

Empirical analysis and results



“Great things are not done by impulse, but by a series of small things brought together”.

(Vincent Van Gogh, 1853-1890)

4.1. Introduction

The literature review in Chapter 2 and 3 revealed that there exists a relationship between Quality of Work Life, job satisfaction and perceived service delivery and productivity of commercial food and beverage service employees in Potchefstroom. However, in an attempt to determine, specifically, the relationship between Quality of Work Life and the factors (work life domains) that influence perceived service delivery and productivity, these should be measured. Thus, the aim of this chapter is to focus on the research methods used to conduct this research and to present the results. The relationships between the various work life domains and perceived service delivery and productivity will be illustrated. The focus is primarily on the statistical data analyses performed on the data that were acquired. The descriptive results are displayed in the form of Figures and Tables, while the Exploratory Factor Analysis (EFA) and Structural Equation Model (SEM) will also be discussed, further illustrating the structural relationships between the work life domains and perceived service delivery and productivity.

4.2. Statistical analysis

The data was captured in the Statistical Package of Social Sciences, version 20.0 (SPSS Inc., 2012). SPSS was later used for the statistical analysis and to ensure the accuracy and reliability

of the analytical process. This also ensured that the data is interpretable according to the goals and objectives that have been set for the research. Amos (Arbuckle, 2012) was utilised for the Structural Equation Model (SEM). The statistical analysis employed in this study took place in three stages.

Firstly, the profile of the respondents, the work life domains and the employees' business environment were compiled with the help of two-way frequency tables and illustrated using figures and tables. Demographic profiles are the physical representation and characteristics of the populace such as gender, age, relationship status, level of education, length of employment, unit where employed, added benefits and future prospects. Work life domains included the *Job attributes, social attributes, esteem attributes, actualisation attributes, creativity and aesthetic attributes*. The business environment included organisational support and employee commitment and service delivery and productivity at the selected establishments.

Secondly, an Exploratory Factor Analysis (EFA) was done on the work life domains and business environment: *job attributes, social attributes, esteem attributes, actualisation attributes, creativity attributes, organisational support and employee commitment and perceived service delivery and productivity*. A factor analysis, according to Pallant (2011:181), is a data reduction technique to take large sets of variables and reduce them to a smaller set of factors or components. The Exploratory Factor Analysis (EFA) with Oblimin rotation is often used in the early stages of research to gather information on the interrelationship between the variables. An assessment of the suitability of the data needed to be tested to determine the relationship among the variables and to conduct an exploratory factor analysis (EFA). To evaluate the factorability of the data, two statistical measures are used, Firstly, Bartlett's test of sphericity; secondly, the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy. According to Pallant (2011:183), Bartlett's test of sphericity should be significant ($p < .05$) for the factor analysis to be appropriate. The Kaiser-Meyer-Olkin (KMO) index ranges from 0-1 with (0.6) are suggested as the minimum values for a good factor analysis (Pallant, 2011:183). Reliabilities, according to Pallant (2011:97), are indicated by using internal consistency from the Cronbach's alpha coefficient and the mean inter-item correlation to determine the reliability of scales that are used.

Therefore, the different factors from the EFA were obtained and their reliability thus assessed. The reliability and validity of the measuring instrument is of great importance as it is concerned with the consistency of the measurements (Knapp & Mueller, 2010:337). When measuring the Cronbach's alpha of a scale, the result must be above 0.7 (Pallant, 2011:183). According to Steyn (2000:1-3), all factors with loadings greater than 0.3 can be considered as significant and

items that cross load on two factors with factor loadings both greater than 0.3 were categorised in the factor by where interpretability is best.

Thirdly, a Structural Equation Model was performed to indicate the relationship between the work life domains and the influence thereof on perceived service delivery and productivity. According to Hancock & Mueller (2006:371), a Structural Equation Modelling (SEM) represents a theory-driven data analysis approach for the evaluation of causal relationships among measured variables. The SEM consists of two parts: the first, a measurement model that examines the relationships between latent variables and manifest variables from the factor analysis, and secondly, the structural model that describes the influence between the latent variables. According to Hancock & Mueller (2006:379), in good research practice, the reporting of multiple fit indices by means of three broad classes to retain the SEM is necessary. These include Chi-Square as the relative/normed chi-square or (χ^2/df). Comparative Fit Index (CFI – value) and the Root Mean Square Error of Approximation (RMSEA). The standardised regression coefficient's p-value, should be smaller than 0.05 for statistical significance (Pallant, 2011:135). According to Cohen (1988:79-81), the strength of the relationship should follow the following guidelines: for a small relationship ($r=.10$ to $.29$), a medium relationship ($r=0.30$ to 0.49) and a large relationship ($r=0.50$ to 1.0). The results of the study is discussed in the next section.

4.3. Results

In this section, the major findings and results are summarised and discussed. The profiles of the respondents are divided into three (3) sections, the demographic profile, work life domains, and then the business environment. The results will be shown in the form of Figures and Tables.

4.3.1 Demographic profile

The demographic profile of the respondents resulted in the following:

4.3.1.1. Gender

As shown in Figure 4.1, the majority of respondents (61%) were female, while 39% were male. According to Wong, Sui & Tsang (1999:233) female service employees reflected a higher need for care and recognition from employers than their male counterparts do: this could indicate that employers and managers need to take better care of female service employees.

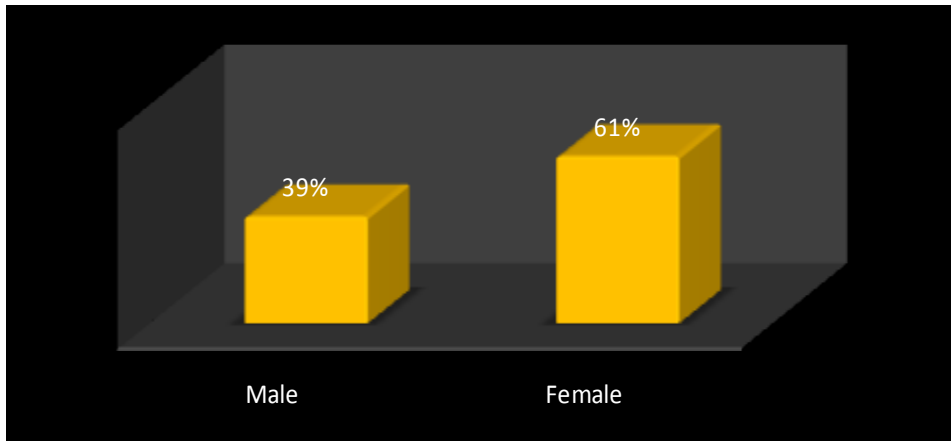


Figure 4.1: Gender

4.3.1.2. Age

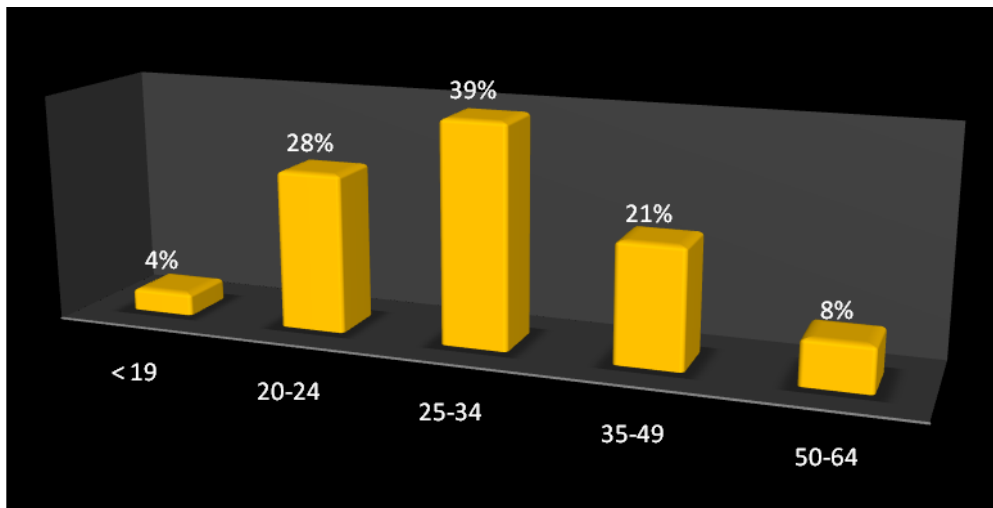


Figure 4.2: Age

The largest category of employees (39%) was those between the ages of 25 and 34 years. The second largest age category was those employees in the age group 20 to 24 years (28%), followed by the employees between the ages of 35 and 49 years (21%). Employees between the ages of 50 to 64 years accounted for 8% of the respondents, while 4% were employees younger than 19 years. The average age of the employees was 31 years of age, which is consistent with the results obtained by Kim, Shin & Umbreit (2007:428), where the average age was 36 years of age. In their research, Wong, Sui & Tsang (1999:233) found that younger employees (16 to 35 years of age) are more ambitious and career-orientated and would prefer challenging jobs with many training opportunities that would enhance career development (Solnet & Hood 2008:60).

4.3.1.3. Relationship status

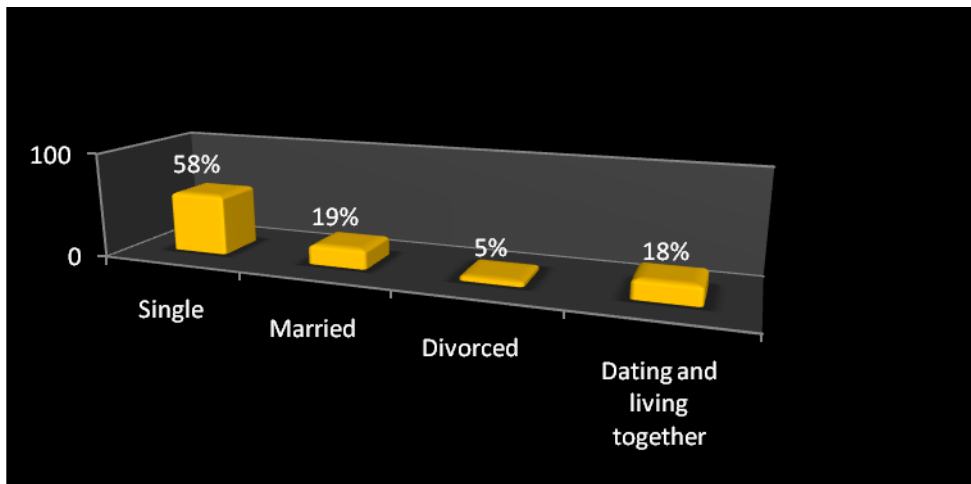


Figure 4.3: Relationship status

Figure 4.3 indicates that the majority of respondents were single (58%), while 19% were married. Eighteen percent (18%) were dating and living together while 5% were divorced. According to Lam, Zhang & Baum (2001:159), research has consistently shown that married employees are more satisfied with their jobs than their unmarried co-workers are. However, Wong *et al.* (1999:233) found that unmarried employees did not mind spending time on developing their careers and demand better treatment from employers.

4.3.1.4. Level of education

Figure 4.4 indicates that a significant percentage (47%) of the employees passed Grade 12, while 21% of the employees indicated that they did not complete high school. Fourteen percent (14%) indicated that they did not finish primary school, while 8% indicated that they completed a certificate course. Seven percent (7%) of the employees responded indicating that they were in possession of a degree, 2% indicated that they possess a diploma and only 1% indicated having a postgraduate education. According to Wong *et al.* (1999:233), an employee with a higher educational background expects more in terms of financial compensation, benefits and supervision than do those with lower educational backgrounds. In the food and beverage sector, lower educated employees are typically hired (Lam *et al.*, 2001:159) perhaps indicating that the lower educated employees would not be as demanding.

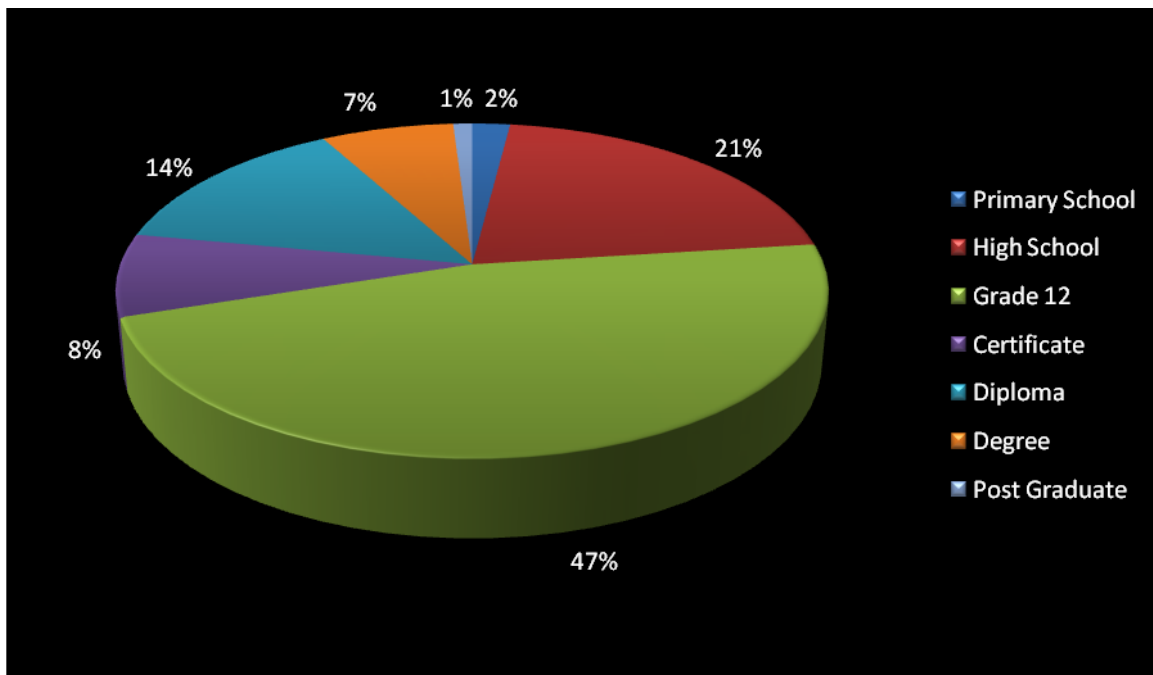


Figure 4.4: Level of education

4.3.1.5. Length of service

Thirty percent (30%) of the responding employees indicated that they have been working at their current establishment for no more than a year, while 19% indicated that they have not worked longer than 2 years at their current establishment. Fourteen percent (14%) indicated that they have been working at their current establishment for longer than ten years, while 11% indicated that they have been working for their current establishment for three years. As seen in Figure 4.5, the remaining employees (26%) were represented between four and ten years of service at their current establishments. The average length of service was nine (9) years, but one challenge seems to be that the majority leaves the sector within one year. Lam *et al.* (2001:159) agree and note that employee satisfaction drops for employees who have been employed for just more than six months, and the greatest level of job turnover occurs around this time.

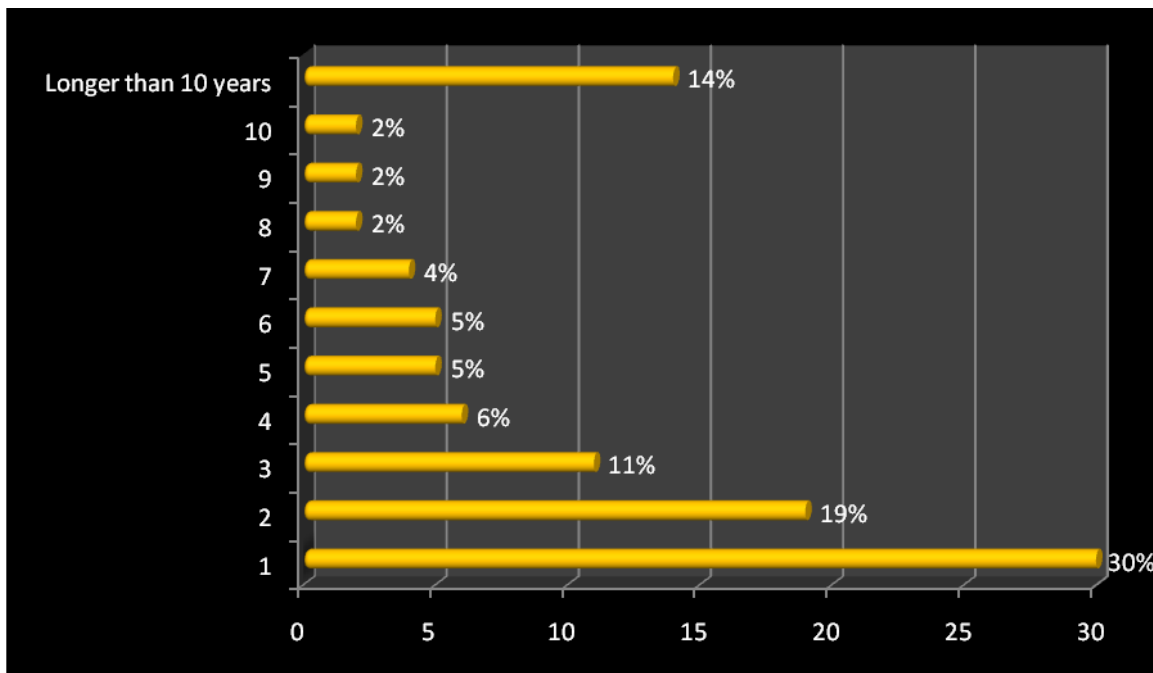


Figure 4.5: Length of service

Wong *et al.* (1999:239) add that employees who have worked for a shorter period than one year for the same employer or in the same position will prefer a variety of work and learning opportunities that offer a clear career path.

4.3.1.6. Unit employed

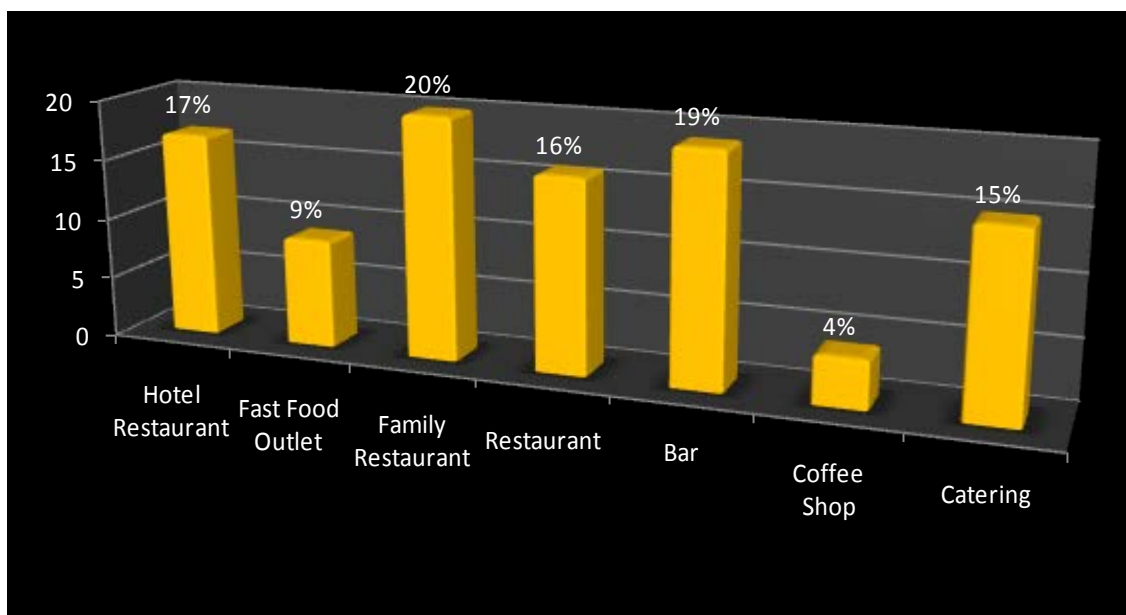


Figure 4.6: Unit employed

Figure 4.6 indicates that 20% of the responding employees were employed at family restaurants, while 19% were employed at bars. Seventeen percent (17%) were employed in hotel restaurants and 16% indicated being employed at restaurants in general. Fifteen percent

(15%) indicated they were employed by a catering establishment. The distribution of questionnaires indicated that there was an acceptable variety of the different types of commercial establishments asked to participate in the research. However, the number of questionnaires returned from each establishment differs depending on the size of the establishment.

4.3.1.7. Added benefits

As shown in Table 4.1, the majority (61%) of employees receive staff meals. The remaining benefits that were listed (stay-in facilities, medical aid, pension, accommodation contribution and study loans) were not responded to positively. Some employees also indicated that they do receive bonuses. However, this is not the case in all instances.

Table 4.1: Added benefits

| ADDED BENEFITS | Do not agree at all | Do not agree | Neutral | Agree | Totally agree |
|----------------------------|----------------------------|---------------------|----------------|--------------|----------------------|
| Stay-in facilities | 58% | 11% | 6% | 7% | 18% |
| Staff meals | 27% | 5% | 7% | 21% | 40% |
| Medical aid | 68% | 10% | 8% | 6% | 8% |
| Pension | 66% | 7% | 7% | 8% | 12% |
| Accommodation contribution | 65% | 9% | 11% | 5% | 10% |
| Bonus | 42% | 6% | 13% | 13% | 26% |
| Study loans | 74% | 6% | 7% | 4% | 9% |

Findings in the food and beverage sector illustrate that it is not merely the low pay of the actual work that alienates young workers, rather it is the poor behaviour of management towards them (Solnet & Hood, 2008:62). This indicates that the manner in which employees are treated by management rates very highly in specifically job satisfaction. According to Enz (2004:320), improved benefits as a means of altering the food and beverage sector’s recruiting and image problems is needed, and offering health-care benefits to the working poor would improve the problems. Bonini, Hintz & Mendona (2008:3) state that pensions, retirement benefits and health care benefits are the most important employee costs facing service sectors. The results thus indicate that adding benefits to employees’ remuneration packages could increase their job satisfaction.

4.3.1.8. Future prospects

Figure 4.7 indicates where the employees see themselves in the next five years. Not surprisingly, a large percentage (25%) of the employees indicated that they would have a new job at another type of establishment (for example, moving from restaurant to restaurant). Twenty-one percent (21%) also indicated that they would be in the same position, which questions their growth opportunities. Fourteen percent (14%) indicated that they will have been promoted or they will have a new job at a new establishment (for example, move from a restaurant to a coffee shop), respectively. This indicates high employee turnover, and according to Khatri, Fern & Budhwar (2001:55), establishments that indicate high levels of employee turnover suffer a 10% productivity loss. As high turnover is no stranger to the food and beverage sector, by reducing employee turnover, establishments will significantly reduce costs, as new employees have to be trained (Bliss, 2004:1). This again emphasises the importance of employee management.

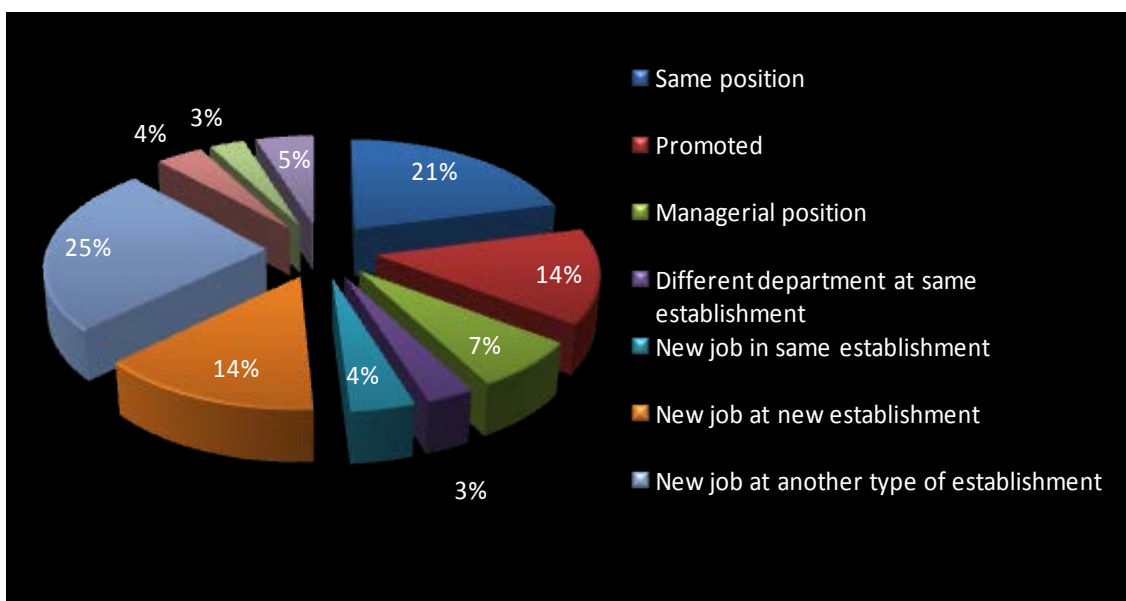


Figure 4.7: Future prospects

4.3.2 Work life domains

This section investigates the work life domains of the food and beverage service employees and the degree to which they agreed with the following statements pertaining to each domain. The responses *Do not agree at all* and *Do not agree* were combined and *Agree* and *Totally agree* were combined to obtain the results.

4.3.2.1. Job attributes

Table 4.2: Job attributes

| Job attributes | Do not agree at all | Do not agree | Neutral | Agree | Totally agree |
|--------------------------------------|---------------------|--------------|---------|------------|---------------|
| My salary is reasonable | 20% | 9% | 24% | 31% | 16% |
| I am taken cared of | 15% | 13% | 20% | 31% | 21% |
| My job allows family time | 20% | 13% | 25% | 24% | 18% |
| Working hours are too long | 19% | 24% | 29% | 15% | 13% |
| I enjoy the food and beverage sector | 17% | 10% | 26% | 17% | 30% |
| I enjoy serving people | 12% | 6% | 18% | 31% | 33% |
| This is what I studied | 56% | 9% | 15% | 7% | 13% |
| I cannot find a better job | 44% | 9% | 23% | 10% | 14% |
| I have family connections | 55% | 13% | 14% | 9% | 9% |
| I need a job in this area | 35% | 10% | 18% | 22% | 15% |
| I am building up experience | 10% | 5% | 23% | 24% | 38% |

Table 4.2 indicates that 68% of employees responded that they do not have family connections at work, while 65% indicated that this was not what they had studied. Sixty-four (64%) percent indicated that they enjoy serving people, while 62% indicated that they are gaining experience. According to Judge, Bono & Locke (2000:239), job attributes (such as skill variety and task significance) lead to positive feelings of meaningfulness and responsibility, which in turn lead to satisfaction with the job. The relationship between job satisfaction and job performance is facilitated by job attributes/characteristics (Judge, Bono, Thoresen & Patton, 2001:380; Baum, 2007:1383; Poulston, 2009:24; Qu, Ryan & Chu, 2008:60). These attributes play an important role in the quality of service delivery of employees.

4.3.2.2. Social attributes

Table 4.3: Social attributes

| Social attributes | Do not agree at all | Do not agree | Neutral | Agree | Totally agree |
|-------------------------------|----------------------------|---------------------|----------------|--------------|----------------------|
| I have good friends at work | 10% | 5% | 23% | 24% | 38% |
| I Have flexible hours | 15% | 10% | 31% | 24% | 20% |
| We communicate effectively | 6% | 6% | 28% | 31% | 29% |
| Employees feel valued | 12% | 11% | 37% | 22% | 18% |
| We have work place unity | 9% | 10% | 31% | 28% | 22% |
| Managers are interested in us | 18% | 7% | 29% | 24% | 22% |

The majority of the respondents 62% agree that they have good friends at work, while 60% responded that they communicate effectively (see Table 4.3). According to Helms, Crouter & McHale (2003:963), friendships at work provide the backdrop against which social support is delivered in a crisis or in circumstances of special need. Liao & Chuang (2004:44) add that research has shown a positive relationship between extraversion and the job performance of groups in occupations involving social interactions, such as the food and beverage sector, where employees come into social interaction with guests. An implementation of new workplace models may therefore address work as a vehicle both for production and for individual and social development and satisfaction, as all work and no play makes work meaningless (Chalofsky, 2003:80).

4.3.2.3. Esteem attributes

Table 4.4: Esteem attributes

| Esteem issues | Do not agree at all | Do not agree | Neutral | Agree | Totally agree |
|-------------------------------|----------------------------|---------------------|----------------|--------------|----------------------|
| I am appreciated at work | 10% | 5% | 41% | 22% | 22% |
| My work is acknowledged | 8% | 10% | 27% | 32% | 23% |
| I contribute to our success | 7% | 5% | 19% | 38% | 31% |
| Our uniforms look good | 15% | 9% | 20% | 27% | 29% |
| Guest satisfaction is my goal | 5% | 1% | 15% | 29% | 50% |

As shown in Table 4.4, the majority of employees agree that guest satisfaction is their goal (79%), and that they contribute to the establishment's success (69%). Judge & Bono (2001:80) consider self-esteem to be the most fundamental manifestation of core self-evaluations as it represents the overall value that employees place on themselves as individuals. Thus, individuals with high self-esteem maintain optimism in the face of failure, which makes future success (and thus future satisfaction) more likely in the working environment. Self-concept motivation considers that people are not only goal-oriented, but are also self-expressive, and that they are motivated to maintain and enhance their self-esteem (Chalofsky, 2003:75).

4.3.2.4. Actualisation attributes

Table 4.5: Actualisation attributes

| Actualisation attributes | Do not agree at all | Do not agree | Neutral | Agree | Totally agree |
|--------------------------------|---------------------|--------------|---------|------------|---------------|
| My job allows... | | | | | |
| My full potential | 17% | 14% | 31% | 23% | 15% |
| Me to use my talents | 16% | 13% | 26% | 26% | 19% |
| Me great responsibility | 10% | 9% | 26% | 36% | 19% |
| Me to give new and fresh ideas | 13% | 16% | 24% | 33% | 14% |
| Me to lead a meaningful life | 16% | 12% | 27% | 31% | 14% |
| Professional development | 15% | 10% | 25% | 31% | 19% |

Table 4.5 indicates that more than half of employees feel that their jobs allow them great responsibility (55%), while 50% indicated that their job permits their professional development. Chalofsky (2003:79) states that the life purpose of some individuals is reached through work itself. Therefore, as Tomer (2001:12) explains, when organisations enable employees to satisfy higher needs, notably actualisation, the employee will go beyond difficulties and will focus on organisational purposes such as service delivery.

4.3.2.5. Creativity and aesthetic attributes

Half of the respondents feel that creativity is encouraged (50%), but only 48% feel that creativity is appreciated. According to Vilnai-Yavetz *et al.* (2005:545), improving the work environment of employees and making it more instrumental will lead to peak levels of productivity (Rafaeli & Vilnai-Yavetz, 2004:106; Baldry & Hallier 2010:166).

Table 4.7: Creativity and aesthetic attributes

| Creativity and aesthetic attributes | Do not agree at all | Do not agree | Neutral | Agree | Totally agree |
|--|----------------------------|---------------------|----------------|--------------|----------------------|
| Creativity is encouraged | 13% | 9% | 28% | 30% | 20% |
| I have artistic work facilities | 13% | 15% | 39% | 23% | 10% |
| Creativity is appreciated | 12% | 9% | 31% | 28% | 20% |

4.3.3 Business environment

This section will investigate the business environment where the food and beverage service employees work and to what degree they agreed with the statements of each attribute. The percentages of *Do not agree at all* and *Do not agree* were combined and *Agree* and *Totally agree* were combined to obtain the results.

4.3.3.1. Organisational support and employee commitment attributes

Table 4.8: Organisational support and employee commitment attributes

| Organisational support and employee commitment attributes | Do not agree at all | Do not agree | Neutral | Agree | Totally agree |
|--|----------------------------|---------------------|----------------|--------------|----------------------|
| I will work hard for this establishment's success | 6% | 2% | 15% | 30% | 47% |
| I promote the establishment to my friends | 8% | 3% | 28% | 35% | 26% |
| The establishment and my values are similar | 11% | 10% | 30% | 25% | 24% |
| The establishment inspires job performance | 9% | 5% | 30% | 36% | 20% |
| I normally have a good mood during working hours | 8% | 4% | 35% | 30% | 23% |
| This is the best establishment to work for | 10% | 8% | 34% | 23% | 25% |

Table 4.8 illustrates that the majority of employees who responded to the statements indicated that they would work hard for the establishment's success (77%). The remaining statements are satisfactory but not exceptional. According to Rhoades & Eisenberger (2002:702), perceived

organisational support of employees should increase performance of standard job activities and actions favourable to the organisation that go beyond assigned responsibilities, as employees will then be more committed towards the organisation (Andrews & Kacmar, 2001:349; Miceli & Mulvey 2000:65).

4.3.3.2. Service delivery and productivity attributes

Table 4.9: Service delivery and productivity attributes

| Service delivery and productivity attributes | Do not agree at all | Do not agree | Neutral | Agree | Totally agree |
|---|----------------------------|---------------------|----------------|--------------|----------------------|
| I am a productive employee | 4% | 1% | 15% | 32% | 48% |
| Increasing productivity will decrease quality | 23% | 17% | 26% | 17% | 17% |
| I offer individual service for customers' needs | 8% | 4% | 27% | 35% | 26% |
| Goals are reached through customer satisfaction | 4% | 1% | 18% | 32% | 45% |
| I have a good relationship with loyal customers | 4% | 2% | 17% | 33% | 44% |
| I get frustrated when I am not productive | 6% | 5% | 25% | 36% | 28% |
| I am aware of customer complaints | 6% | 1% | 17% | 29% | 47% |

Table 4.9 illustrates that the majority (80%) feel that they are productive employees, while 77% respectively feel that goals are reached through customer satisfaction and that they have a good relationship with loyal customers. Seventy-six (76%) percent of employees indicated that they are aware of customer complaints, while 64% say that they get frustrated when they are not productive and 61% agreed that they offer individual service for customer needs. According to Ichniowski & Shaw (2003:159), establishments that set work practice focusing on a high-effort norm (performance norm) and express this expectation to employees will motivate everyone to work up to that performance norm, whether it be quality service or productivity. Ponsignon, Smart & Maull (2011:327) believe that service delivery systems, such as skilled service providers, are important as they include the role of people, who is the critical factor for success.

4.3.4. Results of the factor analysis

The factors were extracted from the data by means of a Principal Axis Factor technique to determine the smallest number of factors representing the inter-relationships among the values. The factors in Table 4.10 were labelled according to the work life domains and business environment. As discussed in the previous section, no items were cross-loaded on two or more factors with loadings larger than 0.3. All the items, with a factor loading greater than 0.3, were considered as a contributing factor.

Table 4.10: Pattern matrix of exploratory axis factor analysis with Oblimin rotation and Kaiser Normalization on items measuring Quality of Work Life domains and business environment

| Statement | Job attributes | Social attributes | Esteem attributes | Actualisation attributes | Creativity and aesthetic attributes | Organisational support and employee commitment | Service and Productivity |
|---|----------------|-------------------|-------------------|--------------------------|-------------------------------------|--|--------------------------|
| I enjoy the F&B sector | .788 | | | | | | |
| I enjoy serving people | .647 | | | | | | |
| I am building up experience | .619 | | | | | | |
| I have good friends at work | | .358 | | | | | |
| I have flexible hours | | .571 | | | | | |
| We communicate effectively | | .737 | | | | | |
| Employees feel valued | | .768 | | | | | |
| We have work place unity | | .873 | | | | | |
| Managers are interested in us | | .674 | | | | | |
| I am appreciated at work | | | .816 | | | | |
| My work is acknowledged | | | .746 | | | | |
| I contribute to our success | | | .764 | | | | |
| Our uniform looks good | | | .477 | | | | |
| Guest satisfaction is my goal | | | .545 | | | | |
| My job allows my full potential | | | | .722 | | | |
| My job allows me to use my talents | | | | .764 | | | |
| My job allows me greater responsibility | | | | .774 | | | |
| My job allows me to give new & fresh ideas | | | | .791 | | | |
| My job allows me to lead a meaningful life | | | | .816 | | | |
| My job allows my professional development | | | | .777 | | | |
| Creativity is encouraged | | | | | .739 | | |
| I have artistic work facilities | | | | | .740 | | |
| Creativity is appreciated | | | | | .849 | | |
| I will work hard for the establishments success | | | | | | .653 | |
| I promote the establishment to my friends | | | | | | .707 | |

| | | | | | | | | |
|---|--|--|--|--|--|--|------|------|
| The establishments and my values are similar | | | | | | | .802 | |
| The establishment inspires job performance | | | | | | | .791 | |
| I normally have a good mood during work hours | | | | | | | .579 | |
| This is the best establishment to work for | | | | | | | .731 | |
| I am a productive employee | | | | | | | | .548 |
| I offer individual service for customer needs | | | | | | | | .701 |
| Goals are reached through customer satisfaction | | | | | | | | .814 |
| I have a good relationship with loyal customers | | | | | | | | .866 |
| I get frustrated when I am not productive | | | | | | | | .403 |
| I am aware of customer complaints | | | | | | | | .717 |

Total percentage variance explained for the factors identified in this study ranged between 53.34% and 73.43%. To aid in the interpretation of these factors, an Oblimin with Kaiser Normalization rotation technique was applied, indicating that factors with an eigenvalue of 1.0> were extracted by the Kaiser's criterium. The factors that were identified (Table 4.10 and Table 4.11), included *job attributes*, *social attributes*, *esteem attributes*, *actualisation attributes*, *creativity and aesthetic attributes*, *organisational support and employee commitment* and *perceived service delivery and productivity*.

Table 4.11: Factor analysis of Quality of Work Life domains

| Factors | Bartlett's test P-value | KMO | Variance explained (%) | Mean | Standard deviation | Cronbach's Alpha (Reliability Coefficient) | Minimum communalities | Maximum communalities |
|--|-------------------------|------|------------------------|------|--------------------|--|-----------------------|-----------------------|
| Job attributes | <0.0001 | 0.61 | 61.70 | 2.04 | 0.55 | 0.74 | .300 | .839 |
| Social attributes | <0.0001 | 0.80 | 53.34 | 3.42 | 0.92 | 0.82 | .128 | .762 |
| Esteem attributes | <0.0001 | 0.71 | 56.24 | 3.68 | 0.88 | 0.80 | .203 | .666 |
| Actualisation attributes | <0.0001 | 0.85 | 66.60 | 3.22 | 1.04 | 0.90 | .521 | .666 |
| Creativity and aesthetic attributes | <0.0001 | 0.71 | 73.43 | 3.23 | 1.04 | 0.82 | .433 | .722 |
| Organisational support and employee commitment attributes | <0.0001 | 0.84 | 58.94 | 3.62 | 0.90 | 0.86 | .335 | .644 |

| | | | | | | | | |
|--|---------|------|-------|------|------|------|------|------|
| Service and productivity attributes | <0.0001 | 0.80 | 61.84 | 4.00 | 0.78 | 0.83 | .175 | .917 |
|--|---------|------|-------|------|------|------|------|------|

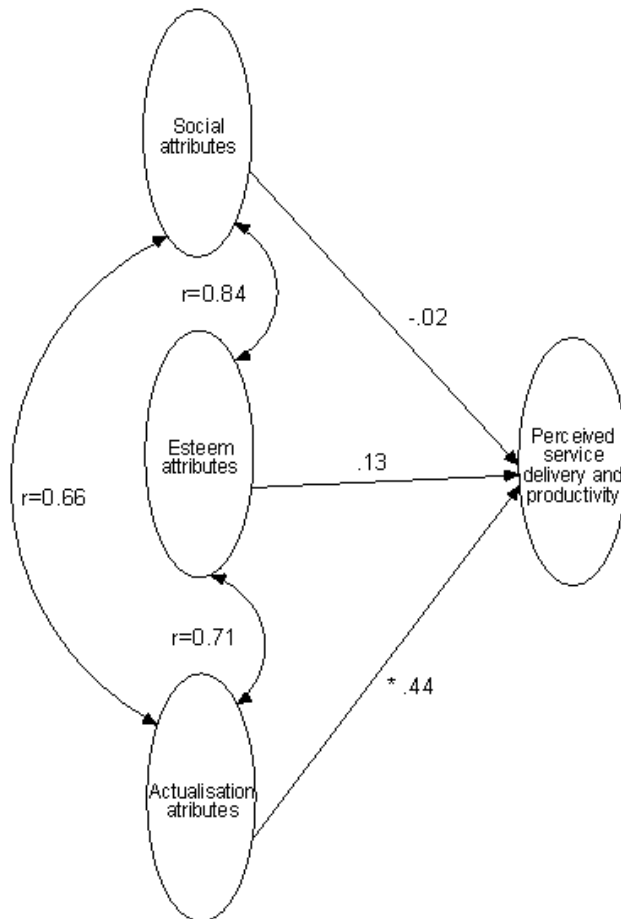
Factor scores were calculated as the average of all items contributing to a specific factor in order to interpret them on the original five-point Likert scale of agreement. The results (shown in Table 4.11) indicated that the *service and productivity* business environment attributes scored the highest mean value (4.00) with a reliability coefficient of 0.83. This was followed by the *esteem* work life domain (3.68) with a reliability of 0.80. The *organisational support and employee commitment* business environment attribute scored a mean value of 3.62 and a reliability coefficient of 0.86. This was followed by the social factor (3.42) with reliability of 0.82. The *creativity and aesthetic* work life domain indicated a mean value of 3.23 and the reliability coefficient was indicated 0.82. *Actualisation* work life domain indicated the highest reliability coefficient 0.90 with a mean value of 3.22. The *job satisfaction* work life domain indicated a mean value of 2.04 and a reliability of 0.74, which indicated that employees evaluated the statement unfavourably.

4.3.5. Results of the Structural Equation Model

According to Hancock & Mueller (2006:371), a Structural Equation Modelling (SEM) represents a theory-driven data analysis approach for the evaluation of causal relationships among measured variables. Three (3) Structural Equation Models were performed to indicate the relationships between the work life domains, business environment attributes and the influence thereof on perceived service delivery and productivity. It is normal to test more than one model to obtain the most acceptable fit, and for this reason, different model fits should be investigated. The following results were obtained:

- **Model 1: Proposed Model of Quality of Work Life on Employee Perceived Service Delivery and Productivity**

The data was incorporated into Amos (Arbuckle, 2012) to test the relationship between the work life domains (*social-, esteem- and actualisation attributes*) displayed in Figure 4.8. According to Maslow (1970:22), by satisfying all prior needs, *self-actualisation* can be reached. Seeing that *social* and *esteem attributes* are lower on the hierarchy than are *actualisation attributes*, combining *social* and *esteem attributes* to *actualisation* seems appropriate.



* Statistical significance on a 5% level of significance (≤ 0.05)

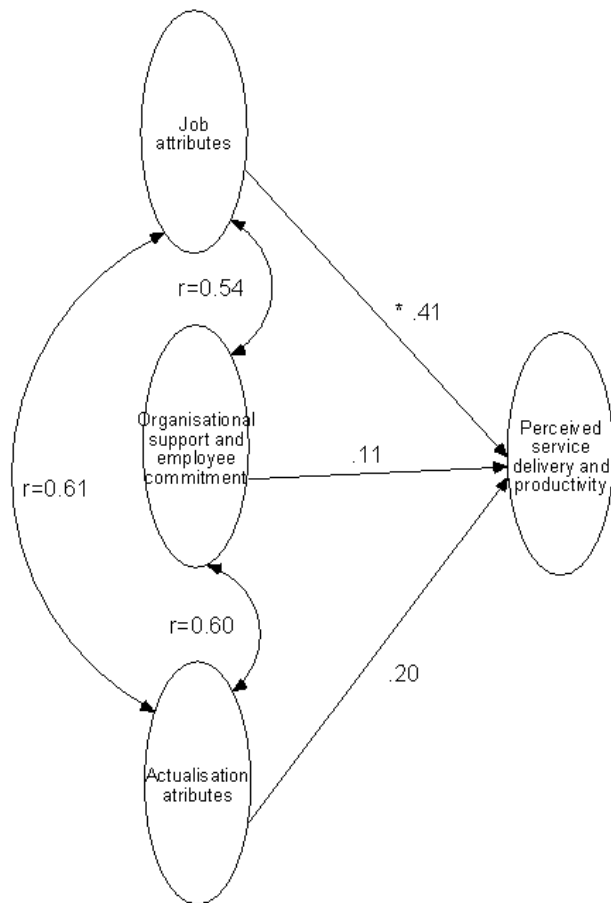
Figure 4.8: Proposed Model of Quality of Work Life on Employee Perceived Service Delivery and Productivity

The interpretation of correlations, as suggested by Cohen (1988:79-81), recommends that a small relationship ($r=.10$ to $.29$), a medium relationship ($r=.30$ to $.49$) and a large relationship ($r=.50$ to 1.0) is indicated by these measurements. The correlations between the factors in Figure 4.8 indicated a large positive correlation between *social* and *actualisation attributes* ($r=0.66$) and between *esteem* and *actualisation attributes* ($r=0.71$) as well as between *social* and *esteem attributes* ($r=0.84$). Additionally the standardised regression weights (β - value) indicate that *social attributes* has a negative influence ($\beta=-.02$) on perceived service delivery and productivity, but was not statistically significant ($p \leq 0.05$). *Actualisation attributes* had an ($\beta=.44$) influence on the perceived service delivery and productivity, while *esteem attributes* had an ($\beta=.13$) influence on perceived service delivery and productivity, but also had no statistical significance. According to Wheaton, Muthen, Alwin & Summers (1977:86), one example of a statistic that minimises the impacts of sample size on the Model Chi-Square is the relative/normed chi-square or (χ^2/df). An acceptable ratio for the Chi-square divided by its degrees of freedom is between 2.0 and 5.0 (Tabacknick & Fidell, 2007:542). Values for the Comparative fit index (CFI) should vary between 0.0 and 1.0 with values closer to 1.0 indicating

a good fit (Hooper, Coughlan & Mullen, 2008:54). According to Blunch (2008:115), models with RMSEA values of 0.10> should not be accepted. The proposed four (4) factor model in Figure 4.8 was tested and revealed the following results. The χ^2/df is considered acceptable as its value was 3.30. The CFI value for the proposed model was good as its value was 0.81. However, the RMSEA 0.10 with a 90% confidence interval of [0.094; 0.110] was reported. This indicated that the social attributes standardised coefficient had a negative influence as respondents could have interpreted this as negative. For this reason, the fit was not acceptable and the model was modified as *social* and *esteem attributes* were not statistically significant.

- **Model 2: Adapted Model of Quality of Work Life on Employee Perceived Service Delivery and Productivity**

As the *social attributes* and *esteem attributes* (Figure 4.8) had no statistical significance for the first model, the model was modified and includes two work life domains and one business environment attribute, as shown in Figure 4.9. Model 2 includes *job attributes*, *organisational support*, *employee commitment attributes* and *actualisation attributes*. The correlations between the factors in the modified four (4) factor model (Figure 4.9) indicate that there exists a small to large positive correlation between *organisational support* and *employee commitment attribute* and *actualisation attributes* ($r=0.60$), between *actualisation* and *job attributes* ($r=0.61$) and between *organisational support* and *employee commitment* and *job attributes* ($r=0.54$). Additionally the standardised regression weights (β - value) indicated that *actualisation attributes* had an ($\beta=.20$) influence on the perceived service delivery and productivity, but with no statistical significance, while *organisational support* and *employee commitment* had no statistical significant ($\beta=.11$) influence on perceived service delivery and productivity. The statistically significant influence that *job attributes* ($\beta=.41$) had on perceived service delivery and productivity was the highest. The model in Figure 4.9 provided the following fit statistics. The χ^2/df is considered acceptable as its value was 2.40. The CFI value for the model was acceptable as its value was 0.88, while the RMSEA was greatly acceptable with a value of 0.08, with a 90% confidence interval of [0.069; 0.088] was produced. The RMSEA for model 2 produced a good fit; however, modification was done to incorporate more literature support, as shown in Model 3.



* Statistical significance on a 5% level of significance (≤ 0.05)

Figure 4.9: Adapted Model of Quality of Work Life on Employee Perceived Service Delivery and Productivity

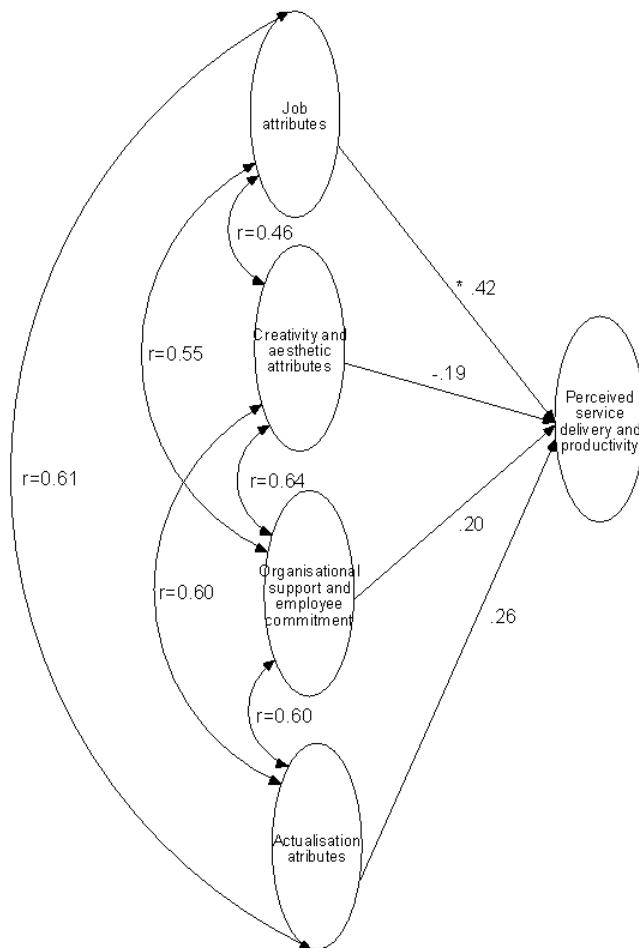
- **Model 3: Fitted Structural Equation Model of Quality of Work Life on Employees Perceived Service Delivery and Productivity**

As *organisational support and employee commitment attributes* and *actualisation attributes* (Figure 4.9) had no statistical significance ($p \leq 0.05$), the model was modified to include three work life domains and one business environment attribute (see Figure 4.10). These include *job attributes*, *creativity and aesthetic attributes*, *organisational support and employee commitment attributes* as well as *actualisation attributes*.

The correlations between the factors in Figure 4.10 indicated that there exists large correlations between *organisational support and employee commitment* and *actualisation attributes* ($r=0.60$), between *actualisation* and *job attributes* ($r=0.61$), and between *organisational support and employee commitment* and *job attributes* ($r=0.54$). *Creativity and aesthetic attributes* and *job attributes* ($r=0.46$) indicated correlations, while *organisational support and creativity and aesthetic attributes* correlated ($r=0.64$). *Actualisation* and *creativity and aesthetic attributes*

correlated ($r=0.60$) also. Additionally the standardised regression weights (β - value) indicated that *actualisation attributes* had a ($\beta=.26$) non-statistically significant influence ($p\leq 0.05$) on the perceived service delivery and productivity, while *organisational support* and *employee commitment* had ($\beta=.20$) non-statistically significant influence on perceived service delivery and productivity. The non-statistically significance that *creativity* and *aesthetic attributes* ($\beta= -.19$) had on perceived service delivery and productivity was negative. The statistical significant influence that *job attributes* ($\beta=.42$) had on perceived service delivery and productivity was the highest.

The model in Figure 4.10 implicated results with the following effects. The χ^2/df s considered acceptable as its value was 2.35. The CFI value for the final model was good as its value was 0.87, while the RMSEA was acceptable with a value of 0.078 as a 90% confidence interval of [0.070; 0.086] was produced. The results indicated that the data fits this study's SEM in Figure 4.10 well. This suggests an adequate and acceptable fit, while other factors (such as *creativity* and *aesthetic*-, *organisational support* and *employee commitment*- and *actualisation attributes*) are, according to literature, contributors to perceived service delivery and productivity. The model represented in Figure 4.10 had a good fit and is suitable in terms of literature.



* Statistical significance on 5% level of significance (≤ 0.05)

Figure: 4.10: Fitted Structural Equation Model of Quality of Work Life on Employees Perceived Service Delivery and Productivity

4.4. Main findings of the Fitted Structural Equation Model

The following findings were obtained from the Fitted Structural Equation Model, as shown in Figure 4.10. The contributing attributes will, respectively, be discussed below.

Firstly, job attributes consist out of statements like *I enjoy the F&B sector, I enjoy serving people and I am building up experience*. The *job attributes* are also closely related to job satisfaction. *Job attributes* had the highest influence on perceived service delivery and productivity, meaning that employees feel that their interests in their working environment should have top priority and that job satisfaction will lead to improved perceived service delivery and productivity. This is supported in theory by the work of Kiernan & Knutson (1990:103), Sirgy *et al.* (2001:241), Raub, Alvarez & Khanna (2006:135), Baum (2007:1383), Langton & Robbins (2007:207), Zelenski *et al.* (2008:522) and of Poulston (2009:24), to name but a few authors. Job satisfaction is also a

major role player in Quality of Work Life and supports the argument that a happy employee will be a productive employee (Sturman & Way, 2008:7).

The implications for managers and human resource practitioners in the food and beverage sector are that job satisfaction will contribute to perceived service delivery and productivity. Managers and human resource practitioners should at all times try to improve the job satisfaction of employees as it has significant ability to contribute to perceived service delivery and productivity. This point is supported by Kiernan & Knutson (1990:103), Sirgy *et al.* (2001:241), Raub *et al.* (2006:135), Baum (2007:1383), Langton & Robbins (2007:207), Zelenski *et al.* (2008:522) and by Poulston (2009:24).

Secondly, *creativity* and *aesthetic attributes* regressed negatively towards perceived service delivery and productivity of employees and were not statistically significant, although literature supports their influence. According to Maslow (1970:25), as human beings, we have an aesthetic need as it contributes to the quality of the working environment. When employees perceive that their current working environment's level of aesthetic pleasure does not contribute towards their productivity, the regression will be negative. Put differently, when creativity and aesthetics are improved, it will have an improved influence of perceived service delivery and productivity. Aesthetics have an influence on satisfaction at work. Managers and human resource practitioners in the food and beverage sector should try to improve the work environment of employees and make it more "worker-friendly", so that employees can perform at peak levels of productivity, and thus ensure an increase in perceived service delivery and productivity (Vilnai-Yavetz *et al.*, 2005:545).

Thirdly, the perceived *organisational support* from the results was supported by Susskind *et al.* (2000:67), stating that establishments that provide their employees with support will positively influence perceived service delivery and productivity that will lead to job satisfaction. When employees experience job satisfaction, they will be more committed to the organisation and experience an employment relationship that is more likely to be perceived as reason to retain their employment. Organisational support comes in many different shapes and sizes but attending to employees needs is the main thrust that management should implement. Managers and human resource practitioners should consistently remind themselves that organisational support from the establishment would lead to job satisfaction, which will lead to employee commitment to the employer. An employment relationship will ensure that employees feel valued which then contributes to job satisfaction and to improved perceived service delivery and productivity (Susskind *et al.*, 2000:67).

Lastly, actualisation had an influence on perceived service delivery and productivity. Sirgy *et al.* (2001:242) suggest that when one life domain is satisfied, this satisfaction will spill over to the next life domain. When incorporating work life domains, it is understandable that when an employee is satisfied in the work environment and reaches “actualisation” at work, this will generate favourable attitudes and behaviours resulting in improved performance (Kuvaas, 2008:2). Just as actualisation needs contribute to overall life satisfaction, so too does actualisation attributes at work contribute to job satisfaction. The empowering of employees will lead to job satisfaction and to growth (professional development) and, ultimately, to self-actualisation at work (Margulies & Kleiner, 1995:14). By involving employees and developing their professional skills, managers and human resource practitioners can improve perceived service delivery and productivity.

4.5. Conclusion

The aim of this chapter was to investigate the influences that different work life domains have on perceived service delivery and productivity. The research methods were investigated as well as the descriptive results. Three structural equation models (SEM) were presented with the final SEM focusing on the influence of *job-, organisational support and employee commitment-, creativity* and *aesthetic- and actualisation attributes* on perceived service delivery and productivity.

In the next chapter, the conclusions and recommendations will be made, based on the results concerning the perceived service delivery and productivity in the food and beverage sector in Potchefstroom.