans					
Overall average	70	68	59	58	64
Up to 34 yrs.	77	72	64	62	69
35-44	60	65	58	57	60
45+	66	63	53	54	59
-Std. 3	68	76	56	56	64
Std. 3-5	71	61	57	56	61
Std. 6-7	69	62	61	59	63
Std. 8+	73	73	64	63	68
Male	69	67	60	58	64
Female	78	74	48	59	65
-R200 p.m.	75	73	63	65	69
R200-249	69	64	58	51	61
R250-299	72	72	70	62	69
R300+	63	65	47	61	59
Sales	70	72	45	60	62
Service	69	66	60	60	64
Paint	68	72	62	57	65
Parts	69	63	63	57	63
Admin.	78	74	65	48	66
Grade 5+	71	68	54	66	65
Grade 4+ App.	67	68	66	61	66
Grade 2-3	67	63	56	54	60
Grade 1	73	71	57	51	63
Johannesburg	77	73	62	64	69
Pretoria	66	59	64	66	64
Reef	96	88	64	76	81
Durban/Pietermaritzburg	62	65	58	47	58
Cape Town	57	64	57	43	55
Other Transvaal	67	61	33	56	54
Ford	84	90	58	53	71
M.I.H.	68	66	55	63	63
Ind. Used	36	71	21	57	46
Datsun	80	70	60	70	70
Peugeot	87	84	81	74	82
M. All. Hold.	78	69	69	54	68
Mercedes	65	57	50	50	56
B.M.W.	70	60	35	50	54
Sigma	70	70	59	46	61
V.W.	63	60	67	73	66
Leyland	29	71	57	29	47
Toyota	71	62	77	59	66

In Table 12b we see the results for Africans. Two things strike one immediately. Firstly the wage grievances among Africans are so much higher than among whites, Indians and coloureds that it would seem as if they adopt different standards of judgement. Yet, if one compares the R300 per month plus category among Africans with the R500 per month or less category among other groups, it seems that there is a broadly similar standard of comparison — African grievance levels are only roughly 10 percentage points higher than the others where the actual wages are much closer to equality (but not completely so). Generally, we must assume that the wage-perceptions of Africans are based on their levels of need in relation to the absolute amounts they earn.

Secondly (and this bears out the comments in the previous paragraph) the higher levels of grievance about wage rates and wage increases than about wage comparisons within the Company or with other companies, suggests very strongly that the African employees are responding more to absolute needs than to "inflated" expectations.

Categories of African employees among which wage grievances are higher than average are:

- under 34 yrs., particularly as regards absolute grievances (wage rates and increases);
- std. 8 or more, across all items;
- under R200 p.m., across all items;
- R250-299 p.m., as regards comparisons with other companies;
- administrative staff, particularly as regards absolute grievances;
- grade 5 employees as regards wages in relation to responsibility;
- grade 4 employees as regards wages compared with other companies;
- Johannesburg and Reef employees, across all items;
- employees in Ford, Datsun, Peugeot, across most items.

The results relating to wages generally seem to be quite sensitive and should provide an adequate basis for wage policy formulation. Caution has to be used as regards the results for the different franchises, however, due to the small sample numbers.

6. ATTITUDES TO PROCESSES IN THE WORKPLACE

In addition to the exploration of specific grievances, undertaken in Section 4, attention was also given to the effects on employees of a number of issues which, according to management, had been mentioned by some employees as constituting a problem. Some of these issues were also drawn from the results of the previous research undertaken for the Company. These issues were somewhat more complex processes than the grievances examined earlier.

Due to problems of length in the questionnaire, and the fact that black respondents took up to three times as long as the other groups to be taken through it, these items had to be omitted for blacks. The issues were presented in the form of statements. The results appear in Table 13.

From these results, the following issues appear to stand out as problems:

- branch staff unable to plan best ways of working - coloureds
- insufficient attention to staff matters - coloureds and Indians
- Company policies not made clear in writing - coloureds and Indians
- treatment of blacks - coloureds
- staff cannot discuss problems with management - coloureds
- job descriptions need improving - coloureds and Indians.

The degree of race polarisation which appears in response to these items on Company processes is quite disturbing. It reinforces earlier indications about much more job dissatisfaction among "non-whites". None of these issues is seen as a serious problem by more than one-third of whites in general, but there appear to be very many issues of concern for coloured and Indian staff — particularly the former.

TABLE 13.

REACTIONS OF WHITE, COLOURED AND INDIAN EMPLOYEES TO A RANGE OF STATEMENTS REFLECTING POSSIBLY HARMFUL PROCESSES IN THE COMPANY

Statement of Process	Coloured	Indian	White
	%	%	%
- Too many decisions taken in Durban, everyone else has to fit in:			
Serious problem	30	28	19
True - not serious	29	49	41
Not true	38	22	39
- Head Office has too many experts without sufficient work			
Serious	25	23	19
Not serious	38	33	32
Not true	36	38	47
- Branch staff not able to plan best ways of working			
Serious	41	26	21
Not serious	33	42	36
Not true	26	31	42
- Often manufacturers want one thing and head office staff another			
Serious	30	25	23
Not serious	28	36	39
Not true	38	37	35
- Not enough attention is given to staff and personnel problems			
Serious	53	45	29
Not serious	25	28	33
Not true	21	28	38
- Policies of Company are not made clear to everyone in writing			
Serious	40	38	25
Not serious	21	32	35
Not true	38	30	40
- Black people are not treated as adults			
Serious	42	34	8
Not serious	21	23	19
Not true	37	43	73
- No proper ways exist for staff to discuss problems with management			
Serious	47	38	20
Not serious	25	28	22
Not true	28	34	58
- Staff selected often of poor quality			
Serious	29	21	26
Not serious	23	33	26
Not true	47	45	47
- Staff often do not stick to management policies			
Serious	24	17	18
Not serious	36	27	39
Not true	40	57	44
- Management goals often impossible to achieve			
Serious	32	20	20
Not serious	38	35	36
Not true	30	44	44
- Company hires and fires too easily			
Serious	27	17	20
Not serious	16	18	9
Not true	55	66	71
- Job descriptions need to be improved and re-evaluated			
Serious	45	55	28
Not serious	38	26	36
Not true	17	19	36
- Staff often absent without good reason			
Serious	21	13	20
Not serious	30	28	23
Not true	47	59	57

It is possible, however, that the greater recognition of problems among coloured and Indian people is due to the fact that they occupy lower positions in the Company.

Accordingly, the results for race group but broken down by income category were inspected. Some of the differences between races disappeared, appearing instead to be patterns related to seniority in the Company. The following issues, however, still appeared to be problems for Indians and coloureds, independent of job position:

- branches not able to plan - coloureds
- manufacturers and Company expectations conflict - coloureds
- insufficient attention to staff problems - coloureds and Indians
- policies not clear in writing - coloureds
- blacks not treated as adults - coloureds and to a slight extent, Indians
- no ways to discuss problems with management - Indians
- job descriptions need revaluation - coloureds and Indians.

Apart from the issue of race, the following categories of employees in general seemed to experience significantly greater problems with a number of issues, to an extent which indicates that some Company action may be required: (percentages regarding problem as serious appear in brackets)

- too many decisions taken in Durban -
Toyota (35% "serious": see Table 13 for averages)
- head office too many experts -
Leyland (small sample indicates caution)
- staff in branches not able to plan -
18-24 yrs (35%), Ford (35%), Datsun (37%)
- often manufacturers want one thing and Company another -
18-24 yrs (35%), Datsun (34%), BMW (38%), Reef (44%)

- not enough attention given to staff and personnel problems -
18 - 24 yrs (50%), less than Matric (37%), under R900pm (39%), Service dept. (41%), Grades 7-10 (35%), Grades 1-4 (53%), Ford (51%), McCarthy Group (38%), MIH (38%), Datsun (42%), Mercedes Benz (37%), Toyota (36%), Johannesburg and Reef (38%), Cape Town (35%)
- policies not made clear in written form -
18-25 yrs (39%), Ford (42%), McCarthy Group Ltd. (38%), Leyland (40% small sample)
- no ways for staff to discuss problems with management -
18-24 yrs (42%), under R500pm (39%), Grade 1-4 (48%), Ford (40%), Datsun (40%)
- staff selected often of poor quality - R2 000+ pm (34%), MIH (34%), Datsun (34%), BMW (33%), Leyland (40% small sample)
- management goals often impossible to achieve -
Grades 1-4 (39%), Ford (35%)
- Company hires and fires too easily -
Reef (46%)
- job descriptions need to be improved -
18-24 yrs (46%), 25-34 yrs (39%), std. 8-9 (38%), Female (37%), under R500pm (46%), R600-R1 200pm (37%), Service dept. (40%), Grade 12-14 (36%), Grades 5-7 (39%), Grades 1-4 (46%), MIH (45%), McCarthy Group Ltd (38%), Datsun (38%), Peugeot (37%), M. All Holdings (39%), Leyland (53%), Johannesburg (39%), Reef (52%)

7. INDICATIONS OF EMPLOYMENT STABILITY

Labour turnover in a company like the one investigated is a costly problem given the amount of in-service training and orientation that has to take place for new recruits. It is possible in a study like the present one to pose questions which serve as indicators of intentions to stay in or leave the company. It needs to be remembered, however, that such items are not precise predictions of behaviour, since decisions to leave a company are frequently unrelated to attitudes towards the company. Alternative job offers, decisions to leave an area, pressure from wives or husbands and a host of practical factors enter into the decision to leave.

We must accept, however, that positive attitudes towards present employment are a fairly basic factor in the process of deciding to stay in or leave present employment. Therefore we have tapped attitudes bearing upon employment stability in order to assess which other problems or issues in the Company tend to strengthen or weaken commitment to present employers. In Table 14 below we present the responses of employees to a question on whether they felt like staying in the Company for a further five years. In Tables 15 and 16 the results of items tapping related issues are presented.

<u>TABLE 14.</u>				
<u>Feelings about staying in Company for another 5 years</u>	<u>African</u>	<u>Coloured</u>	<u>Indian</u>	<u>White</u>
	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>
Positive	62	57	43	64
Uncertain	30	33	51	30
Would not stay	8	11	7	6

TABLE 15.

Importance of present job in reaching career goals	African	Coloured	Indian	White
	%	%	%	%
Very important	44	46	47	47
Fairly important	16	40	39	42
Of little importance	24	9	11	8
Not important at all	16	5	3	3

TABLE 16.

Felt prospects of reaching future career goals in Company	African	Coloured	Indian	White
	%	%	%	%
Can definitely reach goals	27	15	20	24
Can possibly reach goals	35	50	45	55
Doubt if I can reach my goal/ will not	38	34	34	20

In general, the results in these three tables give a rather positive picture. Among Africans, coloureds and whites, some six out of ten feel positive about staying in the Company for another five years. Over six out of ten among Africans, coloureds and Indians feel that they can possibly or definitely achieve their career goals in the Company, and the proportion is eight out of ten among whites.

Only two problems seem to stand out. Firstly, only some four out of ten Indians are positive about staying in the Company for another five years. Results not presented in tabular form show that this is mainly related to perceptions of racial discrimination in the Company.

Secondly, among Africans the importance of the present job

in helping to achieve career goals is not as great as it is among other groups. This is overwhelmingly due to the much lower job status (grade) of African employees compared with other groups.

The results in general, however, show a fairly healthy core of commitment to staying in the Company among some six out of ten people or more. This does not mean that the Company will avoid problems of labour-turnover. Apart from all the extraneous reasons already referred to, some two to three out of ten employees, in terms of their attitudes to present employment, are particularly vulnerable to the temptations of alternative jobs. It is necessary, therefore, to consider the factors in the employment situation which predispose people to consider alternatives. In Tables 17a and 17b below we present those factors, for coloureds, Indians and whites on the one hand, and Africans on the other, which seem to be associated with a significantly greater than average disposition to leave the Company.

An overview of the results in Table 17a would suggest that the most powerful factor inclining white, coloured and Indian employees to job stability is intrinsic work satisfaction. This factor appears to be more powerful than general job satisfaction or perceptions of treatment in general.

Other powerful factors are the social standing of the present job, feelings of job security, relations with seniors, work organisation, opportunities for promotion, sick leave provisions and for non-whites particularly, equal and fair treatment.

Among Africans we also find intrinsic work satisfaction emerging as a powerful factor, along with knowing what superiors expect and trust from superiors, social status of work, work organisation and relations with colleagues.

The categories of employees which appear particularly vulnerable to labour-turnover are the very youngest workers and those in the lowest grades, as would be expected, employees in Ford, Peugeot, Leyland and those in Johannesburg and on the Reef.

TABLE 17a.

FACTORS VERY SUBSTANTIALLY ASSOCIATED WITH A LOWER THAN AVERAGE PROPORTION OF EMPLOYEES WILLING TO STAY IN THE COMPANY FOR ANOTHER FIVE YEARS - WHITES, COLOURED AND INDIANS

	Proportion in group uncertain or unwilling to stay 5 years
	<u>%</u>
- Uncertain or unwilling to stay in Company for 5 years:	
Overall average	39
<u>EMPLOYEES DISSATISFIED WITH:</u>	
- Sick leave	63
- General treatment in Company	69
- Opportunities to talk to seniors about work	61
- How superiors treat their staff	61
- People treated equally and fairly	62
- Opportunities for promotion	62
- How much expected of employee	62
- Feeling of job security	71
- Unfair treatment of non-whites	63
- Social status of job	68
- Job conditions compared with other companies	60
- <u>Work satisfaction</u>	<u>86</u>
- <u>Way work is organised</u>	<u>63</u>
- <u>Enjoyment in work</u>	<u>82</u>
- Status in eyes of friends	70
- Overall job satisfaction	67
<u>EMPLOYEE CATEGORY:</u>	
18 to 24 years	60
Grades 1 - 4	51
Ford	56
Peugeot	54
Leyland	66
Johannesburg	52
Reef	48

TABLE 17b.

FACTORS VERY SUBSTANTIALLY ASSOCIATED WITH A LOWER THAN AVERAGE PROPORTION OF EMPLOYEES WILLING TO STAY IN THE COMPANY FOR ANOTHER FIVE YEARS - AFRICANS

	Proportion in group uncertain or unwilling to stay 5 years
	<u>%</u>
- Uncertain or unwilling to stay with Company for 5 years:	
Overall average	38
<u>EMPLOYEES DISSATISFIED WITH:</u>	
- Knowing what superiors expect	64
- Relations with colleagues	64
- Social status of Company work	60
- Trust by superiors	60
- Way work is organised	64
- Work satisfaction	66
- Job satisfaction (overall)	57
<u>EMPLOYEE CATEGORY:</u>	
Up to 34 years	45
Std. 6 - 7	46
Female	52
Admin.	48
Used Car division	50
BMW	50
Reef area	68

Among Africans it is also the younger employees who are most vulnerable to labour turnover, but not the most lowly educated — the middle category (std. 6/7) is most vulnerable, along with women, employees in Administration, Used Car divisions, BMW and those on the Reef.

Generally, results not presented show that a wide range of factors make a mild contribution to inclinations to leave the Company. We have selected the more dominant factors for presentation in the tables above, and attention to these will yield the best results.

8. ASPECTS OF COMPANY IMAGE

Company image as perceived by employees is not generally regarded as a factor bearing upon employee satisfaction or stability. It is, however, important since employees are either good or bad ambassadors for their company in their private spheres, and this can affect the public reputation of a company and its products, with numerous possible consequences.

A few items were included in regard to Company image which are presented in Table 18.

<u>Status in eyes of friends</u>	<u>African</u>	<u>Coloured</u>	<u>Indian</u>	<u>Whites</u>
	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>
High	60	54	45	39
Like any other	27	42	46	53
Low	12	4	8	8
<u>Product Quality</u>				
High	86	74	63	61
Average	11	22	36	37
Poor	3	4	1	2
<u>Service</u>				
Excellent	37	22	19	12
Good	30	61	64	65
Not good	13	13	14	20
Poor	20	4	4	4

The same pattern across the groups appears in regard to product quality, although here the general trend is more favourable. The image as regards the quality of service is quite interesting, with Africans and whites giving the least favourable responses.

Of particular interest is the pattern of results according to departments in the Company, franchises and regions. In Table 19 below we present the variations in regard to the most favourable response category: high status, high quality or excellent service.

TABLE 19.

PROPORTIONS RATING THE COMPANY IN FAVOURABLE TERMS, ACCORDING TO DEPARTMENT, FRANCHISE AND REGION

	High Status		High Product Quality		Excellent Service	
	Africans	Others	Africans	Others	Africans	Others
	%	%	%	%	%	%
Average for whole Company	60	41	86	62	37	14
Grade 12 or higher	-	48	-	66	-	8
Sales division	64	47	81	68	40	10
Paint	55	-	81	-	26	-
Service	62	38	88	55	45	19
Parts	61	34	90	79	39	20
Admin.	52	42	78	58	17	9
Ford	47	37	84	42	21	12
MIH	55	30	84	73	32	16
M. gp.	-	62	-	57	-	6
Ind. Used	64	64	86	75	21	32
Datsun	60	21	85	32	35	13
Peugeot	61	30	77	26	26	7
M. All Holdings	54	33	85	61	46	18
Mercedes	65	55	89	92	63	20
BMW	65	55	90	86	15	12
Sigma	54	34	85	37	39	11
V.W.	63	43	80	70	47	17
Leyland (small sample)	29	27	100	40	-	20
Toyota	77	39	91	74	44	9
Johannesburg	57	31	85	51	35	13
Pretoria	71	43	86	74	59	16
Reef	44	30	88	44	40	13
Durban	60	42	85	57	23	14
C.T.	71	63	86	88	64	18
Other Tvl.	61	34	83	89	44	6

The results in Table 19 are somewhat disquieting, particularly among whites, coloureds and Indians. There is very great variation between employees of different franchises, and this variation dominates the results. Some of the franchises like Datsun, Peugeot and to some extent Sigma and Leyland have a very poor image in the eyes of their own employees.

This employee image must be a constant handicap in the marketing and promotions activities of the firms. Motor company employees like those of the Company being investigated are generally far closer to the public than in other types of firms. The effects of a poor company image among employees are likely to be very pervasive. There is every indication of a need for urgent attention to root causes.

9. STRESS

Finally, in dealing with the topics included in the interviews we come to the issue of stress in the workplace. This was dealt with in two ways, firstly to tap the extent of job-related anxiety and secondly to obtain an index of the frequency of anger and irritation on the job. The overall results are presented in Table 20.

TABLE 20.

EXTENT OF ANXIETY AND IRRITATION IN THE WORK SITUATION

<u>Self-rating of worry about work/position</u>	<u>African</u>	<u>Coloured</u>	<u>Indian</u>	<u>Whites</u>
	<u>%</u>	<u>%</u>	<u>%</u>	<u>%</u>
Never	39	11	8	18
Now and again	26	37	27	44
Quite a lot	13	20	20	28
Constantly	22	33	44	10
<u>Irritation/Anger on the job</u>				
Hardly ever/never	42	17	11	12
Now and again	9	38	52	48
Few times a week	42	29	23	27
Several times a day	8	17	14	13

It seems clear from these results that whites are generally least stressed at work. Among Africans there is a polarisation in the results, with greater than average proportions showing signs of stress but relatively high proportions also indicating very low stress.

Indian and coloured employees, and particularly the former, show evidence of much higher levels of anxiety in the workplace than do whites. The difference is quite dramatic.

Since there is evidence in these results of quite a considerable degree of work-related stress in general, it is necessary to attempt to identify the factors and categories which are associated with both anxiety and irritation in the workplace. These appear in Table 21 below.

TABLE 21a.

FACTORS AT WORK AND CATEGORIES OF EMPLOYEES ASSOCIATED WITH SUBSTANTIALLY HIGHER LEVELS OF STRESS THAN AVERAGE - WHITES, INDIANS AND COLOURED

Factors or Categories associated with higher than average stress levels	Proportions indicating frequent Worry and irritation at work	
	Worry	Irritation
	<u>%</u>	<u>%</u>
Overall average (white, coloured, Indian)	43	40
Frequent worry	/	50
Perception of poor treatment	53	*
Job dissatisfaction	63	62
Unlikely to remain 5 years	52	51
R2 000+ per month	*	49
Under R500 per month	54	*
Ford	*	51
MIH	58	*
Toyota	*	49
Peugeot	52	*
Cape Town	*	51
Parts division	52	*
Grade 1-4	54	*

* No different from average

These results suggest that worry and irritation are only mildly correlated. Both are quite strongly associated with job dissatisfaction and both are mildly associated with an inclination to leave the Company within 5 years. Thereafter the association between the two indexes of stress breaks down. Irritation and anger is generally most critical at senior levels, whereas worry and anxiety is associated with lower grades and low pay positions. Poor treatment, normally associated with lower job status, produces anxiety rather than anger.

TABLE 21b.

FACTORS AT WORK AND CATEGORIES OF EMPLOYEES ASSOCIATED WITH SUBSTANTIALLY HIGHER LEVELS OF STRESS THAN AVERAGE - AFRICANS

Factors or Categories associated with higher than average stress levels	Proportions indicating frequent worry and irritation at work	
	Worry	Irritation
	<u>%</u>	<u>%</u>
Overall average (Africans)	34	50
Job dissatisfaction	48	60
Doubt if goals can be reached	44	*
Unlikely to stay 5 years	47	*
Not proud to work for firm	43	61
Paint section	47	*
R300 pm plus	*	58
MIH	50	63
Peugeot	*	69
M. All. Holdings	68	84
BMW	65	*
Reef	44	56
Std. 8 or higher	*	59
Female	*	59
Worry frequently	/	71

* No substantial difference

The results in Table 21b for Africans tend to support those for other groups in some respects. Both worry and irritation relate to job dissatisfaction. However, among Africans worry is related to job-stability and not job-irritation to any marked extent, probably because worry is also related to a doubt that goals can be reached.

As with other groups, job-irritation is associated with more senior levels and with higher education. Problem companies in these results are MIH, M. All Holdings, Peugeot (job-irritation) and BMW (anxiety). Women seem prone to irritation at work.

Among Africans, it seems that there is generally a stronger correlation between worry and irritation than among other groups.

10. PATTERNS IN THE DATA

In the sections preceding this many examples have been given of inter-relationships in the data. We now turn to looking at the patterns in the data more closely.

There is a problem in this exercise, partly due to the fact that there is such very significant differentiation between franchises and, hence, between regions that general patterns of causality and inter-relationships are very difficult to extract — individual Company profiles within the group tend to be so dramatic in their effects that they distort other inter-connections in the data.

Among whites, coloureds and Indians the sample was sufficiently large (780) to enable a "Factor Analysis"* to be undertaken with stable and meaningful results. Factor analysis is used principally to provide insights into inter-connections between variables so that the overall variation can be understood in terms of a reduced number of more comprehensive factors (which would include a number of individual items combining and working together). The simplest analogy is perhaps to say that the numerous measurements that can be made of a box (height, volume, circumference, depth, lid size, etc., etc.) can all be reduced to three "controlling" factors — length, breadth and depth.

The "reduction" exercise of the factor analysis on white, coloured and Indian responses yielded many factors of which the first six are of interest. The factors are described in general terms below. (The detailed loadings of all items are available on request from the Centre for Applied Social Sciences.) These six factors, apart from trends according to franchise and region, are the more basic issues which describe employee reactions to the Company:

* On Sperry-Univac 1100, *Varimax* rotation of loadings of 77 items on 10 factors. (The analysis was cut off at 10 factors.)

- Factor 1. Material Concern Factor: (the strongest factor)
 The items which combine in this the most general factor include all the wage and salary items, the items relating to general rewards and benefits, promotion, recognition and fairness of treatment and the job-grading system.
 The results here suggest that among whites, coloureds and Indians, the issue of material reward is very powerful as a concern, and that it dominates the evaluation of promotions and job-evaluation policies.
- Factor 2. Management-Employee Interface Factor:
 A second factor includes items on communication between management and line staff, and on the clarity of instructions and expectations, and relates to work satisfaction.
- Factor 3. Policy Appropriateness Factor:
 This factor includes virtually all the items which relate to policy decisions, their quality, where they are taken, how well they are followed and how well staff are able to conform to policy. It also includes policy communication problems between head office and branches and between manufacturers and divisions in the Company.
- Factor 4. Progress Factor:
 This relates particularly to younger employees and reflects a set of inter-connected concerns with training, assistance in adaptation, and the communication of expectations.
- Factor 5. Satisfaction Factor:
 This clustering contains both the general job-satisfaction and the work and task-satisfaction items. Interestingly enough this factor combines with perceptions of trust by senior management and clarity of job descriptions, suggesting that these issues are closely aligned with the dynamic which produces job-satisfaction. It also inter-relates with employment stability.

Factor 6. Commitment and Stability:

This factor is clearly the broad cluster of issues which relate to job-stability like intentions to stay on for five years or more and the importance of the job for career and life goals. What is interesting is which other items have loadings on this factor — namely opportunities for progress and promotion, work satisfaction and the status of the work and the Company.

These "factors" tell us simply the following — that pay policy, human communication, the policy-making and policy-communication process, job-advancement strategies and training and the establishment and maintenance of relations of trust are of vital importance in the personnel well-being and manpower development of the Company.

As regards Africans, as already indicated, the smaller sample meant that the same exercise could not be conducted with the same degree of confidence. The following general comments, however, are probably reliable and relevant. A factor analysis was conducted on African responses and the strongest factor, as among the other groups, was a "pay" or material concern factor. Among the items associated with this factor, however, were two of particular note: grievance handling and policy as regards fringe benefits. This would suggest that as far as African staff are concerned, the issues of grievances and benefits are more likely than not to be viewed in the same context as the issue of wages and salaries.

The factor among Africans which appeared to be most clearly associated with job-satisfaction also included clarity and fairness of expectations, ease of work and lack of irritations on the job.

It seems therefore that to be most relevant for African staff, great importance must be placed on pay, benefits and associated grievance handling, as well as on ensuring that job expectations are clear and ease of work execution is maximised.

A further step in the analysis of inter-relationships in the data was the conducting of what is known as a "Multiple Regression Analysis". This operation is an attempt to assess the weight of each of a number of issues contributing to a dependent variable, while the effects of other issues are controlled. In other words it is a statistical attempt to arrive at a relatively "pure" estimation of the importance of each of a number of variables intrinsically, or on their own, in determining some significant response.

Among African employees, the multiple regression analysis conducted with job satisfaction and intention to stay in the Company for 5 years as the issues of interest (dependent variables) suggested that the following are particularly important in determining job stability and satisfaction:*

AFRICANS

Job satisfaction

Job stability

determined by:

- | | |
|---|--|
| <ul style="list-style-type: none"> - handling of grievances, - wage/salary rates, - status of Company in eyes of friends, - job grading relative to work, and - clarity of job instructions. | <ul style="list-style-type: none"> - status of Company in eyes of friends, - handling of grievances, - knowing what superiors expect, and - wage/salary rates. |
|---|--|

Among whites, coloureds and Indians the same procedure was followed, yielding the following items with the highest contribution to the variance on the dependent variables:

WHITES, COLOUREDS AND INDIANS

Job satisfaction

Job stability

determined by:

- | | |
|---|--|
| <ul style="list-style-type: none"> - opportunities for promotion, - status of Company in eyes of friends, - how much expected of employee, - trust by superiors, and - fairness of treatment (coloureds and Indians) | <ul style="list-style-type: none"> - status of Company in eyes of friends, - opportunities for promotion, - how much expected, and - job security. |
|---|--|

* Items for inclusion in Regression Analyses were selected on the basis of loadings in the Factor Analyses - the highest loadings on the factors described by the dependent variable were selected.

In an initial Regression Analysis one item dominated the variance among all races, this being "proud to work for Company". This item in fact appears to function as a surrogate for satisfaction with the franchise Company, indicating how powerful an effect the franchise link has on employee responses. Because we were concerned with more general processes, this item was excluded for the Regression Analysis reported above. However, the importance of Company differences within the group is once again established.

The items listed above for all groups need no comment. These are the issues on which the Company management should concentrate in its general policy formulation in personnel relations.

11. DISCUSSION AND RECOMMENDATIONS

The preceding sections have been written in such a way as to attempt to exclude most superfluous detail. For this reason no summary of the findings need be offered in this discussion. Readers must refer to the preceding text for insights into the findings as such. Instead this discussion will focus on broader aspects of the interpretation of the results of this study.

GENERAL RESULTS ARE FAVOURABLE

In general, the results create a fairly favourable impression of the Company as a whole. Overall job satisfaction is probably somewhat higher than that found in other companies investigated in a similar way. A factor of particular importance is that satisfaction with the work itself is generally very positive. This is in large measure due to the fact that the Company is not based on mass-production processes so that worker boredom and fatigue are largely eliminated. The degree of intrinsic work satisfaction provides a very sound underlying basis for reactions to the Company among employees. This is not to say that improvements cannot be made, but is an indication that improvements such as job enrichment programmes have a very positive basis on which to be built.

Indications in the results as regards labour stability are also fairly favourable (although no predictions of labour turnover will be offered since the Company operates in a very competitive employment market). Taking all the labour-stability items into account seems to show that less than some 25 percent of employees in general would be vulnerable to temptations in the employment market.

There are specific grievances which are serious enough to warrant attention, however and the Company management should consult the detailed results in the text in this regard, where these specific features have been carefully listed.

CERTAIN BROAD PROBLEM AREAS IN PERSONNEL RELATIONS WARRANT ATTENTION

There are systematic and consistent differences between the reactions of the different race-groups among the employees. The most dramatic differences exist between African workers and the rest. The fact that Africans generally occupy the lowest rungs in the Company goes very far to explain these differences, but not completely. There is evidence of a more generalised "protest" among Africans which goes beyond the effects of low occupational status. Also among Indian and coloured people the overall rate of negative response is higher than among whites even when the results are controlled for the effects of seniority.

What is being suggested is that there seems to be scope in the Company for a more thorough attempt than hitherto to eliminate those practices which may create the impression among non-white employees that they are treated less-favourably than are the whites. Here the major emphasis must fall on improved communication and supervision procedures, and on training opportunities for upward mobility. It also seems that a careful consideration of how the job-grading system affects non-whites may be required and that some additional education in regard to the job-evaluation system be offered. Any inconsistency of expectations between management, line supervision and between manufacturers and branches should be attended to.

A particular feature which also requires attention among all groups is the matching of work roles to education, since there is evidence that the higher expectations and greater sensitivities of somewhat better-educated people at given grades of work are not optimally accommodated.

The types of priorities suggested above should do much to lower the level of stress in the workplace (irritation and worry) which is fairly high among Indian, coloured and the better-educated African employees.

VARIATIONS BETWEEN FRANCHISES ARE A SERIOUS PROBLEM

Quite considerable difficulty was experienced in the analysis due to wide variations between employee reactions in the different franchises, and hence also between regions. Any company must to some extent be approached as a cohesive whole and staff processes and problems attended to on the basis of analyses of the Group as a whole. This has been the intention of this study. However, this task was made very complicated by the fact that on a wide range of key issues the variations between franchises were found to be wider than the differences between job-grades and ethnic groups in the Company as a whole. This feature of the Company must make staff policy planning an extremely difficult and onerous task. The effects of staff climate in particular franchises appear to interpose themselves between employees and general company policies which more often than not are sound and well-accepted by the employees.

Obviously the compound structure of the Company makes dealing with this problem very difficult. However, it would seem to be necessary to work towards a greater consistency of management and supervision across franchises and regions. This, of course, has to be done without undermining the morale of franchise management or the benefits of decentralisation, if possible.

ASPECTS OF COMPANY IMAGE ARE POOR

Related to the problem of variability between franchises is the problem that the image of some of the franchise companies in the eyes of the average employee could be vastly improved. In the first "regression analysis" conducted by the author certain results suggested quite strongly that pride in the particular "sub-company" or lack of it has a pervasive and incisive effect on both job-satisfaction and labour-stability.

It is not for this author to say how these variations can be counteracted, but whatever attempts can be made in this direction should be seen as a priority.

It might be added that one of the aspects of Company image — that of "*status of the Company in the eyes of friends*" emerged in the analysis as a fairly strong basic factor influencing the extent of job-satisfaction. The problem among whites is more serious than among other groups.

PRIORITIES IN STAFF POLICY

Certain suggestions have already been made about what issues require attention in the Company personnel policy. These suggestions have been based on evidence of problems. In more general terms, however, analyses of the employee responses allow one to identify the dynamics of employee satisfaction in the Company as a possible contribution to on-going personnel policies. Of particular importance in this regard were the "factor analyses" and "regression analyses" conducted as part of the treatment of the data from the study.

Both the factor analyses and the regression analyses show that employee satisfaction and likely commitment to the firm are inter-related as well as being linked by similar determinants in the workplace. The pattern of results emerging suggests very strongly that the Company must as a matter of ongoing staff policy place emphasis on the following (not in any order):

For whites, Indians and coloureds:

- encouraging pride in the Company (irrespective of franchise)
- attempts to give the Company higher status or prestige in the eyes of employees (irrespective of franchise)
- offering staff opportunities for advancement through promotion and training policies
- making careful assessments of comparative work-loads and expectations
- striving toward absolute fairness and equality of treatment across all grades and groups in the labour force
- providing employees with an utterly clear basis for achieving long term job-security
- working towards a climate of strong mutual trust between management and employees

For Africans:

- establishing very consistent and well-understood job-evaluation procedures which are discussed at length by and with employees
- strengthening consultative bodies on an elected basis as vehicles for the handling of grievances
- improving the clarity of job instructions and the methods of communicating these instructions
- doing as much as possible to improve wage rates, perhaps by means of merit and/or service increments.

Many or most of these suggestions may already be features of policy in the Company. If so these suggestions will serve to confirm their importance and provide a basis for choice between all the various options in the personnel relations policy.

It will be noted that wage and salary policies are not mentioned in the recommendations for whites, coloureds and Indians. This is simply because these issues did not appear as being critical at the present time. The factor analyses showed, however, that earnings are a dominant element in the consciousness of all employees, whites included, and therefore this aspect of staff policy must never be neglected or else it would soon become a critical issue.

This study has been successful in the sense that it seems to have revealed very adequately the dynamics of staff satisfaction in the Company. Its major shortcoming lies in the fact that the sample was not sufficiently large to allow detailed assessments of problems by category of employees within the separate franchises. No doubt, however, management will be able to employ its own insights in the interpretation of these results, so as to compliment the statistical findings.

The research has also been conducted in such a way as to allow fairly strictly comparable repeat studies at future dates, so that progress in personnel relations may be monitored.

QUESTIONNAIRE

CENTRE FOR APPLIED SOCIAL SCIENCES

UNIVERSITY OF NATAL

IMS (PTY) LIMITED.

EMPLOYEE SURVEY FOR MCCARTHY GROUP LIMITED

In 1979 your company, McCarthy Group Ltd. asked an outside firm to undertake a survey among employees. The survey guided the company in its employment policies.

The survey is being undertaken again during November. Once again it will help to guide the company in its management approach.

Professor L. Schlemmer of the University of Natal and the research firm, IMS, are undertaking the survey. IMS and Prof. Schlemmer will analyse the answers of employees and write a report for the company.

•In 1979 het u maatskappy, McCarthy Group Ltd., 'n buite-firma gevra om 'n opname onder werknemers te maak. Die opname het die maatskappy leiding gegee, in sy arbeidsbeleid.

Die opname word weereens gedurende November, onderneem. Weereens sal dit help om die maatskappy in sy bestuursbenadering leiding te gee.

Professor L. Schlemmer van die Universiteit van Natal en die marknavorsing-maatskappy, IMS, onderneem die opname. IMS en Prof. Schlemmer sal die antwoorde van die werknemers ontleed en 'n verslag vir die maatskappy skryf.

PLEASE NOTE: You can be as honest and frank as you like in your answers. Prof. Schlemmer and IMS will combine answers of individual employees together in the computer to produce tables of statistics. No individual employee's answers will be made known to the company.

We do not ask your name. A proportion of company employees has been selected scientifically into a sample to represent the whole company.

Please help the survey by giving your frank and honest answers.

LET WEL: U kan so eerlik wees in u antwoorde as wat u wil. Prof. Schlemmer en IMS sal die antwoorde van individuele werknemers saam in die rekenaar sit om statistiektabelle op te lewer.

Ons vra nie u naam nie. 'n Gedeelte van die werknemers van die maatskappy is wetenskaplik as 'n steekproef gekies, om die hele maatskappy te verteenwoordig.

Help asseblief die opname deur openhartige en eerlike antwoorde te gee.

Please answer by making a circle round the answer you would pick.

FOR EXAMPLE:

If we asked What town do you work in? a person working in Johannesburg would circle like this:

Antwoord asseblief deur 'n kring rondom die antwoord wat u sou kies te maak.

BYVOORBEELD:

Indien ons sou vra watter dorp werk u in? sou 'n persoon wat in Johannesburg werk, dit as volg omkring:

DURBAN	CAPE TOWN	JOHANNESBURG	OTHER TOWN
		<input checked="" type="radio"/>	

OFFICE

C.NO:

1 - 4

1. How long have you worked in the McCarthy Group? (You need not give months.)
1. Hoe lank werk u al vir die McCarthy Groep? (U hoef nie maande te gee nie)

MORE THAN 10 YEARS/ MEER AS 10	5 - 9 YEARS JAAR	3 - 4 YEARS JAAR	2 YEARS JAAR	1 YEAR JAAR	LESS THAN 1 YEAR/ MINDER AS 1 JAAR

6 -

2. How long have you worked in your present job at your present branch?
2. Hoe lank werk u al in u huidige pos, by u huidige tak?

MORE THAN 10 YEARS/ MEER AS 10 JAAR	5 - 9 YEARS JAAR	3 - 4 YEARS JAAR	2 YEARS JAAR	1 YEAR JAAR	LESS THAN 1 YEAR/ MINDER AS 1 JAAR

7 -

3. Think of working in your present job. Would you say that you are:
3. Dink aan die werk in u huidige pos, sou u sê, u is:

VERY SATISFIED/ BAIE TEVREDE	FAIRLY SATISFIED/ TAAMLIK TEVREDE	FAIRLY DISSATISFIED/ TAAMLIK ONTEVREDE	VERY DISSATISFIED/ BAIE ONTEVREDE

8 -

4. Think of your future career. Do you feel that you can become what you would like to become in the McCarthy Group or not?:
4. Dink aan u toekomstige loopbaan. Voel u dat u kan word, wat u graag wil word in die McCarthy Groep of nie?:

CAN DEFINITELY REACH MY GOALS IN MCCARTHYS/ KAN DEFINITIEF MY DOELWITTE BEHAAL IN MCCARTHYS	CAN POSSIBLY REACH MY GOALS/ KAN MOONTLIK MY DOELWITTE BEHAAL	I DOUBT IF I CAN REACH MY GOALS/ EK TWYFEL OF EK MY DOELWITTE KAN BEHAAL	DEFINITELY WILL NOT REACH MY GOALS/ SAL DEFINITIEF NIE MY DOELWITTE BEHAAL NIE

9 -

5. How important or not is your present job in helping you to get where you would like in your career?:
5. Hoe belangrik of nie is u huidige werk om u te help om te kom in u loopbaan, waar u graag sou wil wees?:

NOT IMPORTANT AT ALL/ GLAD NIE BELANGRIK NIE	OF LITTLE IMPORTANCE/ VAN MIN BELANG	FAIRLY IMPORTANT/ TAAMLIK BELANGRIK	VERY IMPORTANT/ BAIE BELANGRIK

10 -

6. We would like you to think of your present place of work. We are going to ask about a number of aspects of your work and the company.

For each we would like you to tell us whether you feel:

- generally satisfied or happy
OR
- as satisfied as one can expect to be in the kind of work
OR
- dissatisfied or unhappy.

6. Ons wil graag hê dat u aan u huidige werkplek moet dink. Ons gaan u oor 'n aantal aspekte van u werk en maatskappy uitvra.

Vir elkeen sou ons graag wil hê dat u aan ons sê of u:

- oor die algemeen tevrede en gelukkig voel
OF
- so tevrede as mens kan verwag om te wees in die tipe werk voel
OF
- ontevrede en ongelukkig voel.

PLEASE NOTE: IF SOME OF THESE THINGS DO NOT AFFECT YOU, YOU SHOULD STILL ANSWER THE QUESTION TO SHOW HOW YOU FEEL THE COMPANY IS AFFECTED.

LET WEL: INDIEN PARTY VAN HIERDIE DINGE U NIE RAAK NIE, BEHOORT U NOG STEEDS DIE VRAAG TE BEANTWOORD OM TE WYS DAT U VOEL DAT DIE MAATSKAPPY GERAAK WORD.

	GENERALLY SATISFIED	AS SATISFIED AS ONE CAN EXPECT	DISSATISFIED UNHAPPY	
	VOOR DIE ALGEMEEN TEVREDE	SO TEVREDE SOOS MENS KAN VERWAG	ONTEVREDE ONGELUKKIG	
1. The way employee grievances are handled/ Die manier waarop werknemergriewe hanteer word.				11-
2. The tea time and lunchtime facilities/ Die teetyd en etenstyd fasiliteite.				12-
3. Helpfulness of the Personnel Department/ Behulpsaamheid van die Personeelafdeling				13-
4. Medical Aid scheme/Mediesehulp-skema				14-
5. The way the company treats people on sick leave/ Die manier waarop die maatskappy mense met siekverlof behandel				15-
6. Wage or salary rates/Loon of salaristarie				16-
7. Knowing what superiors expect/Weet wat hoër werknemers verwag				17-
8. How well-trained branch management is/ Hoe goed opgelei takbestuur is				18-
9. How clear job instructions are/ Hoe duidelik werksinstruksies is				19-
10. Whether managers and superiors have favourites/Of bestuurders en hoër werknemers gunstelingte het				20-
11. Opportunities to talk to senior people about work/ Geleentheid om met senior mense oor werk te praat				21-
12. The Pension Fund deductions/ Die Pensioenfonds aftrekkings.				22-
13. How superiors treat their staff/ Hoe hoër werknemers hulle staf behandel.				23-

OFFICE

	GENERALLY SATISFIED	AS SATISFIED AS ONE CAN EXPECT	DISSATISFIED UNHAPPY	
	OOR DIE ALGEMEEN TEVREDE	SO TEVREDE SOOS MENS KAN VERWAG	ONTEVREDE ONGELUKKIG	
4. Wage and salary increases/•Loon en salaris verhogings				24-
5. Training of new employees/ •Opleiding van nuwe werknemers				25-
6. Knowledge of the rules of the Pension Fund/•Kennis van die reëls van die Pensioenfonds.				26-
7. People treated equally and fairly/ •Mense word gelyk en regverdig behandel				27-
8. Washroom and toilet facilities/ •Waskamer- en toiletfasiliteite				28-
9. Getting paid fairly for extra work/ •Om behoortlik betaal te word vir ekstra werk				29-
10. Uniforms and overalls/•Uniforms en oorbakke				30-
11. Rumours and speculation among employees/ •Gerugte en spekulasie tussen werknemers				31-
12. Opportunities for promotion in the company/•Geleenthede vir bevordering in die maatskappy				32-
13. The job-grading system/•Die werkgradering stelsel				33-
14. Opportunities to discuss policy with management/•Geleenthede om beleid met die bestuur te bespreek				34-
25. How much is expected of you/•Hoeveel word van u verwag				35-
26. How secure you feel about keeping your job/•Hoe veilig voel u daaroor om u werk te behou				36-
27. How wages and salaries compare with other similar companies/•Hoe lone en salarisse met ander gelyksoortige maatskappye vergelyk				37-
28. Rewards for good work or performance/ •Belonings vir goeie werk of werkverrigtings				38-
29. Your wage or salary for the work or responsibility you have/•U loon of salaris vir die werk of verantwoordelikheid wat u het				39-
30. How you get on with your colleagues at your level/•Hoe u met u kollegas op u vlak oor die weg kom				40-
31. Whether employees who are not white are treated fairly/•Of werknemers wat nie blank is nie, regverdig behandel word				41-
32. How your work is rewarded compared with other work in the company/•Hoe u werk beloon word, in vergelyking met ander werk in die maatskappy				42-
33. How employees are consulted by management about working conditions/•Hoe werknemers deur die bestuur geraadpleeg word oor werktoestande.				43-

OFFICE

7. Look back at all the job aspects where you have marked yourself as Dissatisfied or Unhappy. Please write down the numbers of the three (3) aspects which you feel need putting right most urgently - First, Second and Third:

7. Kyk terug na al die werkaspekte waar u, uself as Ontevrede of Ongelukkig gemerk het. Skryf asseblief die nommers van die drie (3) aspekte neer, wat u voel dringend reggestel moet word - Eerste, Tweede en Derde:

FIRST/EERSTE	SECOND/TWEEDE	THIRD/DERDE

1ST
63-67

2ND
68-72

3RD
73-77

8. Please write down any serious problems we have not covered -

• Skryf asseblief enige ernstige probleme wat ons nie gedek het nie neer -

1. _____
2. _____
3. _____

OFFICE
CARD 2
5 - 2

9. Some people worry about their work and position in the company, others do not. Do you:

9. Party mense bekommer hulle oor hulle werk en posisie in die maatskappy, ander nie. Is u:

- Worry about your position constantly/ - Gedurig bekommerd oor u posisie	
- Worry quite a lot from time to time/ - Heelwat bekommerd van tyd tot tyd	
- Worry now and again but not a lot/ - Nou en dan bekommerd, maar nie baie nie	
- Never or hardly ever worry/ - Nooit, of skaars ooit bekommerd	

6-17

18-1

2

3

4

10. How often do you get irritated or angry while at work?

10. Hoe dikwels raak u geïrriteerd of kwaad by die werk?

Get angry or irritated/
Raak kwaad of geïrriteerd

- Several times a day/ Etlke kere per dag	
- A few times a week/ Paar keer per week	
- Now and again/ Nou en dan	
- Hardly ever or never/ Skaars ooit of nooit	

19-1

2

3

4

11. How would you feel about staying in the company for another 5 years?
 11. Hoe sou u daaroor voel om nog 5 jaar in die maatskappy aan te bly?

Good/Goed	
Uncertain/Onseker	
Would not stay/ Sou nie aanbly nie	

20-1

2

3

12. (OMIT FOR BLACKS)

Here is a list of statements about the firm you work in - just the firm you work in, not McCarthy's as a whole. Please read through them quickly and tick those which you feel are:-

- true and a serious problem
- true but not a serious problem
- not generally true

12. (LAAT WEG VIR SWARTES)

Hier is 'n lys van stellings oor die firma waarin u werk - net die firma waarin u werk, nie McCarthy's as 'n geheel nie. Lees asseblief vinnig deur hulle en merk dié wat u voel:-

- Waar en 'n ernstige probleem is
- Waar, maar nie 'n ernstige probleem is nie
- Oor die algemeen nie waar is nie

	TRUE - SERIOUS PROBLEM WAAR - ERNSTIGE PROBLEEM	TRUE - NOT SERIOUS WAAR - NIE ERN- STIGE NIE	NOT GENERALLY TRUE NIE OOR DIE ALGEMEEN WAAR NIE	
- Too many decisions are taken in Durban and everyone else has to fit in/ • Te veel besluite word in Durban geneem en al die ander moet inpas				21-
- Head office has too many experts who don't have enough work to do/ • Hoofkantoor het te veel deskundiges, wat nie genoeg werk het nie				22-
- Staff in branches of the company are not able to plan the best ways of working/ • Staf by die takke van die maatskappy is nie in staat om die beste werkmetodes te beplan nie				23-
- Often the manufacturers want one thing and Head office something else/ • Dikwels wil die vervaardigers een ding hê en hoofkantoor iets anders				24-
- Not enough attention is given to staff and personnel problems/ • Nie genoeg aandag word aan staf en personeel-probleme gegee nie				25-
- The policies of the company are not made clear to everyone in written form/ • Die beleid van die maatskappy word nie duidelik aan almal gestel in 'n geskrewe vorm nie				26-
- Black people are not treated as adults/ • Swartmense word nie soos volwassenes behandel nie				27-

OFFICE

TRUE - SERIOUS PROBLEM WAAR - ERNSTIGE PROBLEEM	TRUE - NOT SERIOUS WAAR - NIE ERN- STIG NIE	NOT GENERALLY TRUE NIE OOR DIE ALGEMEEN WAAR NIE
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No proper ways exist for staff to discuss their working problems with management/
Geen behoorlike weë bestaan vir staf om hulle werksprobleme met die bestuur te bespreek nie

28-

The staff who are selected and hired are often of poor quality/
Die staf wat gekies en aangestel word, is dikwels van 'n lae gehalte

29-

Staff often do not stick to management policies/
Staf hou dikwels nie by die bestuursbeleid nie

30-

Management goals are often impossible to achieve/
Bestuursdoelwitte is dikwels onmoontlik om te bereik

31-

The company hires and fires too easily/
Die maatskappy stel te maklik aan, en dank te maklik af

32-

Job descriptions need to be improved and re-evaluated/
Werksbeskrywings moet verbeter en hersien word

33-

Staff are often absent without good reason/
Staf is dikwels afwesig sonder goeie redes

34-

(FOR THE FOLLOWING QUESTIONS, PLEASE RING YOUR ANSWERS AS BEFORE)

13. In the eyes of your friends, does the firm you work for have:

(VIR DIE VOLGENDE VRAE, OMKRING ASSEBLIEF U ANTWOORDE SOOS VOORHEEN)

13. In die oë van u vriende, het die firma waarvoor u werk:

HIGH STATUS HOË STATUS	LIKE ANY OTHER FIRM SOOS ENIGE ANDER FIRMA	LOW STATUS LAË STATUS

35-

14. Think of the products which your firm sells. Are they:-

14. Dink aan die produkte wat u firma verkoop. Is hulle:-

HIGH QUALITY HOË KWALITEIT	AVERAGE QUALITY GEMIDDELDE KWALITEIT	POOR QUALITY SWAK KWALITEIT

36-

15. Think of the service which your firm offers to the public. Is the service:

15. Dink aan die diens wat u firma aan die publiek bied. Is die diens:

EXCELLENT UITSTERKEND	GOOD GOED	NOT GOOD NIE GOED NIE	VERY POOR BAIE SWAK

37-

16. Think generally of the firm you are working in. Are you:
 16. Dink in die algemeen aan die firma waarin u werk. Is u:

PROUD TO WORK FOR THE FIRM Trots om vir die firma te werk	IT IS LIKE WORKING FOR ANY OTHER FIRM Dit is soos om vir enige firma te werk	OTHER FIRMS WOULD MAKE ME FEEL PROUDER ANDER FIRMA'S SAL MY TROTSEER LAAT VOEL

38-

17. Do you feel that the firm you work for has:
 17. Voel u dat die firma waarvoor u werk het:

TRIED TO DO ITS BEST FOR YOU Probeer om hulle beste vir u te doen	TREATED YOU AS WELL AS CAN BE EXPECTED U so goed as wat verwag kan word behandel	TREATED YOU FAIRLY BADLY U taamlik sleg behandel	TREATED YOU VERY BADLY U baie sleg behandel

39-

18. What is your age?
 18. Hoe oud is u?

18 - 24 YRS JAAR	25 - 34 YRS JAAR	35 - 44 YRS JAAR	45 YRS AND OLDER 45 JAAR EN OUER

40-

19. What standard of education did you pass?
 19. Watter onderwysstanderd het u deurgekom?

LESS THAN STD 3 MINDER AS STD 3	STD 3-5 STD 3-5	STD 6 OR 7 STD 6 OF 7	STD 8 OR 9 STD 8 OF 9	MATRIC MATRIEK	POST MATRIC/ DEGREE NA-MATRIEK/ GRAAD

41-

20. What is your sex?
 20. Wat is u geslag?

MALE MANLIK	FEMALE VROULIK

42-

21. What group do you belong to?
 21. Tot watter groep behoort u?

BLACK SWART	COLOURED KLEURLING	ASIAN ASIAAT	WHITE BLANKE

43-

22. What is your home language?
 22. Wat is u huistaal?

AFRIKAANS AFRIKAANS	ENGLISH ENGELS	AFRICAN LANGUAGE SWARTTAAL	OTHER LANGUAGE ANDER TAAL

44-

23. What is your wage or salary without overtime? (Give either weekly or monthly).
 23. •Wat is u loon of salaris sonder oortyd? (Gee óf weekliks of maandeliks).

WEEKLY WEEKLIKS	R _____
MONTHLY MAANDELIKS	R _____

24. Details of Branch (name of firm) and address:
 24. •Besonderhede van Tak (naam van firma) en adre.:

OFFICE

45	
46	
47	
48	

49-51

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Q.25. If you work in the motor industry could you circle the job title that most closely describes your job. Finally, if you hold more than one job please circle all the one you hold.

SALES DEPARTMENT	SERVICE DEPARTMENT & PETROL DRIVEWAY	PAINT & PANEL SHOP/ USED VEHICLE RECONDITIONING	PARTS DEPARTMENT	ADMINISTRATION & CREDIT DEPARTMENT
JOB TITLE	JOB TITLE	JOB TITLE	JOB TITLE	JOB TITLE
16				Franchise Admin Manager Dealership Manager
17 General Sales Manager Podium Manager Sales Manager	Franchise Service - Manager Divisional Service - Manager		Divisional Parts - Manager	Divisional Admin Manager Dealership Manager
18 General Sales Manager Podium Manager Sales Manager	Divisional Service - Manager General Service - Manager Service Manager		Divisional Parts - Manager Parts Manager	Divisional Admin Manager Divisional Credit Manager Dealership Manager
15 General Sales Manager Podium Manager Buying Manager Sales Manager	Divisional Service - Manager General Service - Manager Service Manager	Used Vehicle Reconditioning Workshop Manager Paint & Panelshop Manager	Divisional Parts - Manager Parts Manager	Divisional Admin Manager Divisional Credit Manager Dealership Manager
14 Podium Manager Sales Manager	Service Manager	Used Vehicle Reconditioning Workshop Manager Paint & Panelshop Manager	Divisional Parts - Admin Manager Parts Manager	Dealership Manager Divisional Credit Manager
13 Wholesale Sales - Manager Vehicle Buyer Used Vehicle Valuator Podium Manager Sales Manager	Service Manager		Parts Manager	Divisional Accountant
12 Wholesale Sales - Manager Vehicle Buyer Used Vehicle Valuator Podium Manager Sales Manager	Service Manager Foreman Productive Foreman	Paint & Panelshop Foreman Panelshop Foreman Paintshop Foreman Used Vehicle Reconditioning Productive Foreman Paintshop Foreman	Parts Manager Parts Sales Manager Assistant Parts - Manager	Divisional Accountant Dealership Accountant
11 Salesperson	Service Receptionist - (Technical) Service Advisor Service Supervisor Team Leader Quality Controller Workshop Controller		Dealership Parts - Supervisor	Dealership Accountant Assistant Accountant Dealership Credit Manager
10 Salesperson	Journeyman Diesel - Mechanic Journeyman Mechanic Journeyman Auto - Electrician Journeyman Trimmer	Journeyman Spraypainter Journeyman Panelbeater Journeyman Mechanic Journeyman Trimmer		Dealership Accountant Assistant Accountant Back End Income Controller Dealership Credit Manager
9 Salesperson	Public Relations - Officer		Parts Representative	Dealership Credit Manager Credit Controller (Sundries & V/O) Private Secretary
8			Parts Admin Officer Senior Parts Salesman	
7 Licensing Supervisor	Service Admin - Controller		Parts Salesman	Credit Controller (Sundries) Credit Supervisor Dealership Admin Clerk Salary & Wage Clerk
6	Service Exceptionist - (Non Technical) Repairshop Assistant	Bodyshop Assistant	Parts Salesman Parts Dispatch Supervisor	Credit Controller (V/O) Data Processing Clerk Wage Clerk (Payroll office) Secretary Cashier/Telephonist
5 Delivery Co-ordinator Sales Admin Clerk Licensing Clerk Vehicle Control Clerk Heavy Duty Driver	Costing & Claims - Clerk Claims Clerk Costing Clerk Heavy Duty Driver	Buying Clerk General Admin Clerk	Parts Storeman Parts Admin Clerk	Credit Control Clerk (Sundries) New Business Clerk Accounts Clerk Creditors Clerk Telephonist Cashier Twist
4 Vehicle Inventory - Clerk Light/Med Duty Driver	Service Admin Clerk Service Routine - Admin Clerk Driveway Controller Tool Store Attendant Light Med Duty - Driver	Stripper/Assembler Filer Light/Med Duty Driver	Parts Picker Invoice Clerk Delivery Driver Scooter Driver	Invoice Clerk

CONTINUED

INDEX:

SALES DEPARTMENT	SERVICE DEPARTMENT & PETROL DRIVEWAY	PALNT & PANEL SHOP/ USED VEHICLE RECONDITIONING	PARTS DEPARTMENT	ADMINISTRATION & CREDIT DEPARTMENT
JOB TITLE	JOB TITLE	JOB TITLE	JOB TITLE	JOB TITLE
Valuations Clerk	Filling Clerk Petrol Driveway Cashier Lubrication Attendant	Used Vehicle Appearance Reconditioner Puttyman/Primer Sprayer Primer Sprayer Polisher	Terminal Operator Records Clerk	Terminal Operator Filing Clerk
Vehicle Attendant	Petrol Attendant Rubberising Attendant Rustproofing Attendant Tyre Repairer Vehicle Finisher	Flatberman	Factor	Stationary Clerk Postal Clerk Night-watchman
Vehicle Park Attendant Cleaner Sweeper Washer	Sweeper Cleaner Washer	Steam Cleaner Cleaner Sweeper Washer	Parts Messenger Cleaner Sweeper Washer	Passenger Cleaner Sweeper Washer Teamster/Char

If you do not work in the motor industry tick below in none of the above applicable and vice in exactly what you do.

NONE OF THE ABOVE APPLICABLE

MY JOB IS:

VERVOLG:

VERKOOPAFDELING	DIENSTAFDELING EN PERIODE	VERF-EN PANEEL/WAARDEL/ GERUWTE VOERTUIG VERWUINGAFDELING	ONDERDELE - AFDELING	ADMINISTRASIE EN KREDIETAFDELING
WERKSTUJEL	WERKSTUJEL	WERKSTUJEL	WERKSTUJEL	WERKSTUJEL
Voertuigvoertuigklark Ligte/medumvoertuig- bestuurder	Dienaaradministrasieklark Dienaar-revisie-somini - skasieklark Kontroleerder Gerredakapakhuisbalper Ligte/medum voertuig- bestuurder	Skroper/Monteur Panser Ligte/medum voertuigbestuurder	Onderdele uit- -osker Faktuurklark Afliewersklark bestuurder (veur- tug) Bromponke- bestuurder	Faktuurklark
Waardeklark	Liasseklark Petrolium-kassiere Olie-balper	Gebruikte Voertuig voorkoms verruiser Skopertim Skopertim Poleerder	Kindertuigbestuurder Lierklark	Eindpuntbestuurder Liasseklark
Voertuigbalper	Petrolium Gomastiekbestuurder Balper Kostertuigbalper Wahortdelier Voertuigbestuurder		Tabak	Skrifboonsteklark Postklark Rugweg
Voertuigwagterbalper Veur Skoommaker Wasser	Veur Skoommaker Wasser	Skoomskoommaker Veur Skoommaker Wasser	Onderdele-lood- skapper Veur Skoommaker Wasser	Boodskap Veur Wasser Skoommaker Wasser/Skoommaker

Lesdien v nae in die voorinverre-werk hier, merk hieronder in "Ja" wem die bevoegdende is van toepassing"
en vul asseblief in presies wat u doen!

GEW VAN DIE SOEKENDE VAN TOEPASSING

By werk la:



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