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**THE INFLUENCE OF JOB REQUIREMENTS ON THE
PERSONAL LIVES OF PLANNERS IN THE DEPARTMENT OF
LAND AFFAIRS**

BY

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ABSTRACT

THE INFLUENCE OF JOB REQUIREMENTS ON THE PERSONAL LIVES OF PLANNERS IN THE DEPARTEMENT OF LAND AFFAIRS

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Work is a central activity in human lives and we cannot afford to talk about work and exclude employees, especially on how their personal lives are being influenced by the job requirements on daily basis. The work environments are ever changing due to a number of internal and external pressures. These changes result in adjustments of job requirements which in turn influence employees' personal lives which constitute of the emotional, physical, psychological, social and spiritual dimensions.

The nature and extent of the actual influence is depended of a number of factors like employee demographics, the business process of each job, employee perceptions about the requirements of their jobs and the actual job requirements demands.

The goal of this study was to explore and describe the influence of the job-requirements on the personal lives of the Planners in the Department of Land Affairs.

The objectives of this study were:

- To conceptualise theoretically the influence of job requirements on the personal lives of employees.
- To undertake an empirical study to investigate the influence of the specific job requirements on the personal lives of Planners in the Department of Land Affairs.

- To draw conclusions and make recommendations to the Department of Land Affairs on how to address the needs of Planners and to formulate guidelines to enhance the Planners' quality of life.

In the context of quantitative research, the researcher utilised applied research since this study was designed to offer practical solutions to problems experienced by the Department of Land Affairs on improving quality of life for Planners thus enhancing productivity.

Group administered questionnaires were utilised as a data collection method and it was pilot tested with three employees at the National Office of the Department of Land Affairs who did not form part of the actual study. The population of the study was 51 and all of them completed the questionnaire.

The results of the study showed that employees who were employed as Planners by the Department of Land Affairs at the Mpumalanga Regional Land Claims Commission, were exposed to job requirements which to a larger extent had a negative influence on certain dimensions of their personal lives.

The goal of the study was achieved in that the researcher did not only manage to explore and describe the influence of the job requirements on the personal lives of the Planners in the Department of Land Affairs but also managed to give recommendations to the Department of Land Affairs on how to enhance quality of life of Planners.

Key concepts:

Influence

Planners

Personal life

Job requirements.

OPSOMMING

DIE INVLOED VAN WERKSEISE OP DIE PERSOONLIKE LEWENS VAN BEPLANNERS IN DIE DEPARTEMENT VAN GRONDSAKE

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Werk is a sentrale aktiwiteit in die persoonlike lewe van mense. Ons kan dit nie bekostig om van werk te praat sonder om werknemers in te sluit nie, veral die wyse waarop hul persoonlike lewens deur die daaglike eise van die werk beïnvloed word nie. Die werksomgewing verander aanhoudend weens verskeie interne en eksterne faktore. Hierdie veranderinge veroorsaak voortdurende aanpassings ten opsigte van die eise van die werk en as sodanig beïnvloed dit die persoonlike lewens van die werknemers op emosionele, fisiese, sielkundige, maatskaplike en geestelike gebiede.

Die aard en omvang van die invloed hang van verskeie faktore af, soos die demografie van die werknemers, die werksprosesse van elke taak, die werknemers se perspektief van die eise van die werk, en die werklike eise van elke taak.

Die doel van die navorsingsprojek was om die invloed van werkseise op the persoonlike lewens van Beplanners in die Departement van Grondsake te ondersoek.

Die doelwitte van die studie was:

- Om teoreties die invloed van werkseise op the persoonlike lewens van werknemers te ondersoek;

- Om 'n empiriese ondersoek ten opsigte van die invloed van besondere werkseise op die persoonlike lewens van Beplanners in die Departement van Grondsake te onderneem;
- Om gevolgtrekkings en aanbevelings aan die Departement van Grondsake te maak met betrekking tot hoe om die behoeftes van die Beplanners aan te spreek, asook om hul lewenskwaliteit te verbeter.

Binne die konteks van 'n kwantitatiewe studie het die navorser van toegepaste navorsing gebruik gemaak, omdat die doel van die studie was om praktiese oplossings te bied in verband met die probleme wat die Departement van Grondsake ten opsigte van die lewenskwaliteit van sy Beplanners ervaar ten einde daardeur produktiwiteit te verhoog.

Groep-vraelyste was gebruik om data te versamel. Dit was vooraf met drie werknemers van die Hoofkantoor van die Departement Grondsake getoets. Die populasie van die studie was 51 Beplanners en al 51 respondente het die vraelys voltooi.

Die resultate van die studie het aangetoon dat die Beplanners in diens van die Departement van Grondsake in Mpumalanga aan werkseise blootgestel word wat 'n negatiewe invloed op verskeie dimensies van hulle persoonlike lewe het.

Die doel van die studie is dus bereik, aangesien die studie die invloed van werkseise op die persoonlike lewens van Beplanners in diens van die Departement van Grondsake ge-eksploreer en beskryf het.

Sleutelwoorde:

Invloed

Beplanners



Persoonlike lewe
Werkseise



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CHAPTER 1

GENERAL BACKGROUND OF THE STUDY

1.1 INTRODUCTION

Work has always been one of the fundamental features of human existence. It has become an integral part of employees' personal lives, in that most people spend two thirds of their time at work (Visser, 2006:03). However, we cannot easily generalise the nature of these influences on the personal lives of employees. It seems that the nature of this influence is determined by the requirements that come with the various kinds of work.

The ever-changing work environment brings with it new demands or requirements on employees. According to Wharton and Blair-Loy (2002:33) firms are forced to respond to competitive pressures of globalisation. These pressures have been responsible for employment restructuring and demands for increased work effort throughout the industrialised world. This suggests job requirements with possible negative influence on the personal life of employees.

The South African Government, like all other institutions, has undergone a number of changes since 1994. One of the outcomes of these changes is the so called Land Reform Programme. In this regard the Department of Land Affairs in South Africa has a crucial mandate. According to *A Guide to the Department of Land Affairs* (1998:01), since 1994 the mandate of the Department has been to contribute to the Reconstruction and Development Programme by developing a comprehensive Land Reform Programme.

Land reform constitutes the core business of the Department of Land Affairs, and its goal is to address the legacy of the apartheid regime in relation to land distribution, and to create security of tenure in relation to land rights for all South Africans. *A Guide*

to the Department of Land Affairs (1998:02) cites the following objectives for land reform:

- To compensate people for land lost due to racial laws.
- To promote greater equality in the distribution of land ownership amongst South Africans.
- To provide secure tenure for all people living on the land.
- To ensure that land is used in a sustainable manner, so that it will be a productive resource for our children.
- To provide land quickly to meet the need for affordable housing and services.

People who are employed to carry out these objectives are so-called Planners. The work of the Planner involves going out to communities daily to attend to those communities' needs regarding land. This involves communities who are claiming land and those who wish to buy land. Their work takes them to remote farms all around the country.

According to Mahlangu (2005) who worked as a Planner in Mpumalanga Province, Planners spend most of their time away from their offices travelling to communities in rural areas. Sometimes they have to work on weekends to make up for the work they couldn't finish during the week. They are expected to travel long distances and this forces them to spend little time for themselves personally because they have to ensure that projects are implemented and successfully completed on time.

According to Peterson and Gonzalez (2000:60) when work becomes more time-consuming people tend to lose personal connections and support. This is confirmed by Ngomane (2005), an expert in the Employee Assistance Programme (EAP), who stresses that employees who spend most of their time focusing on work and neglecting their personal needs outside work are likely to experience personal problems, which will ultimately have a negative impact on the work performance.

This study explored and described the influence of the job requirements of Planners in the Department of Land Affairs (referred to from here on simply as the Department) on their personal lives. According to de Jager (2000:7) personal lives include the physical, emotional, intellectual, spiritual and social dimensions of a person.

This study did not only satisfy the academic needs of the researcher, but it also benefitted the Department by:

- Informing senior managers in the Department about challenges facing the Planners.
- Providing empirical information about Planners and their work, which can be used to address their needs.
- Providing information which can assist other researchers in conducting further studies on work conditions of employees in the Department.
- Providing information which can be used by the Department to develop quality of work-life strategies for employees.

This study also added value to the Social Work profession in general in the sense that it gave evidence of the diversity of contexts in which Social Workers are required.

1.2 PROBLEM FORMULATION

A problem, according to the Oxford Dictionary (2001:159), is something that is difficult to deal with or to understand. According to Kumar (2005:20) formulating a research problem is the most important step in the research process. It identifies the destination and should tell the research supervisor and readers the intention of the research. In this study the problem relates to the influence job requirements have on the personal lives of Planners in the Department.

The job-requirements of Planners according to the *Planning Profession Act*, (Act No 36 of 2002) includes expertise in:

- Initiation and management of change in the build and natural environment in urban and rural areas.
- Delimitation, regulation and management of land uses.
- Organisation of service infrastructure and facilities for human settlement.
- Co-ordination and integration of social, economical and physical sectors which comprise human settlement.

Based on these job-requirements, the day-to-day job of a Planner in the Department includes assisting those community members who were deprived of their land under racially discriminatory laws of the past to claim their land back. Secondly, a Planner will assist farm tenants in securing their land rights with regard to illegal eviction by the farm owner, and assisting community members who wish to buy land for agricultural purposes, by facilitating negotiations between the willing seller of the land and the proposed buyer.

Due to the large number of people who were dispossessed of their land by the previous regime, the Department is under pressure to provide many people with access to land in a very short time. The people primarily responsible to ensure this are Planners.

According to Mthethwa (2009:10) South Africa's food security is threatened by the present chaotic Land Reform Programme. The Commission on Restitution of Land Rights has extended its deadline to settle all claims for the fourth time since its inception in 2004. This is an indication that the Department experiences difficulty of fast tracking the settlement of all claims in terms of the mandate.

According to the 2007/2008 Report of the Commission of Restitution of Land Rights, 2 078 385 hectares of land has been delivered to claimants through the restitution process, and pending claims are estimated at 4900. This simply means more pressure for Planners. They must put an extra effort in their work to avoid another extension of the deadline.

Land reform is a very sensitive subject in South Africa especially the restitution part of it and this is embedded in the political history of this country. Government is perceived negatively by some land owners as they don't want to make their land available for restitution purposes. On the other hand land claimants are impatient and don't agree with some of the government's processes of land restitution and the entire Land reform programme. Caught in the middle of these conflicts are Planners. They are expected to meet government's deadlines on all valid land claims despite the existing conflicts between above mentioned stake-holders. The sensitive nature of the subject of Land reform has thus the potential to have a direct and/or indirect effect on the lives of many South Africans and Planners are not an exception. Planners work under enormous pressure, which could have a negative impact on their personal lives.

In relation to work pressure and personal life Albrecht (1979:124) states:

When a person's life experiences imposes frequent, unrelenting pressures and cannot find avenues for significant periods of escape, rest, relaxation and psychological detachment from the pressure situations, he begins to suffer.

The influence of pressure on Planners due to their job requirements can be categorised into the following dimensions of their personal lives:

- **Physical Dimension**

Physical wellness according to de Jager (2000:7) refers to the willingness to take time and pursue activities which enhance physical health and to avoid activities which would be detrimental to physical well-being. Planners in the Department have little time to take time off and pursue activities which will enhance their physical well-being. They are too busy travelling from one point to other settling claims.

- **Social Dimension**

According to Albrecht (1979:128) a person's relative level of social adjustment and maturity is a key element in the index of life stress that he experiences. It seems as if Planners' social adjustment and maturity is negatively affected by their demanding jobs, which causes them to spend little time with family and friends to satisfy their social needs.

- **Psychological Dimension**

A job which challenges an employee mentally is generally regarded as a job that contributes to intellectual wellness. However, the mental challenge needs to be appropriate. According to Albrecht (1979:143) a mentally under-loaded task prevents the worker from using his brains and often induces feelings of exasperation, frustration and detachment. On the other hand a mentally over-loaded task presents the worker with demands for mental activity beyond his control, and leads to feelings of inadequacy and frustration.

Planners in the Department are overloaded, and they work to tight schedules to meet targets. For example, the Commission of Restitution of Land Rights Report (2004:4) stated that a total of 2800 rural settlements should have been completed by December 2005. Although it could be seen as a challenge, it added more pressure on Planners, considering that rural settlements are difficult due to the fact that most communities in rural areas are not easily reachable.

- **Emotional Wellness**

According to de Jager (2000:7) emotional wellness includes an awareness and acceptance of one's feelings and the ability to maintain relative control over emotional states. The fact that Planners live in constant fear of being exposed to physical harm creates a state of emotional instability. Albrecht (1979:83) states that a common feature of emotionally induced stress is a constant expectation that something terrible is about to happen.

- **Spiritual Wellness**

According to de Jager (2000:7) spiritual wellness involves the desire to attain inner peace and sense of wholeness. For Planners in the Department, who are always on the road and mediating disputes, there is little chance to reflect inwardly to seek the inner self.

All this discussion and its implications raise questions about the influence of job requirements on the personal lives of Planners in the Department. It is evident that the job of Planners requires much from them, and this will lead to further problems if not attended to urgently. Hence this empirical study that focuses on the influence of job-requirements on the personal lives of Planners in Department.

1.3 GOAL AND OBJECTIVES OF THE STUDY.

1.3.1 Goal

A goal is a facet of the aim which leads to what one wishes to achieve (Peterson & Gonzalez, 2000:35). The Oxford Dictionary (2001:299) defines a goal as an aim or desired result.

Based on these definitions of a goal, the goal for this research study was as follows:

To explore and describe the influence of the job-requirements on the personal lives of the Planners in the Department.

1.3.2. Objectives

According to Peterson and Gonzalez (2000:35) an objective states explicitly what is required to be done, and when and how it is to be done.

In the light of this description of an objective, in order to achieve the goal of this research study, the following objectives were identified:

- To conceptualise theoretically the influence of work requirements on the personal life of employees.
- To undertake an empirical study to investigate the influence of the specific job requirements on the personal lives of Planners in the Department.
- To draw conclusions and make recommendations to the Department on how to address the needs of Planners in order to enhance their quality of life.

1.4 RESEARCH QUESTION

According to Neuman (2006:153) all research begins with a topic that the researcher must narrow into a focused question before proceeding to other steps in the research process. A research question is therefore a refined topic presented in the form of a question.

The researcher formulated the following research question for the present study:

What is the influence of job requirements on the personal lives of Planners in the Department?

This study used a research question instead of a hypothesis because the purpose of this study is to explore and describe a social phenomenon. Neuman (2000:21) states that the distinction between exploratory and descriptive studies becomes blurred in practice because the exploratory study provides answers to “*What?*”, while descriptive studies provide answers to “*How?*” and “*Who?*”. This study focused on both by exploring and describing the influence of job-requirements on the personal lives of Planners in the Department.

1.5 Research approach.

A quantitative research approach was followed in this study. According to Neuman (2000:125) a quantitative approach stresses objectivity. It adheres to standardized methodology procedures, measures with numbers and analyses data with statistics. Fouche and Delport (2002:79) mention that the goal of a quantitative approach is to

measure the social world objectively, to test hypotheses and to control human behaviour.

Based on these definitions a quantitative research approach was more appropriate in this study because the researcher wanted to provide objective and accurate data about the influence of job-requirements on the personal lives of Planners in the Department. Data will be presented in the form of numbers and statistics.

1.6 TYPE OF RESEARCH

Applied research was used in this study. According to Neuman (2000:24) applied research is frequently descriptive in nature, and its main strength is its immediate practical use.

The researcher used applied research for this study because the study was intended to address a practical problem faced daily by Planners in the Department.

1.7 RESEARCH DESIGN AND METHODOLOGY

1.7.1 Research design

A research design according to Kumar (2005:84) is a procedural plan that is adopted by the researcher to answer questions validly, objectively, accurately and economically. Trochim (2007:07) defines a research design as a structure of the research which tells the researcher how all the elements of the research project fit together.

Based on these definitions it is clear that a research design involves systematic and fundamental guidelines on data collection, as well as the analysis and interpretation of facts or findings of the entire research process.

The quantitative-descriptive survey design was used as the research design for this research study. According to Fouche (2002:109) descriptive research presents a

picture of the specific situation, social setting or relationship. The researcher therefore begins with a well-defined subject and conducts research to describe it accurately. Fouche and De Vos (2005:137) also highlight the fact that quantitative-descriptive survey designs are more quantitative in nature and require questionnaires as a data collection method.

The statements of these authors on survey design support the researcher's choice of a survey design for this particular research. The choice was based on the fact that the intended study had a quantitative approach. In addition, a survey was useful because of the large number of respondents (Planners) from whom data was to be collected.

1.7.2 Data collection method

According to Delport (2002:171) the choice of data collection methods for the researcher working from a quantitative approach can be categorised into questionnaires, checklists, indexes and scales.

Questionnaires were used as a method of collecting data. A questionnaire is defined in the Oxford dictionary (2001:727) as a question sheet or survey.

The type of questionnaire that was appropriate for this study was a group-administered questionnaire. Delport (2002:174) state that a group-administered questionnaire should be used if respondents are present in a group within which each respondent will complete a questionnaire on his own.

In total 51 group-administered questionnaires were completed by respondents at two specially arranged staff meetings in Nelspruit and Witbank. 34 questionnaires were completed at the meeting in Nelspruit, and the other 17 were completed in Witbank.

1.7.3 Data analysis

Data analysis in the quantitative paradigm entails that the analyst breaks data down into constituent parts to obtain answers to research questions and to test hypotheses (De Vos, Fouche & Venter, 2002:223).

Data was analysed once the questionnaires were collected from the respondents. Univariate analysis was used. According to De Vos, Fouche and Venter (2002:225) univariate analysis means that one variable is analysed mainly with the view of describing that variable.

The data was analysed using basic descriptive statistics including frequencies and percentages. From this analysis the researcher was able to reach conclusions and make recommendations.

1.8 Pilot study

Strydom (2002:211) states that a pilot study can be viewed as the “dress rehearsal” of the main investigation.

1.8.1 Pilot testing of questionnaire

By pilot testing the questionnaire the researcher wanted to make sure that the questionnaire collected the relevant data and that it measured what it was required to measure. According to Strydom (2002:216) the main value of pilot testing is that modifications can be made to the questionnaire or measuring instrument before the main investigation.

The questionnaire in this study was pilot tested by handing out the questionnaire to three employees at the Department at the National Office in Pretoria who were not part of the main investigation. All three employees gave positive feedback about the questionnaire namely, the questions were easily understood and the questionnaire was not too long; it took them between ten and fifteen minutes to complete the questionnaire.

1.8.2 Feasibility of study

This study was highly feasible because the following aspects relating to its feasibility were addressed.

- **Time:**

The researcher was working at the Department and this gave him enough time to conduct the study, as the respondents were in the same department. No time was wasted by travelling long distances to reach respondents.

- **Availability of respondents**

The researcher used the weekly staff meetings of Planners in the Nelspruit and Witbank offices as an opportunity to hand out the group administered questionnaires and to collect them immediately after completion.

- **Costs:**

There were minimal costs involved in this study, especially travelling costs, because the researcher made only one trip to reach respondents at their respective offices in either Nelspruit or Witbank.

- **Permission:**

The Director-General of the Department gave the researcher written permission to conduct this study. The permission was given through a memorandum, the formal internal method of communication in the Department.

1.9 UNIVERSE AND POPULATION

The universe is the set of all units that the research covers, or to which it can be generalised (Neuman, 2000:142). Population, on the other hand, is regarded by Arkava and Lane (in Strydom & Venter, 2002:199) as a term that sets boundaries on the study units. It refers to individuals in the universe who possess specific characteristics.

With these descriptions of the universe and population it is now easy to determine the difference between these two concepts. A simple dichotomy which can be mentioned is that the population is drawn from the universe.

All Planners in the Department in South Africa were regarded as the universe, while all the Planners in the Regional Land Claims Commission in the Nelspruit and Witbank offices were classified as the population. The Nelspruit office had 34 respondents and the Witbank office had 17, giving the total of 51 Planners from both offices.

Sampling was not required in this study because the researcher used all the elements of the population as respondents. This implies that all Planners in the Regional Land Claims Commission in the Nelspruit and Witbank offices were included as respondents in this study.

1.10 ETHICAL ASPECTS

Mouton (2005:129) states that research has ethical and moral dimensions, and researchers need to prepare themselves and consider ethical concerns as they design a study, so that sound ethical conduct is built to the study.

Ethical aspects in social research refer to the proper way of conducting research within legal and professional considerations. Strydom (2002:64) has identified several ethical aspects to be considered when conducting a research study, namely: harm to subjects or respondents; informed consent; deception of subjects; violation of privacy /anonymity/confidentiality; actions and competence of researchers; cooperation with contributors and finally, release and publication of findings. For the purpose of this study the following ethical aspects were considered:

1.10.1. Harm to subjects or respondents

According to Strydom (2002:64) harm to respondents in social sciences will mainly be of an emotional nature, although physical injury cannot be ruled out completely.

Respondents in this study were protected from emotional harm by omitting questions of a sensitive nature. Secondly, respondents were informed about the option of discontinuing with the study if they felt that some questions caused emotional discomfort. The questionnaire was pilot-tested beforehand to make sure that it didn't cause any harm to respondents.

1.10.1 Informed consent

Strydom (2002:65) states that obtaining consent implies that all possible information about the goal of the investigation and the procedures that will be followed during the study including possible dangers be made known to respondents. This is to make sure that they when they give their consent to participate in the study they know exactly what is going to happen.

All questionnaires which were given to the Planners had a covering letter which contained all the necessary information about the goal, objectives and procedures of the study. This letter also assured respondents of their anonymity and confidentiality, and it also indicated that they could withdraw from the study if they wished to. Respondents were also given consent forms which they had to sign before answering the questionnaire.

1.10.3 Violation of privacy and confidentiality

According to Babbie (2005:450) the greatest concern in the protection of the subjects' interests and wellbeing is the protection of their privacy and confidentiality. Privacy of respondents in this study was protected by ensuring that they completed their questionnaires in a private room where they would not be disturbed by other people.

Confidentiality was maintained by limiting access of completed questionnaires only to the researcher. No one was allowed to handle questionnaires except the researcher, and completed questionnaires were analysed in a private place. No names were disclosed, because questionnaires were completed anonymously.

1.10.4 Deception of subjects

According to Neuman (2000:229) deception occurs when the researcher intentionally misleads subjects by way of written, verbal or actions.

Respondents were not deceived in this study. The researcher explained to the respondents the goals, objectives and procedures of the study before completing their questionnaires. They were also informed about how the findings of the study would be analysed and disseminated.

1.10.5 Competence of the researcher

Strydom (2002:69) states that researchers are ethically obliged to ensure that they are competent and adequately skilled to undertake the proposed investigation.

The researcher was competent to undertake this investigation because he had successfully completed the theory module in social research at the University of Pretoria.

1.10.6 Release and publication of findings

After completion of this study, the research report will be submitted to the University of Pretoria and the Department. The researcher ensured that the report was a true reflection of what happened during the entire research process, and avoided bias in presenting findings, for the benefit of the research community.

Strydom (2002:72) is of the opinion that making a research report available in simple language is another way of ensuring ethical integrity. The report of this study is written in standard English so that the language can be accessible to those with an interest in the findings of this study, including Planners in the Department.

1.11 LIMITATIONS OF THE STUDY

The researcher has identified the following limitations of the study:

- Based on the fact that the researcher incorporated only a small number of respondents from one province in the study, findings of this study can not be generalised to all Planners in the Department of Land Affairs nationally. Follow-up research studies, that will include Planners from the other eight provinces as well, needed thus to be conducted.
- In retrospect, the researcher is of the opinion that a qualitative component could have perhaps added more value to the study, in the sense that it could give the respondents the opportunity to voice their experiences in their own words.

1.12 DEFINITION OF KEY CONCEPTS

Concepts used here are technical in nature and are mostly relevant in the context of the Department, and their sources are found only in internal publications of the Department. It is therefore impossible to find more than one definition for these concepts.

- **Planner**

According to the Planning Profession Act, (Act, No 36 of 2002) a Planner means a person who exercises skills and competencies in initiating and managing change in the build and natural environment in order to further human development and environmental sustainability.

In the context of the Department and for the purpose of this study a Planner is a specialist employee in the Department, employed to assist communities to gain access to land through claims or by purchasing it, using grants provided by the Department thus contributing to human development and environmental sustainability.

- **Land Reform Programmes**

According to the *Guide to the Department ...* (1998:11) the Land Reform Programme is a land reforming tool which has the following sub-programmes:

- **Redistribution** aims to provide the disadvantaged and the poor with access to land for residential and productive purposes.
- **Land Restitution** covers cases of forced removals which took place after 1913.
- **Land Tenure Reform** is being addressed through a review of present land policy, administration and legislation to improve the tenure security of all South Africans, and to accommodate diverse forms of land tenure, including types of communal tenure.

Land Reform Programmes, from the researcher's point of view, refer to the three main programmes which form the core business of the Department of getting people back to land.

- **Personal Life:**

Personal life according Peterson and Gonzalez (2000:54) refers to the bio-psychosocial makeup of a person, which is subjective in nature. According to de Jager (2000:3), personal life includes the spiritual, psychological, physical, occupational, emotional and social makeup of an individual.

In the context of this study the concept personal life refers to the spiritual, psychological, physical, emotional and social dimensions of an individual.

1.13 CONTENTS OF THE RESEARCH REPORT

The research report for the present study consists of the following four chapters.

- CHAPTER 1:** The first chapter focuses on the general introduction of the study. It contains the following sections: research topic, problem formulation, goal and objectives of the study, research question, research approach, type of research, research design and methodology, pilot study, research population, ethical issues and definitions of key concepts.
- CHAPTER 2:** Chapter two focuses on a literature study regarding the influence of work on the personal lives of employees.
- CHAPTER 3:** Chapter three focuses on the empirical findings of the study.
- CHAPTER 4:** Chapter four focuses on the conclusions and recommendations regarding the study.

CHAPTER 2

THE INFLUENCE OF WORK REQUIREMENTS ON THE PERSONAL LIVES OF EMPLOYEES.

2.1 INTRODUCTION

The goal of this study is to explore and describe the influence of work requirements on the personal lives of the Planners in the Department. It is therefore important to conduct an in-depth discussion about the influence of work and work requirements on the personal lives of employees.

We live in highly industrialised societies, where work has taken centre stage in people's lives. Work occupies more of our time than any other single activity, and that is regarded by many as detrimental to people's happiness and satisfaction with life (Statt, 2004:360). According to Burke (1998:20), work plays a dominant role in our lives, to the extent that people can readily report feelings, beliefs, and behavioural tendencies relating to their jobs.

A common expectation that most people have from their jobs is satisfaction. Burke (1998:22) states that satisfaction with specific aspects of the job situation causes satisfaction with facets of the job, with the job in general, and eventually with life. In this analogy, the specific leads to the general. It is superficially assumed that job situations or requirements will automatically lead to satisfaction that extends to satisfaction in one's personal life. Burke's (1998) interpretation of work seems to be limited and single-minded, in that it only focuses on the positive influence of work on the personal life of employees. Rothman (1998:153) holds a different opinion regarding work and its influences. He believes that work has a dichotomous influence, which can be either positive or negative. According to Rothman (1998:153), work can be a source of meaningful rewards leading to satisfaction, but it can also be a source of discontent and risks. According to Akabas (1995:9) work usually floats between two

poles, depending on the circumstances of time, place, expectation, and demands. “Work is a salvation and scourge of human conditions” (Akabas, 1995:13). This simply means that, despite the fact that people spend most of their time at work, there’s no guarantee that they will find satisfaction in working. Ciulla (2000:1) maintains that “Work often promises to contribute to our lives more than what it can actually deliver”.

According to Faragher, Cass and Cooper (2006) there is growing evidence that current trends in employment conditions or job requirements may erode levels of satisfaction. This raises the question of the extent people are willing to stretch or place their well-being at risk for the sake of getting some satisfaction from work, knowing very well that satisfaction cannot always be guaranteed. Why do they continue to work; do they have any choice as far as work is concerned?

According to existentialist theory, man is distinguished from animals by virtue of having the freedom to choose, and to live according to what he regards as meaningful to his existence in life (Meyer, Moore & Viljoen, 1993:423). This seems to hold answers to the questions about the people’s choices and work. Most people have the power to exercise free will when they subject themselves to activities they call work (Faragher *et al.*, 2006; Akabas, 1995:13).

While supporting the validity of existentialist theory on its postulations about man having the power to choose, there are, however, some counter-arguments about people and their decisions to work. For example, Ciulla (2000:28) argues that even in these modern times, it is still difficult to conclude whether people choose to work to be satisfied with life or live to satisfy the requirements of the work environment. According to Ciulla (2000:1), Aristotle dreamed of civilised nations having tools, machines, and technology to lessen the burden of work on employees. Contrary to these dreams, we see human beings in these civilised times clinging even more tightly to their work, and even competing with the very machines which were meant to make life easier at work.

The workplace seems to be getting worse as far as the wellbeing of employees is concerned. Souter, Lawrence and Murphy (1995:20) are of the opinion that today's work environments are almost exclusively high-demand, with employees given ever more tasks and responsibilities. According to Souter *et al.* (1995:20), increasing job requirements might erode the kind of satisfaction which employees expect to get from work. This will leave us with concern as to what kind of influence these job requirements will ultimately have on the personal lives of employees, given the eroded satisfaction.

In an attempt to understand the influence of job requirements on the personal lives of employees, the following will be discussed in more detail: the concept of work, background on the reasons why people work, theoretical background of work and personal life interplay, causes of job satisfaction and dissatisfaction and its impact on employees' personal life. The researcher will elaborate specifically on the impact of job dissatisfaction on the physical, psychological, spiritual, emotional and social dimensions of the employees' personal lives. The reason for focusing specifically on job dissatisfaction and personal life dimensions is that job satisfaction or dissatisfaction acts as a reliable indicator on whether employees are positively or negatively influenced by their jobs.

2.2 THE CONCEPT OF WORK

The central theme of this research study is work and its influence on the personal life of employees. It is therefore important to have a clear understanding of the concept of work.

Ciulla (2000:22) states that work means different things to different people. Work is defined in the Oxford Dictionary (2001:213) as an activity involving mental or physical effort done in order to achieve a result.

Zedeck (1992:20) also defines work as a set of prescribed activities that an individual performs while occupying a position in an organization. He states that work is any physical and or mental activity performed with the intent of meeting organizational objectives of providing goods and services. The author further notes that the definition of work must be extended to avoid a situation whereby work is simply defined in the context of activities for which one is paid. It must also include non-market and voluntary work. In order to understand the concept of work it is also necessary to discuss work against the related concept of a job.

- **Work versus Job**

People tend to use the concepts of work and job interchangeably, without noticing the striking difference between them. Oxford Dictionary (2001:213) defines work as an activity that includes mental and physical effort to be done in order to achieve a result. Zedeck (1992:20), on the other hand, defines a job as a salaried position in an employment setting.

The difference between a job and work, according to Ciulla (2000:32), is that work is an activity done with or without pay, whereas the concept job has a specific connotation to pay or profit. For example, an unemployed person may have work to do around the house but this doesn't mean that he has a job. Ciulla (2000:33) states that the concept of job is associated with an economic activity whereby people are financially rewarded for what they have done.

Hence, a conclusion can be made that both work and job include physical or mental activities. The only difference is that the latter involves economic rewards in the form of remuneration, while work is not necessary linked with payment.

Our understanding of the concept work is incomplete, however, without discussing it in terms of a related concept, namely, labour.

- **Work versus Labour**

In contrast to work, which refers to any physical and or mental activity, labour is referred to by the Oxford Dictionary (2001:215) as ‘donkeywork’, drudgery, or exploitation.

On the other hand, Ciulla (2000:30) maintains that the concept of labour was used in the English language for the first time in the fourteenth century, with the meaning of slipping or staggering under a burden. The author notes that this concept usually referred to ploughing or working in the land, but later came to mean other forms of manual labour.

There is little difference between these two concepts; the only one worth mentioning is that labour is usually an unpleasant activity. According to Ciulla (2000:31), labour cannot be reduced to work, as labour has negative connotations. It is for this reason that people prefer to refer to themselves as workers, and not as labourers.

The discussion of the concept of work challenges one to consider other concepts, such as job and labour. These three concepts are used interchangeably in everyday language, hence it is sometimes difficult to notice the difference. The reason for using these concepts interchangeably, according to Ciulla (2000:28), is because of the fact that they all refer to human activity.

For the purpose of this study we will conceptualise work as “structured activity within a workplace context for which people (employees) are remunerated”. The concepts of work and job will also be used interchangeably.

Now that we understand the concept of work, we also need to know the reasons why human beings indulge in this activity.

2.3 REASONS WHY PEOPLE WORK

Do people have the luxury of deciding whether they should work or not; and do those who choose to work, have any reasons? Spector (1997:01) asserts that some people enjoy work and find it to be a central part of life, while others hate it, and work only because they have to. Does this suggest that some people cannot exercise their right to choose as far as work is concerned, and does this, in turn, mean that people lose themselves in the world of work by not having choices?

According to Meyer, et al. (1993:428), the existentialist theory asserts that one of the personality dynamics of a person is the freedom of will. “In contrast to animals, man can transcend himself and his circumstances, to seek and find meaning in life, and to dedicate himself to this meaning” (Meyer et al, 1993:428).

The existentialist theory simply postulates that people do have the luxury of choosing and attach meaning to justify their choices. Ciulla (2000:3) states that in today’s world it is often difficult for people to imagine life without a paying job. The question to ask ourselves is whether people held the same view about work in previous times.

In the ancient era work was not important. Van Rensburg (1998:15) states that in Ancient Greece work was not viewed in positive light, and was often seen as a curse. The intellectual pursuit of arts and sports were regarded as the pinnacle of man’s achievement. According to Ciulla (2000:6), Aristotle maintained that “Our real work in life is the work of being human beings.” This implies that other personal pursuits rather than work guided people’s lives.

Ciulla (2000:7) notes further that people who lived during that era had no reason to have a paying job. They believed that war and education, and not work, would provide them with the virtues of temperance and discipline.

In the medieval era in Europe, the feudal system regarded work as a degrading activity. Feudalism was a social system whereby landowners and the church monopolised all the wealth and the people with a lower social status provided labour in exchange for occupation of tenured land (Van Rensburg, 1998:11). Only people who occupied lower religious and social strata in the society had to work. The reason to work during this era was negative, as it confirmed one's standing on the social ladder. Van Rensburg (1998:11) states that people worked only to secure a place to stay and to make landlords wealthy. They had no choice but to work, because they were regarded as a working class.

The Industrial Revolution in the eighteenth century was an era in which reasons for working changed. According to Van Rensburg (1998:11.) the Industrial Revolution was characterised by the invention of scientific methods of labour and production. This era experienced high levels of production of goods that gave rise to capitalism. Van Rensburg (1998:11) further states that, in the capitalist society, the reason for working is to make as much profit as possible and become rich.

The twentieth century was different from the eighteenth century in many ways. According to Van Rensburg (1998:15), this period saw a mixture of reasons why people work. People were no longer working because of their social class or the greed to accumulate more wealth (capitalism); the focus was more on individualism. Individualism is defined in the Oxford Dictionary (2001:459) as "a belief that individual people should have freedom of action rather than be controlled by the state or other institutions." That is why Van Rensburg (1998:15) states that the philosophy of individualism brought with it a greater demand for meaning in work, because different people attach different meanings to the concept of work.

2.4. MEANING OF WORK FOR PEOPLE.

Regarding the meaning of work in people's lives, Visser (2006) mentions that "Work is where we spend a third of our time, and if meaning cannot be found in the workplace,

our ability to lead a fulfilling life will be seriously impaired". The meanings which people derive from work vary significantly, depending on their individual circumstances. We will review some of the meanings people usually attach to their work, which include economic, psychological, and social meanings.

2.4.1. Economical meaning

Ciulla (2000:4) maintains that work holds an economic meaning for people because it helps them to attain material needs, and is a means of escaping poverty. Zedeck (1992:18) agrees, stating that people work because of economic necessity.

The economic meaning of work for people can also be explained in the context of Maslow's theory of hierarchy of needs. According to Van Rensburg (1998:12) remuneration enables people to satisfy the bottom hierarchy of needs, which includes food, shelter, and security.

Langley (1995:192) mentions that work means economic security for most South Africans. They see their personal development as hinging on this. According to Van Rensburg (1998:12), work holds an economical value or meaning to people only when they can afford to buy food, own a house, pay water and lights, and pay a car mortgage out of their salaries.

2.4.2. Social meaning

According to Statt (2004:360) work is probably the most important social activity in which people engage outside the home. Rothman (1998:156) states that people look for social value in their work. Their value may lie in the contribution they make to the lives of others in the production of socially useful products or services (Rothman, 1998:155). Apart from the social value which people derive by producing or providing services, work is also a means to create and maintain meaningful social contacts. According to Rothman (1998:154) work places people in a complex web of relationships with co-workers, and this is very important. Co-workers become friends

and sources of social support, which extends beyond the workplace. (Akabas, 1995: 10; Hobfoll & Hobfoll, 1994: 75; Rothman, 1998: 154.)

Van Rensburg (1998: 12) asserts that work is an agent for socialisation. Socialisation is the way in which an individual child becomes an adult person and functions as a member of society (Statt, 2004:176). Rothman (1998:240) sees socialisation in the workplace as a process of acquiring skills, norms, values, and attitudes necessary to perform occupational roles. Work therefore tends to influence and shape people's behaviour. Rothman (1998:55) states that work provides social norms which guide people's behaviour in the workplace, especially when it comes to interpersonal interaction amongst employees.

Van Rensburg (1998:15) uses Maslow's hierarchy of needs to highlight the extent to which work has a social value for people, and notes that Maslow's theory postulates that man has social needs, including the need for social connectedness and a sense of belonging. This need for social connectedness is satisfied at work through relationships at work.

2.4.3. Psychological meaning

Beyond economic and social rewards, work has psychological value for people. Two important aspects of the psychological meaning of work for people, according to Hobfoll and Hobfoll (1994:76), are the actualisation of one's personal identity and the enhancement of self-esteem.

- **Personal identity**

In his expression of the importance of work on personal identity, Richards (1995:92) mentions the following: "This work has created me, the me I am today, in contrast to the me I was before I began." According to Richards (1995:92), work is a passage of self-discovery. This author holds a strong opinion that, as we perform our duties, we are also allowing our duties to create us.

Other authors share the same opinion regarding the contribution of work to personal identity. For example, Rothman (1998:154) states that, of all the complex attributes associated with self-image, none is more important than work. He notes that it is common in urban industrial societies for people to describe themselves with occupational roles more frequently than other roles they occupy in their society. For example, someone who is employed in a military setting defines himself or herself as a soldier, and also has a rank that sets him or her apart from others.

There is a suggestion that people tend to form their identity around positive aspects of their work. For example, Ciulla (2000:30) states that people prefer to refer to themselves as workers rather than labourers. They rather call themselves workers because labour as a concept carries negative connotations. “Who I am” is described by “what I do” or “What do you do for a living?”; this statement indicates the importance of work in the formulation of personal identity. To highlight the synonymy between work and personal identity Joslyn (1991:11) argues that there is no way you can continue to be what you are if you do not work. This means that, if one stops working, your identity is likely to change. For example, a retired soldier will no longer be called by his rank, as he was as an active member of the Defence Force. Another subject that is similar to self-identity is self-esteem.

- **Self-esteem**

In addition to providing people with economic rewards, work is also a resource to enhance self-esteem. For example, Ciulla (2000:4) states that, when work is scarce, people not only suffer from poverty, but also lose the sense of connectedness to their society, and they develop negative feelings about themselves and about life in general. Hobfoll and Hobfoll (1994:110) refer to positive feelings about oneself as self-esteem. According to Ciulla (2000:4) jobless people tend to lose hope that they will be able to take the steps required to achieve goals in a particular situation. Their attitude towards life becomes negatively affected by their low self-esteem.

On the positive side, having a job can enhance people's self-esteem in a variety of ways. Hobfoll and Hobfoll (1994:111) mention that, in a society where work is associated with prestige, those who are employed are often respected and envied. According to Ciulla (2000:5), work becomes a source of self-esteem if people are allowed the autonomy and a chance to develop at work.

Further, Hobfoll and Hobfoll (1994:76) maintain that in some cases, work can also contribute to low levels of self-esteem amongst employees, depending on the size and nature of their work loads. Some employees may find it difficult to cope with unreasonably high work loads. This may lead to feelings of inadequacy and low self-esteem. They also regard simple and less challenging work loads as having a potential to lower employees' self-esteem, because they might feel that their abilities are being undermined. Liebenberg (1996:293) suggest that employees must be placed in jobs which correlate with their interests and skills, and the manager must provide proper supervision. This may increase employees' self-esteem.

A conclusion can thus be drawn that having a job means more than just meeting material needs. Work holds various social and psychological meanings for people. Having discussed the meaning of work, it is equally important to explore people's attitudes towards work.

2.5 ATTITUDE TOWARDS WORK

McKenna (2000:247) defines attitude as enduring systems of positive or negative evaluations, emotional feelings, actions and tendencies with respect to an individual's social world. Attitudes, according to Miller (2004:72), are evaluative statements concerning objects, people, or events, which reflect how we feel. In this study attitude will be defined as employees' general expressive perceptions and behaviour towards their work. Three components of attitudes will be discussed below, namely cognitive, affective, and behavioural.

➤ **Cognitive/belief component of attitude**

The cognitive/belief component of attitude, according to Miller (2004:72), involves the thinking or the belief a person has about the physical and social worlds. McKenna (2000:247) states that the cognitive, or belief component of attitude leads to either positive or negative appraisals of one's surroundings. According to Sverko and Vizek-Vidovic (1995:8), cognitive, or belief components of attitude are reflected in the workplace context by the level at which an individual identifies psychologically with his work. Miller (2004:72) is of the opinion that the cognitive component of attitude is important, because it sets the stage for the next component, which is the affective.

➤ **Affective /feeling component of attitude**

Miller (2004:72) states that the statements "I like" or "I don't like" usually reflect the affect, or feeling component of attitudes. According to Sverko and Vizek-Vidovic (1995:8), employees who are very emotional about their work, or those who attach more sentimental value to their work than any other benefits, operate on the affective component of their attitudes. The affective component, according to Miller (2004:72), is crucially important, as it can lead to positive and negative behavioural outcomes.

➤ **The behavioural/action component**

According to Miller (2004:72) the behavioural component of an attitude refers to the intention to behave in a certain way towards something or in certain situations. This involves the employee's attitudes towards work as influenced by the former two components of attitudes. According to Sverko and Vizek-Vidovic (1995:8) an employee can behave either industriously or perform very poorly at work.

McKenna (2000:248) concludes by stating that each of these components of attitudes can produce either positive or negative responses towards work. He maintains that job satisfaction or dissatisfaction occur as a result of expressed positive or negative attitudinal responses towards work by employees. Later in this chapter it will be indicated how these components influence people's attitudes towards their jobs and their organization.

It is necessary first to discuss job satisfaction and dissatisfaction as responses of positive and negative attitudes towards a job.

2.6 JOB SATISFACTION AND DISSATISFACTION

Spector (1997:2) defines job satisfaction as a global positive feeling about the job or related constellation of attitudes about various aspects of the job. McKenna (2000: 277) captures the affective or emotional aspect of job satisfaction by defining job satisfaction as pleasurable positive emotional state resulting from the appraisal of one's job or experience. Job dissatisfaction, on the other hand, is viewed as the opposite of this. Spector (1997:55) regards job dissatisfaction as a variable of a negative attitude towards work. According to Miller (2000:72), a person with a high job satisfaction holds positive attitudes towards his/her job and the one who is dissatisfied with his/her job holds a negative attitude about his/her job.

In the following sections the focus will be on (a) job satisfaction, with a particular focus on factors influencing job satisfaction, and also indicators of job satisfaction, and (b) dissatisfaction with a focus on factors influencing job dissatisfaction.

2.6.1 Job satisfaction

Job satisfaction can be influenced by different factors and can be reflected by different indicators. These two aspects of satisfaction will be briefly discussed in the next sections.

2.6.1.1 Factors influencing job satisfaction

Job satisfaction doesn't occur in a vacuum, but can be influenced by a number of factors. Miller (2004:77) has asserts that there is a number of job dimensions that can contribute to or influence job satisfaction. These include the following:

- Remuneration,
- Promotion opportunities,

- Supervision,
- Co-workers,
- Nature of the job

Each factor will be briefly discussed.

❖ **Remuneration**

Remuneration refers to the payments, made in cash or in any other form, to employees for their labour (Van Rensburg, 1998:3). The way in which employees perceive their salaries can have a direct influence on their job satisfaction. Miller (2004:77) is of the opinion that if employees perceived their salaries as being equitable and correlating with their inputs in the company, they are likely to be satisfied, and vice versa.

Contrary to Miller (2004:77) regarding pay and job satisfaction, Spector (1997:42) argues that the correlation between job satisfaction and pay tends to be surprisingly small. He cites a study conducted in 1985 which found a mean correlation of only 17 between job satisfaction and pay level in three samples representing a heterogeneous collection of jobs (Spector, 1997:42).

Although pay level may not be an important issue, pay fairness can be very important. Spector (1997:42) is of the opinion that most employees are not concerned that people in other jobs make more money; they are often quite concerned that people in the same job earn more than they do. This implies that employees may be satisfied when they realise that there is parity in the remuneration of employees with the same experience and skills in the same jobs.

❖ **Promotion opportunities**

Job satisfaction is also influenced by the existence of promotion opportunities within a company. According to Miller (2004:77) the chances of promotion and growth in an organization play a critical role in job satisfaction. McKenna (2000:277) maintains that promotion opportunities will enhance job satisfaction only if employees perceive the

promotion system in operation within their company as being applied fairly to all employees. Miller (2004:76) notes that chances for promotion and advancement in an organization that can lead to satisfaction, are not necessarily linked to hierarchical progress in the organization. Promotion opportunities can include 'horizontal' movement and growth in the organization as well.

❖ **Supervision**

Leadership can also have an influence on employees' job satisfaction in many ways. McKenna (2000:278) endorses people-centred or participant leadership as a determinant of job satisfaction. According to Miller (2004:77), the ability of the supervisor to provide emotional and technical support and guidance with work-related tasks has a positive effect on employees. In this regard Sverko and Vizek-Vidovic (1995:57) postulates that the workplace that is dominated by the spirit of good relationship between employees and their supervisors will lead to more work involvement amongst employees, and work involvement itself is an indicator of job satisfaction.

❖ **Co-workers**

A number of desirable and undesirable consequences stem from the relationship between supervisors, subordinates and colleagues (McKenna, 2000:614). This shows how important relationships between employees are regarding job satisfaction.

Miller (2004:77) states that the extent to which fellow workers are technically, emotionally, and socially connected enhances job satisfaction. Good intra-group working and supportive colleagues have value in not permitting job dissatisfaction to surface (McKenna, 2000:278). According to Hobfall and Hobfall (1994:18) friends from work provide an opportunity to interact socially and in a way it helps to deal with stressors.

❖ Nature of the job

According to Miller (2004:77), the extent to which the job provides an individual with stimulating tasks will have an influence on job satisfaction. The author has a firm belief that jobs that provide employees with opportunities for learning, personal growth, and a chance to be responsible and accountable leads to satisfaction. Spector (1997:31) agrees, and identified the following five core characteristics of any job that, if present, will lead to job satisfaction:

- *Skill variety*: the extent to which the job allows an employee to use different skills and abilities in carrying out his/her duties.
- *Task identity*: the extent to which the employee embraces his tasks and carries them out wholeheartedly.
- *Autonomy*: the nature of the job that allows the employee the freedom to do his/her job as he/she sees fit.
- *Job feedback*: the extent to which the job allows employees to receive consistent feedback about their performance.
- *Job scope*: refers to the overall complexity of a job. For the job to be satisfying it should be neither too complex nor too simple.
- *Task significance*: employees get satisfaction if they feel that goods and services they provide have a positive impact on other people. For example, if consumers enjoy the end product, the manufacturer will be proud of his product and in a way become satisfied with what he does.

From this one can safely hypothesise that job satisfaction can be achieved and maintained if one or more of the above-mentioned factors receive proper consideration in the workplace.

Miller (2004:73) and Sverko and Vizek-Vidovic (1995:7) identified two indicators of job satisfaction, namely job involvement and organizational commitment.

2.6.1.2 Indicators of job satisfaction

Various authors (Miller, 2004; Sverko & Vizek-Vidovic, 1995; McKenna, 2000) agree that job involvement and organisational commitment are two of the most important indicators of job satisfaction. These two indicators will be discussed briefly.

- **Job involvement**

Sverko and Vizek-Vidovic (1995:7) define job involvement as the degree to which a person identifies psychologically with his work. They believe that work forms part of one's total image. Miller (2004:72) mentions that employees who are highly involved with their jobs strongly identify with, and really care about, the kind of jobs they do. Several authors (Akabas, 1995:13; Ciulla, 2000:30; Hobfall & Hobfall, 1994:7) agree that most employees tend to define themselves with the kind of jobs they do. Their identity is centred on their work. Sverko and Vizek-Vidovic (1995:9) identified the following characteristics of employees who have high job involvement attitude:

- Working overtime with no expectation of reward.
- People who normally do not take vacation leave.
- People who spend their entire career life in one company.
- People who are never in conflict with management.

Miller (2004:72) states that high job involvement attitude has been found to be related to fewer absences and resignations. According to McKenna (2000:249) high job involvement of an employee serves as a clear indicator of job satisfaction.

- **Organizational commitment**

Organizational commitment is another indicator of job satisfaction. Miller (2004:72) defines organizational commitment as a state in which an employee identifies with a particular organization and its goals and wishes to maintain membership of that organization. The difference between job involvement and organizational commitment as indicators is that job involvement is about identifying with one's specific job, while

organizational commitment is centred on identifying with one's employing organization.

Miller (2004:72) regards a lack of organizational commitment as a good indicator for staff turnover. He explains:

Organizational commitment is probably a better predictor because it is a more global and enduring response to the whole organization. An employee may be dissatisfied with his/her particular job and may consider it a temporary condition, yet be satisfied with the organization as a whole. But when dissatisfaction spreads to the organization itself, individuals are more likely to consider resignation.

This statement reflects the importance of organizational commitment, especially in relation to staff turnover. Franklin (2003:19) states that organizational commitment can be achieved if an employee identifies with the vision and mission of the organization. Miller (2004:72) observes that, when experiencing problems in his section or department, an employee who has a high organizational commitment will either move to another section or change that job rather than resign.

Sverko and Vizek-Vidovic (1995:9) identify two main variables, namely individual and situational, that can influence a person's commitment to an organization, and by implication, his/her job satisfaction.

❖ **Individual variables**

Individual variables such as age, gender, social and economic status, education, marital status, value orientation and personality traits all play a critical role in the commitment of a person to an organization. Ballavia and Frone (2005:123) call these intra-individual predictions.

In addition to these individual variables Zedeck (1992:13) include variables such as marital tension, and satisfaction in family/home, community, spouse and leisure as variables which might determine the extent to which an employee is committed to his/her organization.

❖ **Situational variables**

According to Sverko and Vizek-Vidovic (1995:9), organizational commitment also occurs as a result of the relationship between an employee and situational variables such as job characteristics relevant for intrinsic motivation, supervisor's behaviour, social climate at work, participation in decision-making and position in the organizational hierarchy.

An example of how a situational variable influences organizational commitment and makes work more meaningful to people can be illustrated in the following manner: If, for instance, the social climate at work is dominated by interpersonal conflicts, it may be difficult for an individual employee to be committed to the organization. On the other hand, if the workplace is characterised by good relationships between employees and management, this might lead to more organizational commitment from employees. It is clear, therefore, that various factors can influence job satisfaction, and that job involvement and organizational commitments are two important indicators of job satisfaction.

It is also mentioned earlier in this section, however, that a person could be either satisfied or dissatisfied with his/her job. The next section will reflect on the opposite of job satisfaction, with a specific focus on aspects affecting job dissatisfaction.

2.6.2 Job dissatisfaction

An important aspect regarding job dissatisfaction is to understand factors that influence job dissatisfaction. Job dissatisfaction, as the opposite of job satisfaction, can be influenced by a number of factors, namely:

- Work role.
- Work load
- Time-pressure.
- Environmental factors.
- Leadership.
- Organizational culture.
- Equity.
- Work/family conflict.

Each factor will be discussed briefly.

2.6.2.1 Work role.

Beehr and Glazer (2005:10) define work-role as a potential set of activities and behaviours expected from someone within the workplace context. Performing a particular role at work is not a bad thing in itself; it only becomes problematic if it is not well handled. Beehr and Glazer (2005:10) have identified the following aspects of work role which can lead to job dissatisfaction and a negative influence on an employee's personal life:

➤ Role ambiguity

Role ambiguity refers to a lack of specificity and predictability concerning employees' jobs, role functions and responsibilities (Beehr & Glazer, 2005:10).

According to Ironson (1992:37) role ambiguity for most employees occurs when there is insufficient, misleading, or restricted information about the employee's work, or what is expected from the employee. Ironson (1992:37) states that having unclear work objectives, or not understanding what is expected on the job, or lack of clarity on how to accomplish goals lead to feelings of uncertainty amongst employees.

Feelings of uncertainty will make employees feel stressed, as they feel that they are not accomplishing anything, and this can damage their self-esteem (Ironson, 1992:

37). Role ambiguity, according to Beehr and Glazer (2005:12), can occur as a result of a lack of proper communication within the organization.

➤ **Role conflict**

Ironson (1992:37) describes role conflict as the perception of incompatible or incongruent demands, inadequate facts or resources to complete the job, or conflict between personal values and organizational values.

Role conflict can also occur when a person has not cognitively and emotionally internalised his/her job (Ironson, 1992:37). Such conflicts can lead to feelings of dissatisfaction and apathy and also rebellious actions from the employees towards management.

Beehr and Glazer (2005:120) maintain that role conflict also exists when organizational requirements clash with personal values and obligations. An example of role conflict can be seen in a working mother who has to choose between two conflicting roles, namely, being a good mother or a good employee.

➤ **Role discretion**

According to Spector (1997:43) role discretion is about the freedom given to employees to make decisions about their work roles. Spector (1997:43) states that control, or role discretion is not always limited to the work itself, but sometimes involves individual participation in other workplace issues such as policies, which expand the employee's sense of control within the organization.

2.6.2.2 Work load

Work load is a very important factor in the context job dissatisfaction. According to Spector (1997:43) work load is defined as demands placed on the employee by the job. He distinguishes between quantitative and qualitative aspects of work load. Qualitative aspects of work load are associated with the degree of either physical or mental exertion required to carrying out a task, while quantitative work load is

associated with the amount of work that an employee must do. Ironson (1997) is also of the opinion that there is a correlation between work load and job dissatisfaction. We will explore this assumption by discussing work underload and work overload.

➤ **Work underload**

Ironson (1992:37) describes work underload as having too little to do, or work that is unchallenging, so that it fails to tap the individual's capabilities. Hobfoll and Hobfoll (1994:76), in their attempt to explain the meaning of work to people, mention that when employees successfully complete difficult tasks, it gives them a sense of mastery, which boosts their self-esteem and job satisfaction. If the task is underloaded, boring and monotonous it doesn't provide employees with challenges (Hobfoll & Hobfoll, 1994:76).

The challenge within the workplace, according to Ironson (1992:77), is to provide employees with the necessary tools to boost their self-confidence. Self-confidence usually occurs if employees manage to overcome challenges. The confidence they derive from mastering these challenges makes them satisfied, and will spill over into their personal lives (Hobfoll & Hobfoll, 1994:76).

➤ **Work overload**

Work overload, according to Ironson (1992:49), may refer to the quantitative aspects of the work (too much work to do) or the qualitative aspects of the work (work that is too difficult to understand or to do).

According to Ironson (1992:50), qualitative work overload can occur when the employee doesn't have the necessary skills or competencies to perform particular task at hand. He is of the opinion that this might lead the employee to perceive a task as being too difficult to perform and thus develop a negative attitude towards work.

Quantitatively, work overload will occur in situations where an employee is working against tight schedules with too much work to do (Ironson, 1992:49). Employees

confronted by deadlines and time pressures can develop stress. According to Ironson (1992:50) employees who have too much work to do are also exposed to conditions like burnout, stress, and dissatisfaction beyond the work environment.

In workplaces where employees are not allowed to use their discretion in the execution of their tasks, job satisfaction might be affected. Ironson (1992:38) notes that this might lead to employees feeling unwanted and dissatisfied.

2.6.2.3 Time pressure

Industrialisation has had various kinds of negative influence on the world of work, and constraint or pressure is one of them. Statt (2004:70) is of the opinion that work has become time-driven rather than task-driven. This means that a worker no longer orders his time or organise his work according to demands of his/her own pace. This is indicative of the downside of time, especially its effects on the wellbeing of employees. Time can have negative effects on employees in two ways. According to Statt (2004:70), many employees feel that their working hours are too long (especially those performing monotonous tasks) and others who feel they do not have enough time to execute their tasks (especially those holding executive positions).

Statt (2004:71) notes that the workplace has been turned into an impersonal and rigid environment because of the time factor. According to Statt (2004:70) there is much evidence that suggests that time constrains, especially in large, bureaucratic organizations, impact negatively on the physical and mental well-being of employees, and that it enhances job dissatisfaction.

2.6.2.4 Environmental factors

According to Houston (1992:55) physical conditions of the work environment such as uncomfortable climates and exposure to drafts, vibrations and noise have a negative impact on the physical well-being of employees. Other aspects of the physical work environment which have similar effects include unsafe work environments, where people are daily exposed to physical danger (Houston, 1992:55).

Houston (1992:53) concludes that the work environment that is not conducive to the well-being of employee is usually associated with high scores on job dissatisfaction.

2.6.2.5 Leadership

According to Kelloway, Sivanathan, Francis and Barling (2005:90), leadership is undoubtedly one of the most ubiquitous potential stressors in the workplace today. In this regard they distinguish between abusive and passive leadership.

➤ Abusive leadership

Abusive leadership, according to Kelloway, *et al.* (2005:91), occurs when individuals in a formal leadership role engage in aggressive or punitive behaviour towards their employees.

According to the authors, abusive leadership at work can manifest itself in many ways, all of which will ultimately have a negative impact on the affected employee. Forms of abusive leadership include aspects such as name-calling, ridiculing, terrorising, and threatening employees.

➤ Passive leadership

According to Kelloway, *et al.* (2005:92) leaders using a passive style do not intervene in the problem until the problems are either brought to their attention or become serious enough to demand their attention.

Most employees who are confronted with passive leaders develop feelings of work alienation. Role ambiguity is also a major problem for employees when their leaders do not give clear and accurate information about what should be done. Kelloway, *et al.* (2005:92) is of the opinion that not only does passive leadership have a negative impact on the private lives of employees, but it also affects the overall climate of the organization. A passive leader cannot provide proper guidance on how to meet organizational objectives.

According to Maritz (2004:251), leadership in most South African companies needs a “wake-up call”, as most of its leaders still grapple with:

- Managing cultural diversity in the context of different racial, language and ethnic groups.
- Aligning business models with technological change, globalization and changing customer demands.

Passive leadership, or simply lack of appropriate leadership skills, may lead to employees being less satisfied with their jobs.

2.6.2.6 Organizational culture.

Another factor that can influence the level of job satisfaction and personal lives of employees is organizational culture. Martins and Martins (2004:380) define organizational culture as “a system of shared meaning held by members of the organization distinguishing the organization from other organizations.”

According to Martins and Martins (2004:382), culture has serious spillover effects on both job satisfaction and the personal lives of employees. For example, employees will bring their personal or cultural orientations to work and/or bring their organizational culture to their family’s lives. If the culture within an organization is strong enough, employees will carry the blueprints of that culture wherever they go. According to these authors organizational culture has the following functions:

- It has a boundary-defining role.
- It conveys a sense of identity to members of organization.
- It facilitates commitment to something larger than individual self-interest.
- Culture serves as a meaningful control mechanism that guides and shapes the attitudes and behaviour of employees.

Martins and Martins (2004:380) also see culture functioning as a social glue that helps to bind the organization by providing appropriate standards for what employees should say and or do. This implies that organisational culture guides employees' social relations at work. According to Houston (1992:53) poor social relationships at work affect the way in which a person perceives his/her work and work environment. For example, employees who have good relationships perceive their jobs as satisfying, and those who have strained relationships, or lack people with whom they can socialise, tend to perceive their work as unsatisfying.

2.6.2.7 Equity

Houston (1992:39) is of the opinion that a workplace that is characterised by equity is more likely to be a stress-free working environment. Stress or problems can be experienced where the workplace is inequitable. Houston (1992:38) states that employees usually develop perceptions about equity in their respective working environment, and if they perceive their work environment as not equitable they will be negatively affected.

According to Houston (2005:39), a workplace where equity is lacking is characterised by discrimination in terms of sex, race, ethnicity, disability and also unfairness in the distribution of fringe benefits. Naturally, job dissatisfaction is the likely result.

2.6.2.8 Work/family conflict

Conflict exists between work and family when the demands of work and those of family interfere with one another (Greenhaus & Callanan, 1994:246). According to Ballavia and Frone (2005:122) there are two types of conflict, namely work/family conflict and family/work conflict. These authors question the conventional paradigm regarding the impact of family demands on productivity. They acknowledge that family demands can impact negatively on work, but at the same time maintain that work demands can also cause conflict in family life.

To illustrate the conflicting contrast between work and family spheres, Akabas (1995: 4) regards the family as the primary reproductive, affective and developmental unit of the society, consisting of spouse and children, while the workplace is regarded as an impersonal unit in the society, characterised by tight work schedules, high work loads etc. According to Spector (1997:40), work/family conflict has been found to correlate significantly with job dissatisfaction. Employees who experience high levels of conflict tend to report low levels of job satisfaction (Spector, 1997:40). This implies that job dissatisfaction may be a result of work-family conflict caused by a collection of workplace requirements or organizational constrains.

It is clear, therefore, that there is a correlation between work/family conflicts and job dissatisfaction, and also a degree of interplay between an employee's work and personal life. In order to understand this interplay, it is important to look at the different theories about work and personal life.

2.7 THEORIES REGARDING THE INTERPLAY BETWEEN WORK AND PERSONAL LIFE.

Zedeck (1992:8) identified the following theories that explain the interplay between work and personal life: the spillover theory, compensation theory, segmentation theory, boundary theory, instrumental theory, and conflict theory. Each will briefly be discussed.

2.7.1 Spillover theory

According to Zedeck (1992:8) the Spillover theory postulates that a person's work experiences influence what he or she does away from work. This theory asserts that there is a similarity between what occurs in the work environment and with what occurs in the family environment. Zedeck (1992:8) maintains that the spillover theory holds the following central views:

➤ **Addictive view**

This view holds that feelings about a job are components of feelings about life in general. Satisfaction with the job increases life satisfaction, and dissatisfaction with the job lessens general satisfaction.

➤ **Alternative view**

This view also postulates that feelings about a job directly influence feelings about life in general, so that people who feel belittled by their jobs will belittle themselves or others. For example, a person who does not use his discretion in decision-making, cannot make decisions independently, or if not stimulated enough by challenges and responsibilities in his workplace might feel belittled by his work and might carry that over to family life.

➤ **Cognitive/Behavioural view**

This view holds that a job is a socialising force, by which the worker develops skills, values, expectations, self-concepts, and social philosophies that are carried over into personal life.

This theory forms the crux of this study, because it clearly indicates a link between personal life and work. What is central to this theory is that there can be positive and negative spillovers.

2.7.2 Compensation theory

The second theory, according to Zedeck (1992:09), the compensation theory, postulates that individuals make differential investments of themselves in two settings, so that what is not provided by one setting is made up for in the other. Zedeck (1992:10) states that this theory has two kinds of compensation, namely supplementary and reactive.

➤ **Supplementary compensation**

Supplementary compensation occurs when desirable experiences, behaviours, and psychological states that are insufficiently present at work situation are sought at home or in family activities (Zedeck, 1992:10). For example if a man doesn't feel that he is in power or in charge or feels not respected at work he will supplement that deficiency by demanding respect at home and become bossy towards his wife and children.

➤ **Reactive compensation.**

Reactive compensation according to Zedeck (1992:9) occurs when undesirable work experiences are redressed in a non-work setting. For example, a working man who doesn't get any rest at work, will then rest from fatiguing work and seek leisure activities after work. The essence of this type of compensation is that deprivations experienced at work are made up for or compensated for in non-work activities.

2.7.3 Segmentation theory

Zedeck (1992:10) notes that the segmentation theory postulates that work and personal life are two distinct spheres. It further postulates that an individual can be successful in one sphere without any influence from the other spheres. Zedeck (1992:10) mentions that this theory sees life as having two compartments, namely a family compartment and a work compartment. The family compartment is characterised by intimacy and affection and the work compartment is viewed as impersonal, competitive and instrumental.

Zedeck (1992:11) states that segmentation theorists believe that one can neatly compartmentalise one's life using time, function, and space as tools to maintain rigid compartments. This means that we can decide on the amount of time we dedicate to work and to personal life activities and can choose the right place to perform relevant activities without creating any crossover or conflicts between these two spheres of our lives.

2.7.4 Boundary theory

This theory has many similarities with the segmentation theory, but it also has some fundamental differences. Ballavia and Frone (2005:120) mention that, the boundary theory, like the segmentation theory, also maintains that each person's roles occur within specific domains, and that borders separate these domains. The fundamental difference between these two theories is that the boundary theory entertains the existence of flexible and permeable boundaries between people's work and personal lives, which will lead to positive integration of these two spheres of life. The segmentation theory, on the other hand, sees people as maintaining rigid compartments between work and personal lives, using time and space as tools to avoid negative crossover (Ballavia & Frone ,2005:120).

The boundary theory acknowledges that it is impossible to avoid the crossover between the spheres of work and personal life. The only effort is to make sure that this crossover takes place smoothly and without conflict.

2.7.5 Instrumental theory

Like other theories, the instrumental theory acknowledges the interrelationship between work and personal life spheres. Zedeck (1992:10) states that the instrumental theory is more positive about the interplay between work and personal spheres. According to Zedeck (1992:10), this theory postulates that one sphere is a means by which things can be obtained in the other sphere. For example, positive work outcomes lead to good family life. This implies that work can be instrumental in achieving one's personal goals e.g. if a working woman gets pleasure and experience from work, she will use that to achieve other things in her personal life, such as being a good manager of family assets.

The instrumental theory also supports the notion that work is not the ultimate goal in life, but a means to an end, a means to attain financial status, social status, personal identity, and psychological well-being (Akabas, 1995:12; Ciulla, 2000:62; Van Rensburg, 1998:15.)

2.7.6 Conflict theory

According to Zedeck (1992:10) the last theory, namely the conflict theory, highlights the competition that exists between work and personal life spheres. Central to this theory, according to Zedeck (1992:10) is the notion that if one sphere is dominant, the other sphere will suffer as a result. This means that work and personal life are two separate entities, always in conflict with each other. Zedeck (1992) states that conflict occurs in situations where one sphere of life becomes dominant over the other. For example if a person spends more time at work than with family members, the result of such imbalance is a strain on the personal life sphere.

The essential issue is that there is interplay between work and personal life. In the attempt to explore this interplay and how the interaction occurs, various theories were discussed, which hold different but relevant opinions about this aspect. If this interplay is positive, it normally links with job satisfaction, but if it is negative, the result may be job dissatisfaction, which will have a negative effect on the employee's personal life.

The next section thus elaborates on the effects of job dissatisfaction on the personal lives of employees.

2.8 THE EFFECTS OF JOB DISSATISFACTION ON THE PERSONAL LIVES OF EMPLOYEES.

The research problem of this study is the challenges and the demanding nature of job requirements of Planners in the Department of Land Affairs. Some of these challenges include working extended hours, travelling long distances and working in hostile environments.

This section will consider how challenging and demanding job requirements can affect employees' personal lives, and especially on the effects of job dissatisfaction on various dimensions of employees' personal lives. According to the World Federation for Mental Health (2004:3) for an individual to be viewed as generally healthy, one

should look at the complete person with physical, social, emotional and psychological aspects. Peterson and Gonzales (2000:54) see personal life as referring to the subjective bio-psycho-social make-up of a person, which includes the physical, psychological, social, and spiritual dimensions.

Greater job satisfaction means better quality of life and also better physical and mental health for employees (Spector, 1997:45). Faragher *et al*, (2006) conducted a meta-analysis from 500 studies regarding the relationship between job satisfaction and mental health and also physical health. They found that “an average employee with low levels of job satisfaction is most likely to experience emotional burnout, reduced levels of self-esteem, and has raised levels of anxiety and depression.”

This finding supports the approach of considering the effects of job dissatisfaction in terms of their potential economic effects on the organization, and also its impact on the well-being and personal lives of employees. For the purposes of this study, the focus will be on the following dimensions of an employee’s personal life:

- Physical dimension.
- Psychological dimension.
- Social dimension.
- Emotional dimension.
- Spiritual dimension.

2.8.1 Physical dimension

There is growing evidence that current trends in employment conditions erode levels of job satisfaction and directly damage the physical and mental health of employees (Faragher, *et al.*, 2006). Spector (1997:66) states that individuals with negative attitudes towards their work experience adverse health problems and have a shortened life span. Faragher, *et al.* (1997:66) state that it is reasonable to suppose that job dissatisfaction in its extreme form can lead to a variety of physical illnesses, such as stress. According to Statt (2004:86), stress is defined as physical and

psychological pressures that threaten the ability of someone to continue coping with their situation. This definition affirms that stress is a bi-dimensional construct consisting of both the physical and the psychological. It is appropriate, therefore, to discuss stress under the physical dimension.

Statt (2004:85) mentions that one in ten of the world's workers suffer from stress at work. This should be a concern for both employers and employees. Hart and Cooper (2001) are of the opinion that there is a causal relationship between job dissatisfaction and stress. They maintain that employees who are not satisfied with their work are more prone to stress than others are.

It was mentioned earlier in this chapter that a number of job requirements or conditions could make employees dissatisfied with their work. Houston (1992:50) singles out work load as a workplace condition, which tends to predispose employees to job dissatisfaction and ultimately leads to stress, or vice versa. Houston (1992:53) warns that if stress is not properly managed, it might expose employees to medical conditions, such as hypertension and heart attack.

Apart from stress, job dissatisfaction can also compromise the physical well-being of employees in other ways. Studies conducted in 1970 and 1990 by Yen and Frank (2002:14) showed that job dissatisfaction was also associated with conditions like obesity, hypertension, and cardiovascular diseases. This can also be attributed to unfavourable work conditions like heavy task loads and tight time schedules.

Ballavia and Frone (2005:128) mention that employed people don't have time to follow healthy diets; they lack time and energy to prepare healthy food. Instead of preparing healthy food, people opt for fast food or sometimes skip meals because they have no time set aside for proper eating habits. Due to the time factor, working people frequently skip meals, eat at restaurants, and experience physical health problems such as obesity, high blood pressure, and high cholesterol levels.

The physiological influence of time on our personal lives, according to Ballavia and Frone (2005:128), manifests in our failure to make time available to pursue healthy living activities. Time pressure not only has a negative influence on dieting, it also prevents people from exercising to keep their bodies in good condition. It was also found that employees who are committed to their work but face limited promotion prospects, had more than twice the likelihood of developing cardiovascular diseases over a period of five years (Yen & Frank, 2002:22).

This discussion was an attempt to indicate how certain employment conditions and requirements can enhance job dissatisfaction, and so has the potential to compromise the physical well-being of an employee. Based on the earlier definition of Peterson and Gonzales (2000:54) on the dimensions that constitute personal life, a discussion of the psychological dimension is also needed.

2.8.2 Psychological dimension

It was mentioned earlier that work could contribute positively to feelings of self-confidence once one has learned how to deal competently with work demands. However, work can also have a negative influence on the psychological well-being of employees. In this regard the effect on self-esteem, burnout, anxiety, and depression are psychological or mental conditions which will be discussed below.

- **Self-esteem**

According to Ciulla (2000:4) it is incorrect to assume that it is only jobless people who have lowered self-esteem. Employed people are also at risk, especially if they have negative feelings about their work. Hobfall and Hobfall (1994:111) regard self-esteem as a crucial variable which determines people's mental health.

Hobfall and Hobfall (1994:76) maintain that work load can have a negative impact on the employee's self-esteem. They regard unreasonably high work loads and menial tasks as having the potential of lowering self-esteem. According to Hobfall and Hobfall (1994:76), employees confronted with high work loads may not be able to carry them

out competently, and this may lead to feelings of inadequacy. The same applies to employees given menial tasks, as this might classify them as inferior compared to other employees with challenging jobs.

- **Burnout**

According to Spector (1997:65) burnout is a distressed psychological state experienced at work, and it is characterised by the following:

- Depersonalisation: emotional distancing from direct care for clients that result in a callous and uncaring attitude towards others.
- Emotional exhaustion: feelings of fatigue and lack of enthusiasm for work.
- Perceived reduced personal accomplishment: the sense that nothing of value is being done at work by a person.

Statt (2004:93) notes the obvious point that burnout can have an adverse effect on the employee's well-being. For example, it can lead to social problems like drug abuse and alcoholism and neglect of social relations and responsibilities outside the workplace.

According to Jaffe (1995:13), burnout in employees usually occurs as a result of the inability to respond emotionally to demanding jobs and other general workplace pressures. As already stated, job dissatisfaction is attributed to workplace pressures. We can therefore conclude that burnout is an intervening psychological variable between workplace pressures and mental health.

- **Anxiety**

Hart and Cooper (2001:17) associate anxiety with a vague, unpleasant emotional state with qualities of apprehension, distress and uneasiness. According to these authors, employees who are not satisfied with their jobs tend to be anxious about their future at work. They are always preoccupied with unfounded fears of losing their jobs, and this can spill over into their family and private lives (Hart & Cooper, 2001: 17).

- **Depression**

Dayringer (1995:10) defines depression as a mood or emotional disorder marked by sadness, feelings of dejection, and inability to make decisions. According to Dayringer (1995:10), even though different people will react differently to depression, two most common symptoms of depression are:

- ❖ Loss of interest or pleasure in almost all usual activities.
- ❖ Relatively persistent disturbance of mood.

According to Holland-Elliot (2001:122) depression imposes a number of costs on individuals, households, employers and society as a whole. The author maintains that depression is one of the common mental health conditions affecting approximately one fifth of the workers. This is an indication that no one is immune from the ravages of depression, whether employed or unemployed. Holland-Elliot (2001:116) asserts that depression is more prevalent in employees experiencing work-related problems, including job dissatisfaction.

2.8.3 Social dimension

Very little research has been conducted specifically to investigate the impact of job dissatisfaction on the social life of employees. However, the spillover theory which was explained earlier in this chapter underlines the causal relationship between these two variables. Zedeck (1992:8) states that the spillover theory postulates that attitudes learned and feelings experienced from work become ingrained, and are carried over into home life.

Social wellness entails establishing and maintaining meaningful relationships and demonstrating an ongoing commitment to the common good of the community (de Jager,2000:8). This reflects the importance of the interdependence between a person and his/her social environment.

According to de Jager (2000:8.) the social significance of human existence is to maintain harmony with one's human and physical environment, including the work environment. Adding to this Akabas (1995:366) notes that, in spite of the social value work has in people's lives, work can have a negative influence on the social life of employees by putting a strain on one or all of the social relationships listed below:

- **Partner relationship**

Barnet and Gareis (2002:364) suggest that job demands will deplete individuals' energy reserves to the point where little energy will be left for meeting the needs of their marital relationships. According to Barnet and Gareis (2002:364), time pressure is one of the common job demands which can make employees unsatisfied at work and also lead to the neglect of their partner's relational needs. The result of this, according to Barnet and Gareis (2001:364), is partner relational problems or marital tension, leading to separation or divorce.

- **Parent-child relationship**

Persons who are excessively absorbed in their work often are unavailable to provide the love and support that family members need, particularly children (Akabas,1995: 366). From a sociological point of view it is natural to expect parents to avail themselves to their children and give them the guidance they require to grow and develop into healthily functioning members of the society.

Akabas (1995:366) is of the opinion that job demands can limit the time that parents spend with their children, and can potentially create family problems. According to Barnet and Gareis (2002:364), this is also attributable to frustration experienced at work, which translates into non-caring attitudes towards significant others.

2.8.4 Spiritual dimension

According to Richards (1995:14), spirituality arises from our beliefs about unseen forces that shape our reality, and our relationships to those forces. Spirituality involves the ongoing involvement in seeking meaning and purpose in human existence, and

the desire to attain inner peace and a sense of wholeness (de Jager, 2000:13). This implies that there is more to spirituality than our conventional understanding of what it entails. Ciulla (2000:221) maintains that spirituality does not necessarily refer to religious affiliation.

Regarding spirituality in the workplace, Richards (1995:14) mentions that “Spirituality is the source of our impulse to create, and is significant to our work.” This suggests a causal relationship between work and the spiritual dimension of employees’ personal lives. Richards (1995: 24) states that a man’s spirit will suffer if he is engaged in work that has no meaning to him.

According to Ballavia and Frone (2005:73) workplace factors such as reduced creativity, lack of promotion opportunities and poor leadership that cause job dissatisfaction can have a negative impact on employees’ spiritual wellbeing. According to Ciulla (2000:139) the capitalistic nature of the modern workplace has reduced human spirituality to materialistic stagnation. The author is of the opinion that people are no longer concerned about their spirituality, but rather about making profits. Richards (1995:25) warns that we will lose the potency of our spiritual energy when we work in jobs that do not engage our spirit or satisfy us. We will end up compromising our spiritual wellness.

2.8.5 Emotional dimension

According to de Jager (2000:7) emotional wellness includes an awareness and acceptance of one’s feelings and the ability to maintain relative control over emotional states.

According to Ciulla (2000:122), work does not only hold different meanings for different people, it also elicits a variety of emotions. Ciulla (2000:123) is of the opinion that one’s emotional range depends on the job one does. This implies that if one displays negative emotions such as anger, it might be an indication that something is

not right with one's work. That person might be experiencing job dissatisfaction that is attributable to one or more factors from the work environment.

Zedeck (1992:123) states that jobs elicit a variety of emotions, and some of those emotions become detrimental to employees' personal lives. For example, a police officer who is always exposed to insult becomes hypersensitive to such an extent that even at home he cannot tolerate confrontational conversation with family members, especially his partner.

Some jobs require employees not to express their job dissatisfaction, by encouraging them to suppress their emotions (Statt, 2004:92; Zedeck, 1992:9). Employees are compelled to 'bottle-up their emotions and put on a happy smile' for the sake of clients and the positive image of the organization. Ciulla (2000: 124) labels this as "a forced commercialisation of emotions at work."

The inability to express emotions appropriately at work can have a severe impact on the employee's personal life. According to Zedeck (1992:9) the Reactive Compensation theory postulates that suppressed emotions from work will surface in a non-work situation, which will put a strain on the employees' personal life, especially on the family.

It is clear, therefore, that employees' personal lives can be affected by their work. In the context of this study, the focus is on the Planners as a specific group of employees in the Department of Land Affairs. In order to understand the context and their specific work situations, the researcher will briefly give an overview of what they do.

2.9 THE WORK SITUATION OF PLANNERS IN THE DEPARTMENT OF LAND AFFAIRS.

To ensure that its core business is maintained, the Department of Land Affairs employs Planners as a special category of employees responsible to carry out its

fundamental objectives. According to Department of Land Affairs (2006:9) the department's core objectives are as follows:

- Provision of land for sustainable human settlement and industrial and economic development.
- Provision of efficient land use and land administration services.
- Provision of efficient state land management that supports development.
- Provision to all relevant stakeholders, of a skills development framework for land and agrarian reform.
- Provision of tenure security to create socio-economic opportunities for people living and working on farms.
- Redistribution of 30% white-owned agricultural land for sustainable agricultural development.
- Settlement of all outstanding land claims, and implementation of restitution awards.

People employed as Planners in the Department are relatively young graduates. According to the Commission of Restitution of Land Rights Report (2005:9) the ages of most Planners range from 25 to 45 years.

According to the Commission of Restitution of Land Rights Report (2005:9), most Planners have qualifications in social sciences such as Law, Social Work, and Social research. They have a variety of professional skills regarded as essential, considering the challenges posed by some aspects of their work.

2.9.1 Nature of Planners' work

The Planning Profession Act (Act 36 of 2002,) sets out general guidelines of duties performed by Planners. These duties apply to any person working as a Planner in any organization, not necessarily in the Department of Land Affairs. The job requirements of Planners according to the Planning Profession Act, (Act 36 of 2002) include expertise in:

- initiation and management of change in the building and natural environment in urban and rural areas.
- delimitation, regulation, and management of land use.
- organization of service infrastructure and facilities for human settlement.
- co-ordination and integration of social, economic, and physical sectors which comprise human settlement.

Job requirements for Planners employed by the Department are customised for the core business of the department, and are referred to as the business process. According to the Commission of Restitution of Land Rights Report (2005:9), the business process or job requirements for Planners in the Department include the following:

- Lodging and registering claims onto the Land base data-base,
- Validation of claims according to Restitution Act.
- Claimant verification.
- Evaluation of lost land rights.
- Negotiations with landowners.
- Dispute resolution and mediation.
- Options assessment.
- Referrals of claims to the Land Claims Court.
- Implementation of the restitution awards.
- Post-settlement support.

To implement these business processes Planners need to comply with job requirements which may impact on their personal life. The goal of this study is to explore and describe the impact of specific job requirements on the personal lives of Planners in the Department of Land Affairs.

Given this description of who Planners are and what they do, it is logical to suppose a link of some kind between their work and their personal lives.

2.10 CONCLUSION

This chapter has highlighted a number of aspects which concern the work and personal lives of employees. Despite all the positive contributions or influence which work has on the personal lives of employees, certain workplace factors have been found to impact negatively on employees. These factors include job characteristics, environmental factors and social interaction between employees. A combination of all these negative workplace factors tends to erode employees' levels of job satisfaction. These eroded levels of job satisfaction culminate into a negative strain on the physical, psychological, social, emotional, and spiritual dimensions of employees' personal lives.

In the next chapter the researcher will use empirically collected data to explore and describe the influence of job requirements on the personal lives of Planners in the Department.

CHAPTER 3

EMPIRICAL RESEARCH FINDINGS

3.1 INTRODUCTION

In this chapter facts about the influences of job requirements on the personal lives of Planners in the Department will be described. This will be done by presenting the analysis and interpretation of data gathered from the empirical survey conducted at the offices of the Department in Nelspruit and Witbank.

This study was conducted in order to meet the following objectives:

- To conceptualise theoretically the influence of work requirements on the personal life of employees.
- To undertake an empirical study to investigate the influence of the specific job requirements on the personal lives of Planners in the Department.
- To draw conclusions and make recommendations to the Department on how to address the needs of Planners in order to enhance their quality of life.

In light of this background of the study, a research question was formulated as follows:

- **What is the influence of work requirements on the personal lives of Planners in the Department of Land Affairs?**

3.2 RESEARCH METHODOLOGY

A quantitative research approach was used in this study. This approach was appropriate as the researcher's intention was to provide objective and accurate data about the influence of job-requirements on the personal lives of Planners in the Department.

The researcher used applied research, since the main goal of the study was focused on problems in practice which was to explore and describe the influence of job requirements on the personal lives of Planners. The goal of the study was to yield findings and recommendations that will enable senior managers in the Department to devise interventions to improve the quality of life for Planners.

A quantitative-descriptive research survey design was used in this study, in order to provide descriptive data regarding the influence of job requirements on the personal lives of Planners in the Department.

The target population for this study was all the Planners in the Regional Land Claims Commission (RLCC) in Nelspruit and Witbank offices. No sampling was done as the size of the population was small enough to enable the researcher to include the entire population of 51 Planners in the study.

The data collection method used in this study was a group-administered questionnaire. The questionnaire was divided into five sections, namely:

- **Section A:** Biographical Information.
- **Section B:** Job Demands.
- **Section C:** Business Process
- **Section D:** General perceptions about work.
- **Section E:** The influences of work on personal life.

The questionnaire was pilot-tested on three employees from the Department National office in Pretoria. These two employees did not form part of the main study. All the questions were clear and understandable and no corrections were needed.

The questionnaire was handed to Planners at specially arranged staff meetings in Nelspruit and Witbank. A total of 34 Planners were present at the meeting in Nelspruit which resulted in 34 questionnaires being completed. 17 Planners were present at the

meeting in Witbank which resulted in 17 questionnaires being completed. The researcher thus managed to get a total of 51 completed questionnaires from 51 respondents.

3.3 EMPIRICAL RESULTS

In this section research findings will be presented in the form of figures and/or tables, followed by an analysis and interpretation of the data. Data will be presented according to the sequence of sections as they appear in the questionnaire (Annexure D), namely:

- **Section A:** Biographical information.
- **Section B:** Job demands.
- **Section C:** Business process
- **Section D:** General perceptions about work.
- **Section E:** The influences of work on personal life.

3.3.1 SECTION A: BIOGRAPHICAL INFORMATION

The aim in presenting this information was to draw a profile of all the respondents who participated in this study. This section also assists in gathering personal information on participants from which relevant deductions can be made in relation to the problem being studied.

3.3.1.1 Age of respondents.

The age distribution of respondents who participated is displayed in Figure 1.

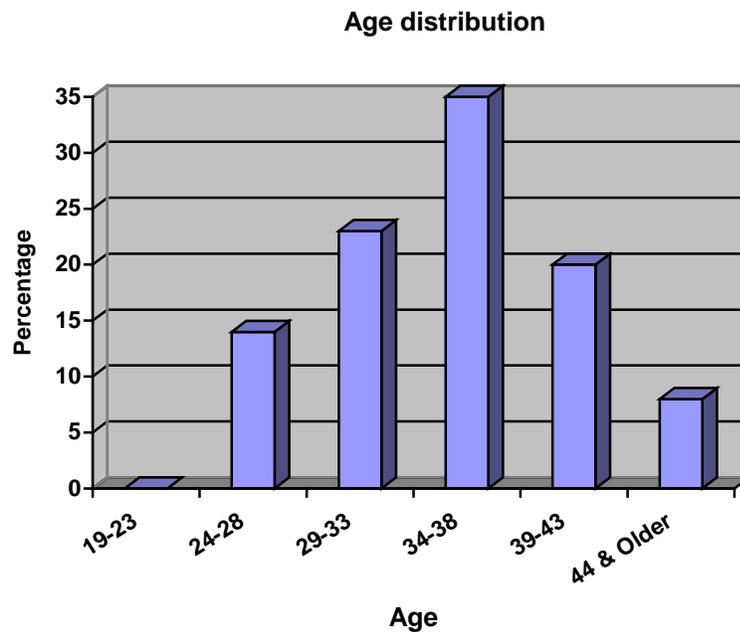


Figure 1: Age distribution of respondents

The age distribution of employees who participated in this study ranged from 24 to 44 years and older. The majority of respondents (35%) fell within the range of 34-38 years, followed by 29-33 (23%) and 39-43 years (20%). There was a low response rate in 24-28 years (14%) and 19-23 years (the lowest at 0%). Employees of 44 years and older accounted for only (8%).

These findings indicate that the majority of respondents were young adults between 29 and 43 years old. The low response rate on ages between 19-23 and 24-28 also suggest that most Planners are not new graduates or professionals.

3.3.3.2 Gender of respondents.

Figure 2 presents the gender distribution of respondents who participated in this study.

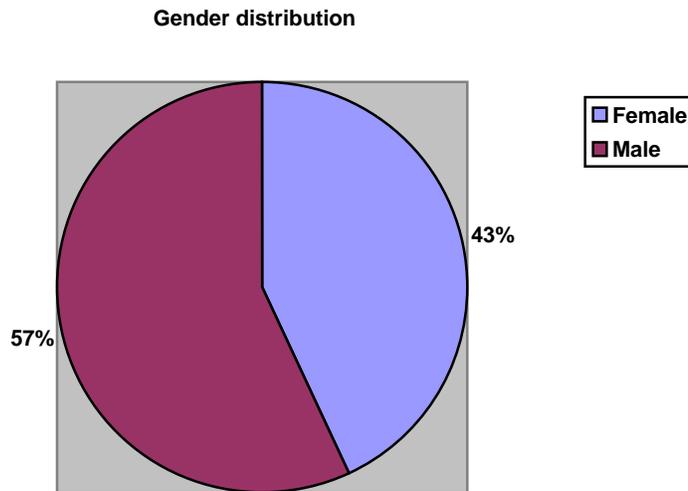


Figure 2: Gender distribution of respondents

Most respondents who participated in this study were male (57%), leaving female at 43%. The higher number of male respondents correlates with the general gender demographics of the South African open labour markets, in which the number of male employees is similarly higher than females.

3.3.3.3 Marital status.

Figure 3 presents the marital status of respondents.

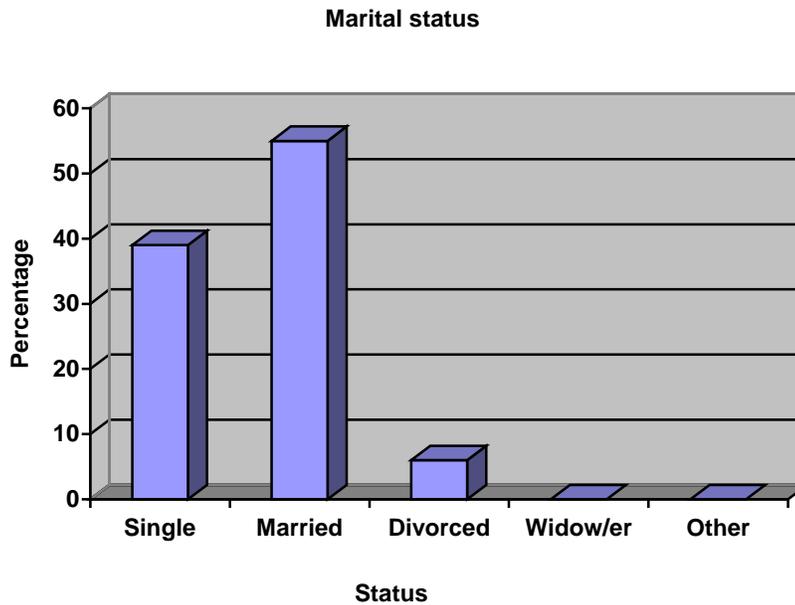


Figure 3: Marital status

Figure 3 indicates that 55% of the respondents were married, while unmarried respondents were amounted to 39% of the total respondents. Only 6% were divorced. None of the respondents were widowed. Thus certain effects would be expected to bear on family life of the respondents, since most of them were married. Literature has shown that married employees often experiences challenges in satisfying both demanding work requirements and domestic responsibilities. According to Mennino & Brayfield (2002:249) married men and women in demanding jobs are likely to make family sacrifices to accommodate their job demands.

3.3.3.4 Educational qualifications.

The highest educational qualifications of respondents are displayed in Figure 4.

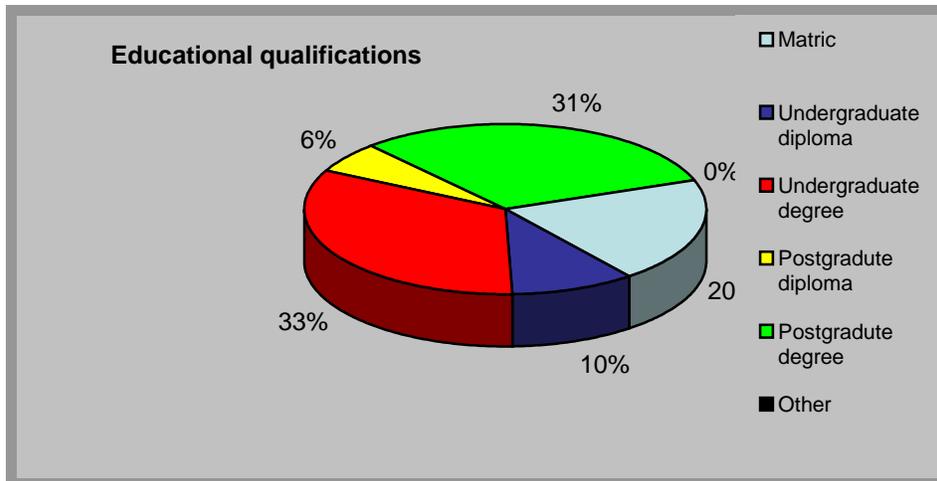


Figure 4: Highest educational qualifications

Figure 4 highlights that the majority of the respondents (33%) have undergraduate degrees, followed by those with even higher qualifications (postgraduate degree) (31%). There was a relatively small percentage of Planners with only diploma qualifications (10%), and 6% held postgraduate diplomas. Twenty percent (20%) of the respondents indicated that Matric was their highest educational qualification.

These findings suggest that there were high levels of education amongst Planners. From the researcher's own practical experience, this seems appropriate in order for them to manage the complex and intensive demands of their jobs.

3.3.3.5 Religious orientation of respondents.

Figure 5 reflects the various religious affiliations of the respondents.

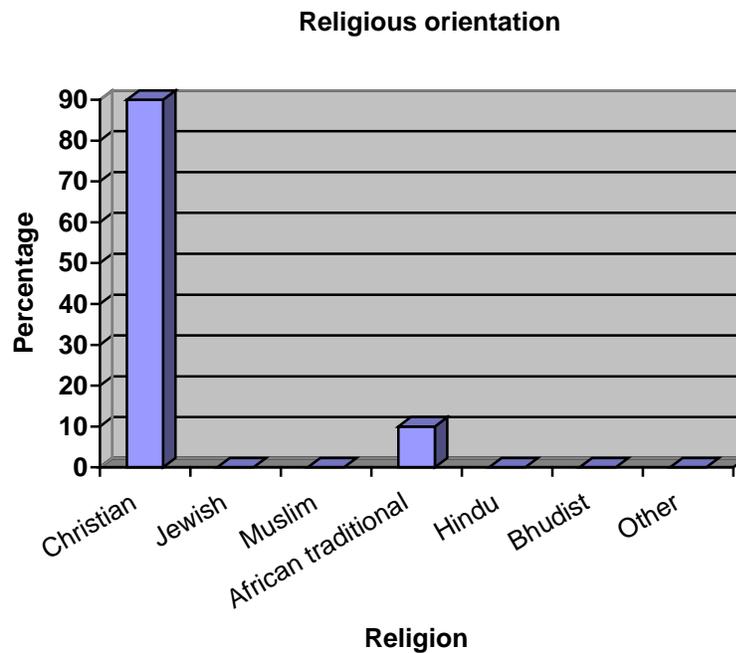


Figure 5: Religious orientation

Figure 5 indicates that the majority (90%) of respondents who participated in this study were Christians. Those who belonged to religions other than Christianity, namely the African traditional religion were only 10%.

This indicated data is not surprising, taking into account that Christianity is in general the most popular religion in South Africa.

3.3.3.6 Race group.

The race groups of respondents are displayed in Figure 6.

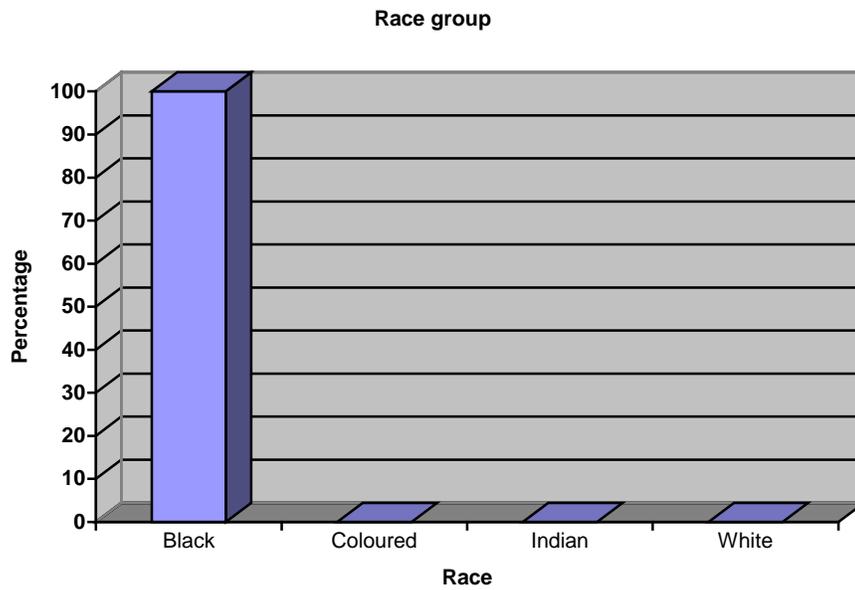


Figure 6: Race group

Figure 6 shows that 100% of the respondents were blacks.

These data regarding race correlates with the total race representation in the Regional Land Claims Commission in Mpumalanga, in which the majority of staff was from the black race group.

3.3.3.7 Occupational categories of respondents.

Figure 7 displays the various occupational categories of the respondents.

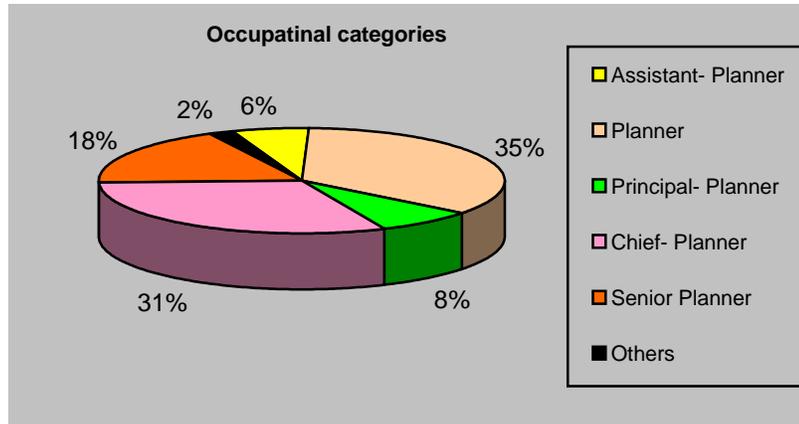


Figure 7: Occupational categories of respondents

Figure 7 shows that 35% of respondents occupied the position of Planner, which is just one level above the entry level namely that of Assistant Planner. Those who occupied the position of Chief Planner were 31 %, Principal Planners (8%) and Assistant Planners only 6%. The other 20% constituted of Senior Planners and Deputy Directors.

From Figure 7 it is clear that the majority of respondents in this study were the Planners (35%), followed by Chief Planners (31%). Senior Planners made up 18%, followed by Principal Planners (8%). Assistant Planners, the lowest rank, were only 6%, and 2% consisted of managers responsible for managing Planners.

The majority of respondents (59%) did not occupy positions of authority namely Assistant Planners, Planners or Senior Planners This may have been the cause for the dissatisfaction with certain aspects of their jobs, since they were not able to make certain decisions on their own. Chief Planners are regarded as middle managers in the Department. They have authority to take certain independent decisions, but this is also limited. They might therefore experience different workplace strains compared to employees occupying lower positions.

3.3.3.8 Years of service in the Department.

Figure 8 shows the number of years of service of each respondent in the Department.

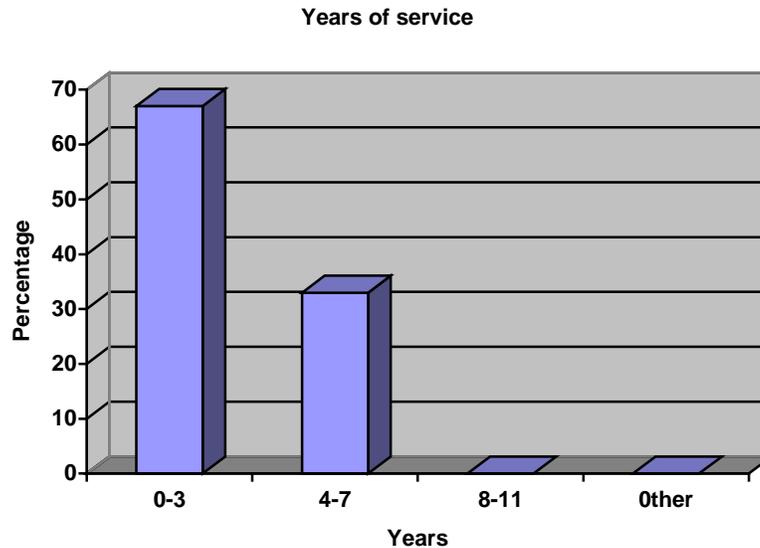


Figure 8: Years of service

Figure 8 shows that 67% of the respondents did not have more than three years of service in the department. This figure also shows that only 33% of the respondents had served the Department for four to seven years.

This proves that most Planners were relatively new to the department. This on its own could be a contributing factor towards workplace challenges, with most Planners still trying to adjust and understand the Department and at the same time having to satisfy the challenging demands of their jobs.

3.3.2 SECTION B: JOB DEMANDS

The aim of this section was to explore the demands on Planners in the Department as part of their jobs, and which aspects of their jobs might influence their personal lives.

3.3.2.1: Number of projects allocated to respondents per year.

Table 1 indicates the number of projects allocated to each respondent per year.

Table 1: Number of projects allocated to respondents per year.

Allocated projects	Frequency	%
1-3	0	0
4-6	5	10
5-7	11	21
>7	35	69
Total	51	100

Table 1 shows that the majority of the respondents (69%) were assigned more than seven projects per year. Only 10% were given four to six projects.

For a planner to complete more than 7 projects in one year implies a high work load, which may have a negative impact on their well-being. This is confirmed by Hart and Cooper (2001:42) who noted that increased work loads are one of the primary reasons for increased levels of stress among employees.

3.3.2.2 Number of projects successfully finalised by respondents per year.

Table 2: Number of projects successfully finalised by respondents per year

Finalised projects	Frequency	%
1-3	27	53
4-6	9	18
7-9	11	21
>9	4	8
Total	51	100

From Table 2 it is clear that 53% of respondents, the majority, indicated that they managed to complete only one to three projects successfully per year. Only 8% managed to complete more than nine projects per year. 18% completed four to six projects, while 21% completed seven to nine projects per year.

It seems thus as if the majority of Planners manage to finalise only a small number of projects successfully per year. Employees who do not experience success in their work may be expected to experience feelings of dissatisfaction and inefficiency. This is confirmed by Mortimer, Hattley, and Staff (2002:172), who note that managing responsibilities unsuccessfully could foster a general sense of ineffectiveness, and cause psychological strain for employees.

3.3.2.3 Number of clientele meetings conducted by respondents per month.

Table 3: Number of clientele meetings conducted per month.

Number of meetings	Frequency	%
1-3	4	8
4-6	10	20
7-10	20	39
>10	17	33
Total	51	100

Table 3 shows that the majority of respondents (39%) indicated that they had conducted 7 to 10 meetings per month with their clients, while the other 33% conducted more than ten. 20% conducted between four and six meetings per month, while just 8% conducted the smallest number of meetings (1-3).

In addition to having a high number of meetings to attend, those meetings may tend to be time-consuming and stressful. This aspect may have a negative impact on the

physical and mental well-being of respondents, as indicated by Hart and Cooper (2001: 94), who noted that stress may place employees at the risk of physiological and psychological harm.

3.3.2.4 Number of official kilometres travelled per month.

Table 4: Number of official kilometres travelled per month.

Kilometers	Frequency	%
200-599 km	0	0
600-999km	10	20
1000-5000	36	70
>5000	5	10
Less	0	0
Total	51	100

Table 4 shows that 70% of respondents indicated that they travel between one thousand and five thousand official kilometres per month. Only a small number (10%) travelled more than five thousand official kilometres per month. This was followed by 20% who indicated that they travelled between six hundred to one thousand official kilometres per month.

These findings indicate a significantly high number of Planners who travelled long distances, and this may predispose their physical well-being to a variety of risks like Work-related Musculoskeletal Disorder. According to Yen and Frank (2002:24) Work-related Musculoskeletal Disorder is caused by repeated and forceful movement or awkward postures. Driving long distances is thus related to a repetitive physical activity which is not good for physical well-being.

3.3.2.5 Number of hours spent in the office per week.

Table 5: Number of hours spent in the office per week.

Hours in office	Frequency	%
24-31	11	21
32-39	10	20
40-47	18	35
More than 47 hours	9	18
Less than 24 hours	3	6
Total	51	100

Table 5 shows that only 18% of respondents spent more than 47 hours in the office per week. Only 6 % spent less than 24 hours per week. The majority of respondents (35%) indicated that they spend between 40-47 hours in the office per week.

Forty hours per week is regarded as normal working hours for most public servants. It becomes however a challenge when office hours are combined with excessive travelling hours as is the case with Planners.

3.3.2.6 Number of phone calls from clients received per day.

Table 6: Number of phone calls from clients received per day.

Number of phone calls	Frequency	%
1-5	2	4
6-10	18	35
11-15	10	20
>15	21	41
Total	51	100

Table 6 reflects that 41% of the respondents received on average more than fifteen calls per day, followed by 35% who received an average of six to ten calls per day from clients. Only 4% of respondents reported between one and five calls per day.

Thus the majority of Planners received more than 15 phone calls from clients per day. This can be stressful because these calls are time-consuming, and most come from clients unhappy with the pace or progress of their claims. The impact of these calls should thus not be underestimated.

3.3.2.7 Average number of extended hours worked per month by respondents.

Table 7: Average number of extended hours worked per month by respondents.

Extended hours	Frequency	%
0-5	0	0
6-10	11	21
11-15	5	10
More	35	69
Total	51	100

As shown in Table 7, 69% of respondents indicated that their job requires them to work more than fifteen hours overtime monthly. 21% mentioned that they worked between six and ten hours overtime per month, while 10% of respondents reported that they worked between eleven and fifteen hours overtime per month.

Despite the varying percentages on the number of extended working hours per month, the prominent fact is that all the respondents reported extending working hours, with the majority working more than fifteen hours overtime per month. Working extended hours influence certain dimensions of people's personal lives, as confirmed by Jacobs and Garson (2001:41) who assert that too much time at work can undermine personal and family welfare.

3.3.3 SECTION C: BUSINESS PROCESS

This section indicates strains associated with every activity of the business process of Planners in the Department. Respondents were asked to rate the strain they experienced according to the following categories: not strenuous, moderately strenuous or very strenuous. They were also asked to give a brief justification of their answers.

According to the *Commission on Restitution of Land Rights Report (2007:08)* business process refers to the project life-cycle followed by the Department of Land of Affairs in processing and finalising land claims as received from clients.

3.3.3.1 Registration of claims in the Land base data-base.

The focus of this activity is to ensure that all claims are registered in the Land base data-base. This is the first step in project life cycle, namely, only after a claim has been registered in the data-base can the Commission on Restitution of Land Rights process the claim.

Table 8: Registration of claims in the Land base data-base.

Registration of the claims in the Land base data base.	Frequency	%
Not strenuous at all	27	53
Moderately strenuous	18	35
Very strenuous	6	12
Total	51	100

Table 8 indicates that the majority of respondents (53%) felt that registration of the claims in the Land base data-base is not strenuous at all. Thirty-five percent (35%) rated this activity as moderately strenuous, while only 12% felt that this activity is very strenuous.

It appears that this activity is not considered strenuous for most of the Planners. According to respondents there is a specific section that deals with registration of claims. The majority of Planners indicated they are currently not dealing with the registration of claims, as this was a once-off activity which was completed in 1998.

3.3.3.2 Validation of claims.

This activity focuses on ensuring that claims are valid in accordance to the criteria as set by section 2 of the *Restitution of Land Right Act* of 1994. A claim which fails to meet the criteria of this act will be regarded as invalid.

Table 9: Validation of Claims

Validation of claims	Frequency	%
Not strenuous at all	5	10
Moderately strenuous	17	33
Very strenuous	29	57
Total	51	100

Table 9 shows that 57% of respondents rated validation of claims as one of the very strenuous activities within the business process. Another 33% rated this activity as strenuous, though to a lesser extent. Only 10% felt that validation of claims was not strenuous at all.

Incomplete information about claimants, and claimants that could not be traced were cited by many respondents as reasons why this activity is perceived and rated as strenuous.

3.3.3.3 Claimant verification.

Claimant verification is aimed at ensuring that those who will be benefit from the restitution projects are the rightful beneficiaries. Verification may include one or more of the following activities:

- Collection of documents containing history of removal.
- Collection of identity document copies
- Construction of family trees of claimants.
- Certifying direct descents of claimants.

Table 10: Claimant verification

Claimant verification	Frequency	%
Not strenuous at all	0	0
Moderately strenuous	6	12
Very strenuous	45	88
Total	51	100

Table 10 gives a clear indication that the majority of respondents (88%) regard claimant verification as very strenuous, while only 12% felt that it is less strenuous. The common factor in these percentages is that there was an agreement among respondents that claimant verification is a strenuous activity.

Claimant verification correlates with claim validation in Table 9. Incomplete and incorrect information on claimants is the reason for delays, which in turn makes completion of these activities strenuous. The only clear reason for these challenges is the geographical location of claimants. Planners indicated that they have to travel long distances trying to locate the claimants who reside in remote areas. Claimant verification seems to be one of the reasons why Planners had to travel between one thousand and five thousand official kilometres per month.

3.3.3.4 The evaluation of land rights lost.

Evaluation of rights serves to identify the extent and nature of land-related rights lost according to claims as laid by the claimants.

Table 11: Evaluation of land rights lost.

Evaluation of land rights lost	Frequency	%
Not strenuous at all	5	10
Moderately strenuous	17	33
Very strenuous	29	57
Total	51	100

Table 11 shows that 57% respondents rated evaluation of land rights lost as a very strenuous activity, 33% rated it as less strenuous and the other 10% felt that this was not strenuous at all. These percentages show that evaluation of land rights lost is indeed a strenuous activity.

One reason which became apparent regarding the evaluation of land rights is that this is an outsourced function done by professional valuers. Problems arise when valuers have completed their evaluations, when it then falls to the Planners to undertake the implementation. Thus Planners have to deal with evaluation matters which they are not professionally equipped to handle. The Planners may naturally become anxious, since they lack the knowledge or skills to deal with evaluations.

This is confirmed by Ironson (1992:49) who mentions that qualitative work overload can occur when the employee doesn't have the necessary competencies to perform the task at hand.

3.3.3.5 Land price negotiation with landowners.

When a restitution claim has been verified and the landowner doesn't contest the claim made against his or her land, the next step is to negotiate the price of the land with the landowner so that it can be bought by the state and be handed over to the claimants.

Figure 12: Land price negotiation with landowners.

Land price negotiations with landowners	Frequency	%
Not strenuous at all	0	0
Moderately strenuous	6	12
Very strenuous	45	88
Total	51	100

Table 12 gives a clear indication that the majority of respondents (88%) regarded negotiating land prices with land owners as a very strenuous activity. The other 12% agreed that this is a strenuous activity but rated it as less strenuous.

There was a common understanding amongst the Planners who participated in this study that land price negotiation with landowners is strenuous. According to them most negotiations become strenuous when the landowners ask exorbitant prices for their land, or show no willingness to reconsider the price that the government is offering.

3.3.3.6 Mediation and dispute resolution.

According to the *Restitution on Land Rights Act* (Act 22 of 1994), Planners are expected to mediate and offer resolutions in the following situations:

- When there are two or more competing claims in respect of the same land.
- In cases where opposing groups lodge claims.
- In cases where the landowner is opposed to the claim made on his or her land.

Table 13: Mediation and dispute resolution

Mediation and dispute resolution	Frequency	%
Not strenuous at all	1	2
Moderately strenuous	15	29
Very strenuous	35	69
Total	51	100

Table 13 reflects that 69% of respondents rated mediation and dispute resolution as very strenuous, 29% rated this activity moderately so, and 2% felt that this is not a strenuous activity at all.

According to the respondents the reasons why this activity is so strenuous is that most claimants have disputes amongst themselves, brought about by differences of opinion, geographical boundaries, settlement options and local chiefs' jurisdictions. Planners are then forced to play facilitation and mediation roles to end the conflict and guide the claimants towards a solution.

Most of these meetings become disruptive, with no direction or agreement reached. This causes delays in the finalisation of some projects, as indicated in Table 2.

This activity thus seems strenuous for many Planners because mediation normally has an element of stress. It requires sets of skills of which most Planners don't possess. Mediation is also emphasised in the *Commission on Restitution of Land Rights Report* (2007:09) as one of the areas that poses a challenge for most Planners, and hence delays the restitution process.

3.3.3.7 Settlement options assessment.

Once the preceding steps in the business process have been successfully completed, Planners are then expected to assist the claimants in choosing the right restitution package that suits their needs best. They can choose from the following options

- Restoration of the land of which claimants were dispossessed.
- Provision of alternative land.
- Payment compensation.
- Sharing of the land.

Table 14: Settlement options assessment.

Settlement options assessment	Frequency	%
Not strenuous at all	8	16
Moderately strenuous	31	61
Very strenuous	12	23
Total	51	100

In Table 14 61% of the respondents rated settlement options assessment as moderately strenuous, 23% rated it as very strenuous and only 16% regarded this activity as not strenuous at all.

Successful finalisation of settlement options assessment is largely dependent on successful mediation and conflict resolution activity, as indicated in Table 13. However, respondents indicated that the greater the divisions between the stakeholders, the more difficult and strenuous it becomes to choose an option that satisfies everyone.

3.3.3.8 Referrals of claims to the Land Claims Court.

According to *Restitution on Land Rights Act* (Act of 22 of 1994), claims are referred to the Land Claims Court when disputing parties and the regional land claims Commissioner certify in writing that a dispute cannot be resolved through other channels. This is usually referred to the court by the Commissioner, with the assistance of the Planners and the legal unit.

Table 15: Referrals of claims to the Land Claims Court.

Referrals to the Land Claims Court.	Frequency	%
Not strenuous at all	15	29
Moderately strenuous	7	14
Very strenuous	25	49
No response	4	8
Total	51	100

Table 15 indicates that 49% of respondents rated the activity of referring claims in dispute to the Land Claims Court as very strenuous, compared to 14% who said this activity is a somewhat strenuous. 29% felt that this is not a strenuous activity at all. The remaining 8% of respondents did not respond to this question.

In justifying their answers most respondents explained that this activity is performed by the legal unit in the Land Claims Commission. The role played by Planners in this regard is to supply all the necessary information that may be required by the court and that in it self is a strenuous activity.

3.3.3.9 Implementation of settlement awards.

This activity involves the simplest tasks of implementing the agreed-upon settlement awards as stated in the *Land Rights Act* (Act of 22 of 1994), this may involve transferring or registering the land in the name of the claimants or processing the financial compensation.

Table 16: Implementation of settlement awards.

Implementation of settlement awards	Frequency	%
Not strenuous at all	8	16
Moderately strenuous	25	49
Very strenuous	18	35
Total	51	100

Table 16 highlights that 49% of respondents regarded the activity of implementing settlement awards as a moderately strenuous activity while 35% rated it as very strenuous. The other 16% felt that it is not strenuous at all.

3.3.3.10 Post-settlement support.

This is the last step in the entire business process. The focus of this activity is to ensure that the land restored to claimants is used productively and sustainably to the benefit of all the beneficiaries. The Planners usually link the beneficiaries to other stakeholders like the Department of Agriculture, Housing and local government to take over from the Department Planners in maintaining the land.

Table 17: Post-settlement support.

Post-settlement awards	Frequency	%
Not strenuous at all	9	18
Moderately strenuous	14	27
Very strenuous	28	55
Total	51	100

From Table 17 it is clear that 55% of the respondents rated this last step in the business process as very strenuous, 27% rated it as less strenuous and 18% regard post-settlement as not strenuous at all.

Most Planners indicated that staff shortages and insufficient guidelines make it very strenuous to execute Post-Settlement-related tasks.

3.3.4 SECTION D: RESPONDENTS' GENERAL PERCEPTIONS OF THEIR JOBS.

The aim of this section is to explore respondents' general perceptions about their jobs. Respondents were instructed to answer the question by marking 'yes' or 'no' with an X in the appropriate boxes.

3.3.4.1 Perceptions on the number of working hours.

This question was aimed at getting responses on how respondents perceive the number of working hours in their jobs.

Table 18: Perceptions on the number of working hours.

My work requires me to work extended hours	Frequency	%
Yes	46	90
No	5	10
Total	51	100

Table 18 indicates that 90% of respondents felt that their work required that they work extended hours, as opposed to 10% who did not. They felt that their work doesn't require them to work extended hours.

There is a correlation between Table 18 and Table 7, in which the data suggest that the majority of respondents work extended hours. Working extended hours may affect Planners' physical and social needs as it may compel them to spend less time with their significant others. This is confirmed by Barnett and Gareis (2002:366) who state that working extended hours regularly will deplete individuals' energy reserves to the point that little energy is left for meeting the needs of their marital relationship.

3.3.4.2 Perceptions about physical safety at work.

The goal of this question was to generate respondents' views regarding their physical safety while at work.

Table 19 Perceptions about physical safety at work.

My work exposes me to the risk of being physically attacked.	Frequency	%
Yes	46	90
No	5	10
Total	51	100

In Table 19, 90% of respondents held a strong perception that their jobs exposed them to the risk of being physically attacked, while only 10% maintained that there are no risks involved.

These data suggest that the majority of Planners felt threatened while performing their duties. The actual violence, or perception that one is at risk of physical violence at work may have a negative impact on the health of an individual.

This is validated by Craig, Beaulieu and Cameron (1994:3) who discovered that concerns about safety decreases the employee's sense of job control, and therefore indirectly influences wellness. In addition, Steinman (2007:44) highlighted the fact that people who experience workplace violence may suffer from Post Traumatic Stress Syndrome (PTSS).

3.3.4.3 Perceptions regarding travelling distances during working hours.

The focus of this question was to get a description of respondents' perceptions regarding the distance they travel during working hours.

Table 20 Perceptions regarding travelling distances during working hours.

My work requires me to travel long distances to meet with clients.	Frequency	%
Yes	51	100
No	0	0
Total	51	100

Table 20 shows that all respondents (100%) were of the opinion that their work requires them to travel long distances.

There is a correlation between the data in Tables 10 and 20 regarding the travelling distances. Both tables highlight the fact that Planners travel long distances to perform some of their duties. Consistent long distance driving or travelling may be potentially damaging to their wellbeing. This view is validated by Pheasant (1991:156) who postulates that prolonged heavy work may result in fatigue, a generalised bodily exhaustion. Spending long hours behind the wheel may therefore expose Planners to fatigue.

3.3.4.4 Perceptions about work load.

The aim of this question was to get a description of respondents' perceptions regarding their work load.

Table 21: Perception about work load.

My work load is manageable.	Frequency	%
Yes	6	12
No	45	88
Total	51	100

The majority of respondents (88%) in Table 21 felt that their work load is not manageable, while 12% regarded it as manageable.

Unmanageable work loads have the potential to expose Planners to fatal health problems like heart attacks. This view is confirmed by Polanyi (2004:3) who established that quantitative work overload may cause biochemical changes such as elevations in blood cholesterol levels.

3.3.4.5 Perceptions about possible job loss.

The aim of this question was to get a description of respondents' perceptions on whether they had any fear of losing their jobs.

Table 22: Perceptions about possible job loss.

I have no fear of losing my job.	Frequency	%
Yes	41	80
No	10	20
Total	51	100

In Table 22, 80% of respondents indicated that they have no fear of losing their jobs in the Department, while the other 20% held a perception that their jobs were not secured.

From the researcher's experience as an employee at the Department the sense of job security displayed by the majority of respondents can attributed to the Department's retention strategy. Part of this strategy involves attempts to make sure that all Planners have permanent positions. This was done by converting some of their posts from contract posts into permanent posts. This created a sense of job security.

3.3.4.6 Perceptions about work deadlines.

The central aim of this question was to explore respondents' perceptions of the deadlines associated with their work.

Table 23: Perceptions about work deadlines.

My work has unrealistic deadlines	Frequency	%
Yes	46	90
No	5	10
Total	51	100

From Table 23 it was clear that 90% of the respondents agreed that their work had unrealistic deadlines.

The findings as reflected in Table 23 are consistent with those of Table 21, where respondents felt that they are faced with unmanageable work loads and unrealistic deadlines. This will create unnecessary pressure on Planners and it may place their health at risk. This point of view is validated by Polanyi (2004:4) who discovered that most employees whose work is over-loaded, or those who are forced to work at a high speed to meet the deadlines, are at risk of being exposed to a range of ill-health conditions like coronary heart diseases, mental health and musculoskeletal injuries.

3.3.4.7 Perceptions about possible changes in the nature of jobs.

The aim of this question was to explore respondents' perceptions about possible future changes in the nature of their jobs.

Table 24: Perceptions about possible changes in the nature of jobs.

My job is likely to change in future	Frequency	%
Yes	41	80
No	10	20
Total	51	100

Data from Table 24 indicate that 80% of respondents did foresee a possible change in their jobs in future, as opposed to 20% of those who didn't.

Despite the perception held by the majority of Planners that their jobs were secure, as indicated in Table 22, the majority of respondents in Table 24 perceived a possible change in the nature of their jobs in the near future. This perceived change is attributed to high staff mobility within the Department, most moving from one post to another within the Department.

From the researcher’s professional experience in the Department Planners, the perceived change by Planners is positive linked to high staff mobility rates. Most Planners don’t stay in one post for long. They get better posts, either in their offices or those of another province. This mobility changes the nature of their jobs, and it usually comes with better salaries. We can therefore conclude that changes in the nature of the jobs held by Planners may have positive influences on their personal lives.

3.3.4.7 Perceptions about ability to cope with the work loads.

This question explored respondents’ perceptions regarding their ability to cope with their work loads.

Table 25: Perceptions about the ability to cope with work loads.

My work load is overwhelming	Frequency	%
Yes	41	80
No	10	20
Total	51	100

80% of respondents in Table 25 perceived their jobs as overwhelming, and only 20% indicated that they were able to cope with their work loads.

This is an indication that the majority of Planners have a strong belief that they cannot cope with demands of their jobs. This implies that they were over-tasked, and hence likely to have their well-being compromised. This is confirmed by Ironson (1992:50) who discovered that having too much work to do may expose individuals to conditions

like burnout, stress, and dissatisfaction, which may spill over to non-work environments.

3.3.5 SECTION E: INFLUENCE OF WORK ON THE PERSONAL LIFE DIMENSIONS OF PLANNERS.

This section provides descriptive details on the extent to which specific dimensions of employees' personal lives have been influenced by the requirements of their jobs.

The five personal life dimensions have been arranged according to the following sequence of Tables:

- Physical dimension: Table 26-29.
- Emotional dimension: Table 30-33
- Psychological dimension: Table 34-36.
- Social dimension: Table 38-41
- Spiritual dimension: Table 42-45

3.3.5.1 Feelings of exhaustion after work.

This question focused on the physical dimension of the employees' personal lives by exploring whether respondents felt physically exhausted after work.

Table 26 Feelings of exhaustion after work.

To what extent do you feel exhausted after work?	Frequency	%
Not at all	3	6
Partially	10	20
Totally	38	74
Total	51	100

According to Table 26, 74% of respondents indicated that they felt totally exhausted after work, 20% felt partially exhausted after work, while the remaining 6% felt no exhaustion at all.

The data as presented in Table 26 suggests that the work performed by Planners is physically exhausting. If so, Planners may find themselves having to deal with a range of physical health-related challenges like fatigue or, worse, Chronic Fatigue Syndrome. This notion is supported by Pheasant (1991:156), who associates fatigue with depletion of the body's energy reserves, and if these low levels of energy persist, this might culminate into Chronic Fatigue Syndrome. According to Pheasant (1991: 157) Chronic Fatigue Syndrome may include one or many of these conditions namely; headaches, giddiness, palpitations, cold sweats, lethargy and loss of appetite.

3.3.5.2 Regular physical exercise program.

Respondents were asked to indicate the extent to which they follow a regular physical training program.

Table 27: Regular physical exercise program.

To what extent do you follow a regular physical exercise program?	Frequency	%
Not at all	25	49
Partially	26	51
Totally	0	0
Total	51	100

In Table 27 none of the respondents indicated that they followed a regular physical exercise program. 51% indicated that they occasionally engaged in a physical exercise program, while 49% said they did not follow a regular physical exercise programme.

There is a correlation between the data in Tables 7 and 27 in which the extent to which Planners can follow a regular exercise program is dependent on the time they spend at work including extended working hours. The data in Table 27 indicates that not one of 51 respondents was able to follow a regular exercise program. The inability to maintain a regular moderate physical activity may deprive most Planners of long-term health benefits. Significant health benefits associated with the maintenance of a regular physical activity are demonstrated by Kelly (1999:13), who maintains that physical activity amongst other things helps with weight management, cardiovascular fitness, mental relaxation and promotion of general feeling of wellness.

3.3.5.3 Eating healthy and balanced meals.

This question was to explore whether respondents were able to maintain healthy eating habits and patterns in the midst of their demanding jobs.

Table 28: Eating healthy and balanced meals.

To what extent do you eat healthy and balanced meals?	Frequency	%
Not at all	5	10
Partially	38	74
Totally	8	16
Total	51	100

Table 28 shows that 74% of respondents indicated that they occasionally ate healthy and balanced meals. Those who did so all the time were only 16%, and 10% mentioned that they do not follow a healthy and balanced diet at all.

In the light of the data presented above, it can be concluded that, to some extent at least, the demands of work hinders Planners from eating healthy and balanced food regularly. This can predispose them to a variety of health problems associated with poor eating habits. This is supported by Pheasant (1991:36), who stated that incorrect

intake of food might cause health problems like obesity and cardiovascular disorders like angina pectoris.

3.3.5.4 Medical problems.

This question aimed at measuring the frequency of medical problems which required respondents to consult a medical practitioner.

Table 29: Medical problems

To what extent do you experience medical problems that require you to consult a Medical Practitioner?	Frequency	%
Not at all	14	27
Occasionally	28	55
Frequently	9	18
Total	51	100

Table 29 paints a rather encouraging picture: only 18% of the respondents mentioned that they frequently consult medical practitioners, while 55% of the respondents said they do so occasionally. The other 27% mentioned that they don't consult a medical practitioner at all.

These data can be interpreted in two ways. The low percentage of respondents who indicated that they frequently visit the medical practitioner might mean either that their health was so good that they don't even need to consult frequently, or it might mean that most respondents were still adhering to the conventional clinical model where people consult a medical practitioner only when there are conspicuous signs of disease, or when they are seriously ill. The detrimental aspect of the conventional clinical model has been mentioned by Edelman (2002:5), who maintained that people who use this model to guide their use of health care services may not seek preventative health until they are visibly ill.

Another possible contributing factor could be that most Planners worked extended hours as indicated in Table 7, and as a result have little time for themselves, including time to seek preventative health care services.

3.3.5.5 Feelings of being emotionally drained.

This question explored whether work caused respondents to feel emotionally drained/exhausted.

Table 30: Feelings of being emotionally drained.

To what extent do you feel emotionally drained by your work?	Frequency	%
Not at all	0	0
Partially	10	20
Totally	41	80
Total	51	100

Table 30 indicates that 80% of respondents reported to feelings of being totally emotionally drained after work, and 20% indicated that they feel partially drained.

These data show the negative impact of work on the emotional dimension of the majority of Planners. Emotionally exhausted employees may also experience medical problems. This view has been confirmed by Mohler, Byrne and Cropanzo (2000:3) who accurately hypothesised that emotional exhaustion is likely to result in health problems like headaches, frequency of colds, gastro-intestinal problems, sleep disturbances, etc.

3.3.5.6 Overwhelming feelings of anger at work.

The primary goal of this question was to explore the extent to which work subjects respondents to feelings of anger.

Table 31: Overwhelming feelings of anger at work.

To what extent do you feel overwhelmed by feelings of anger at work?	Frequency	%
Not at all	6	12
Partially	32	63
Totally	13	25
Total	51	100

The majority of respondents (63%) indicated that they partially did become overwhelmed by feelings of anger at work, while 25% of respondents indicated that they become totally overwhelmed by feelings of anger at work. A minority of 12% indicated that they did not experience or become overwhelmed by anger at work.

These data confirm that Planners are not totally immune to the feelings of anger which may be caused by work demands. According to Sloan (2004:40), anger can be potentially harmful for an employee if it is suppressed, especially since its expression is largely regarded as unacceptable at the workplace. For the organisation it can also be damaging if its expression is directed towards clients or fellow-employees.

3.3.5.7 Emotional detachment from family.

This question explores the extent which work made respondents to feel emotionally detached from their families.

Table 32: Emotional detachment from family.

To what extent does your work make you feel-emotionally detached from your family?	Frequency	%
Not at all	5	10
Partially	12	23
Totally	34	67
Total	51	100

According to Table 32, an alarming number of respondents (67%) cited work as the reason for feeling totally detached from their families. A further 23% said that they feel partially emotionally detached from their families, while 10% indicated that they did not experience such feelings at all.

These findings suggest that the majority respondents felt emotionally detached from their families due to work. This might lead to unnecessary family problems. This view is supported by Barnett and Gareis (2002:366), who maintain that any neglect in needs of the family may give rise to family relational problems or marital tension, leading to separation or divorce.

3.3.5.8 Inability to control emotions.

This question measures the extent to which respondents were unable to control their emotions while at work.

Table 33: Inability to control emotions.

To what extent do you find yourself unable to control your emotions?	Frequency	%
Not at all	9	18
Partially	37	72
Totally	5	10
Total	51	100

Table 33 indicates that 72% of respondents have a partial problem of not being able to control their emotions, and 10% indicated a totally inability to control their emotions. On the other side, only 18% of respondents mentioned that they were not ever unable to control their emotions.

The ability to control emotions is critical for Planners because the nature of their work requires them to be in constant contact with their clients. The data as presented in

Table 33 thus raise concern about the ability of Planners to control their emotions. The data suggests that the majority of Planners have difficulty of managing their emotions.

The inability to control emotions may not only have a negative impact on their personal lives, but to the image of the entire Department.

This is confirmed by Sloan (2004:39), who emphasises the importance of emotion management in specific occupations. This refers to the ability to express or suppress emotions to suit the requirements of the job.

3.3.5.9 Burn-out

This question explored the extent to which respondents had feelings of burn-out.

Table 34: Burn-out

To what extent do you feel burnt-out by your work?	Frequency	%
Not at all	5	10
Partially	14	27
Totally	32	63
Total	51	100

According to Table 34 63% of the respondents regarded their work as being totally responsible for their burn-out, 27% felt that their work is partially so, and 10% indicated no feelings of burn-out.

These data shows a significantly high number of Planners who experienced feelings of burn-out associated with work. Such a high number is a cause for serious concern, especially considering the risks associated with it. One such risk, according to Mohler *et al.* (2000:3), involves an intense sense of failure and the inability to perform at work.

3.3.5.10 Feelings of depression.

The primary goal of this question was to ascertain whether respondents had any feelings of depression attributable to their work.

Table 35: Feelings of depression.

To what extent do you feel depressed by your work?	Frequency	%
Not at all	5	10
Partially	12	23
Totally	34	67
Total	51	100

Table 35 suggests that 67% of respondents felt totally depressed by their work. The other 23% of respondents indicated that they felt partially depressed by their work, and only 10% mentioned that they did not feel such depression at all.

This implies that most of the depression experienced by Planners is attributable to work, and that it has the potential of spill-over effects on their well-being. This view is confirmed by Chima (2004:3), who observed that a person with depression may show decrease in motivation, isolate her- or himself from co-workers, fail to contribute to meetings and change in personal appearance.

3.3.5.11 Feelings of being unhappy with oneself.

This question was aimed at exploring the extent to which work made respondents feel unhappy about themselves.

Table 36: Feelings of being unhappy with oneself.

To what extent do you feel unhappy about yourself?	Frequency	%
Not at all	31	61
Partially	13	25
Totally	7	14
Total	51	100

According to Table 36, 61% felt happy about themselves, 25% felt partially unhappy about themselves, and a disturbing 14% reported to be feeling totally unhappy with themselves.

It seems that only a minority of Planners felt unhappy about themselves. These might have adverse psychological impact on that minority. Mohler *et al.* (2000:03) confirms this view by linking feelings of not being happy with oneself with poor psychological health, which might manifest through symptoms like the decrease, low self-esteem, depression, irritability and anxiety.

3.3.5.12 Feelings of being unappreciated by others.

This question explores whether respondents felt unappreciated by other people.

Table 37: Feelings of being unappreciated by others.

To what extent do you feel unappreciated by people around you?	Frequency	%
Not at all	8	16
Partially	30	59
Totally	13	25
Total	51	100

In Table 37, 59% of respondents indicated they felt partially unappreciated by those around them, 25% mentioned that they felt that they were totally unappreciated by people around them, and 16% indicated that they don't have such feelings.

A significantly high number of Planners seem to feel unappreciated by people around them at work. This lack of appreciation can be regarded as a variable of a work environment that lacks sufficient social support that is needed to mitigate workplace stressors. This view is supported by Ducharme and Martin (2000:229), who contend that social support moderates the effect of stress on the physical and emotional well-being of people.

13.3.5.13 Social isolation by work.

This question explored the extent to which work caused respondents to be socially isolated.

Table 38: Social isolation by work.

To what extent does your work isolate you socially?	Frequency	%
Not at all	8	16
Partially	11	21
Totally	32	63
Total	51	100

Table 38 indicates that 63% of respondents felt that work has exposed them to social isolation, whereas 21% felt partial isolation. Sixteen percent (16 %) of respondents did not regard work as a source for social isolation.

Based on these data, it can be asserted that majority of Planners are socially isolated, possibly as a result of their work. This finding therefore suggests negative influence of work on their social well-being. Mohler *et al.* (2000:5) affirms this, emphasising that the benefits of close personal attachments that will be lost if people experience social isolation.

3.3.5.14 The extent of being away from your partner because of work.

The aim of this question is to assess the extent of work influences on respondents' relationship with their partners by keeping them apart from each other.

Table 39 The extent of being away from your partner because of work.

To what extent does your work keep you away from your partner?	Frequency	%
Not at all	4	8
Partially	15	29
Totally	32	63
Total	51	100

From Table 39, 63% indicated that their work kept them away from their partners to an excessive extent, 29% mentioned that the separation was less severe, while 8% maintained that work doesn't keep them away from their partners.

The interpretation that can be drawn from the data as presented in Table 39 is that work keeps the majority of Planners away from their partners to an excessive extent. This has the potential to negatively influence their relationships. This is confirmed by Barnett and Gareis (2002:366), who discovered that job demands will deplete individuals' energy reserves to the point where little energy will be left for meeting the needs of their marital relationships.

3.3.5.15 The extent to which work keeps respondents away from their children.

The central aim of this question was to determine the influence of work on the relationship between respondents and their children by exploring the extent to which work kept respondents away from them.

Table 40: The extent to which work keeps respondents away from their children.

To what extent does your work keep you away from your children?	Frequency	%
Not at all	5	10
Partially	32	63
Totally	14	27
Total	51	100

In Table 40, 27% respondents felt that work keeps them totally away from their children, 63% said work kept them partially away from their children while 10% maintained that work did not keep them away from their children.

With the majority of Planners indicating that they cannot spend most of their time with their children due to work, a conclusion can be made that the parent-child relationship between Planners and their children is at risk. This point of view is validated by Akabas (1995:366), who mentioned that persons who are excessively absorbed in their work are often unavailable to provide the love and support that family members need, particularly children.

3.3.5.16 The extent to which work prevents respondents from pursuing their hobbies.

This question explored the extent to which work prevents respondents from indulging in hobbies.

Table 41: The extent to which work prevents respondents from indulging in their hobbies.

To what extent does your work prevent you from following hobbies?	Frequency	%
Not at all	6	12
Partially	13	25
Totally	32	63
Total	51	100

According to Table 41, 63% of respondents felt that work prevents them from enjoying their hobbies, 25% cited work as a partial reason for this. Only 12% of respondents didn't blame work for their non-indulgence in hobbies.

The data as presented in Table 41 proves that due to the demands of their work, the majority of Planners are not effectively indulging in other activities outside work, for example, following various hobbies.

3.3.5.17 Living a purposeful life.

The central aim of this question was to explore the influence of work on the spirituality of respondents by asking whether their work was causing them to feel that they live a purposeful life.

Table 42: Living a purposeful life.

To what extent does your work cause you to live a purposeful life?	Frequency	%
Not at all	9	18
Partially	36	70
Totally	6	12
Total	51	100

Table 42 shows that 70% of respondents indicated that their work partially influence in assisted them living life purposefully, 12% believed that work had a major influence, and 18% believed that work had no influence in making their life purposeful.

The data as presented in Table 42 shows that the majority of Planners held the belief that they are living a purpose life because of the positive influences of their work. Work did not influence their spirituality negatively.

3.3.5.18 Being in control of your own life.

This question explored the extent to which respondents' work allowed them to be in control of their lives.

Table 43: Being in control of your own life.

To what extent does your work allow you to be in control of your life?	Frequency	%
Not at all	8	16
Partially	29	57
Totally	14	27
Total	51	100

According to Table 43, 27% of the respondents strongly believed that their work allows them to be in control of their own lives, 57% mentioned that their work partially allows this, while 16% felt that their work did not allow them to be in control of their lives at all.

The ability to be in control of your own life is a variable for positive spirituality. According to Adams and Csiernik (2002:37) independence in self-determination on who we are is one of the stages, or positions, towards spiritual wellness in the workplace. Based on their explanation of spirituality and the ability to take control of our lives, it can therefore be concluded that work has a positive influence on the spiritual well-being of Planners, since the majority of them considered themselves in control of their lives.

3.3.5.19 Satisfaction with life.

The aim of this question was to explore the extent to which respondents' work allowed them to be satisfied with life in general.

Table 44: Satisfaction with life.

To what extent does your work keep you satisfied with life?	Frequency	%
Not at all	8	16
Partially	37	72
Totally	6	12
Total	51	100

Data from Table 44 shows that most of the respondents saw their work as playing a role in keeping them satisfied with life, 12% felt that their work is totally responsible for their satisfaction with life, 72% perceived their work as partially responsible for keeping them satisfied with life, while only 16% of respondents didn't think that their work keeps them satisfied with life.

These findings suggest that work does not have a major negative influence on the Planners' general satisfaction with their own life. This is also another indicator of spiritual wellness. This view is confirmed by Adams and Csiernik (2002:38), who equate satisfaction with life with spiritual wellness, in which we reach a place of harmony, where our sense of self and purpose is integrated with our jobs.

3.3.5.20 Opportunity to contribute positively to other people's lives.

This question was intended to explore extent to which respondents perceived their work as affording them the opportunity to contribute positively to other people's lives.

Table 45: Opportunity to contribute positively to other people’s lives.

To what extent does your work allow you the opportunity to contribute positively to other people’s lives?	Frequency	%
Not at all	12	23
Partially	8	16
Totally	31	61
Total	51	100

According to Table 45, 61% of respondents believed that their work had totally allowed them to contribute positively to other people’s lives while the other 16% indicated that work had partial influence in that regard. The other 23% felt that their work did not allow them at all the opportunity to contribute positively to other people’s lives.

It can therefore be concluded that, to some extent at least, the majority of Planners get some kind of spiritual gratification from their work. This is reflected in the belief held by the majority of Planners that their work allows them to touch other people’s lives positively. This notion is validated by Adams and Csiernik’s (2002:38) research findings on spirituality and work, in which spiritual gratification is seen as a product that is dependent on social interactions at the workplace, and the impact of produced goods or services on the consumer.

3.4 CONCLUSION

From this chapter it is clear that the personal lives of the majority of Planners who participated in this study were negatively influenced by certain aspects of their job requirements. This conclusion is drawn after exploring how Planners felt about the demands of their job, the business process, and further exploration of which dimensions of their personal lives were influenced by which aspects of their job.

It can also be concluded that the spiritual dimension was the only one of the identified dimensions that appeared to be positively affected by the nature of their work.

Based on these empirical findings, the researcher will discuss the final conclusions and recommendations in the next chapter.

CHAPTER 4

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

4.1. INTRODUCTION

Employees find themselves in situations where they have constantly to deal with pressures that arise from the requirements of their daily work. These work requirements are influenced by a number of socio-economic, political and ecological factors throughout the world. Most people still find themselves having to continue to work, despite the potential effects these job requirements have on their personal lives. According to Peterson and Gonzales (2000:54) personal life refers to the subjective bio-psycho-social make-up of a person, which includes the physical, psychological, social, emotional and spiritual dimensions.

The Department, like any other employer, has its own pressures, especially from the political front with regard to the Land Reform Programme. According to Mthethwa (2009:10) the Land Reform Programme is in a chaotic state with specific reference to the Land Restitution component. Land Restitution is one of three components of the Land Reform Programme which aimed at returning land to people who were dispossessed after 1913. One of the challenges facing the Department, especially the Restitution component, is the inability to settle all claims in stipulated times and insufficient post-settlement support.

Implementation of the Restitution Programme is a fundamental job requirement for that special category of employees known as Planners within the Department. They are expected to ensure that all restitution projects are completed within specified time frames to meet targets set by South African national government. This is expected to happen despite the known challenges inherent to the restitution business process.

Against this background the researcher draws the conclusion that the job requirements play a role in influencing the personal lives of Planners, and that in the quest to introduce the quality of work-life programmes, the Department requires a detailed description of those aspects of job requirements which most influence the Planners' personal life dimensions.

The goal of this study was therefore to explore and describe the influence of the job-requirements on the personal lives of the Planners in the Department. To realise this, the following objectives were formulated:

- To conceptualise theoretically the influence of job requirements on the personal life of employees.
- To undertake an empirical study to investigate the influence of the specific job requirements on the personal lives of Planners in the Department.
- To draw conclusions and make recommendations to the Department on how to address the needs of Planners in order to enhance their quality of life.

The study was structured to enable the researcher to explore and describe the influence of the job-requirements on the personal lives of the Planners in the Department. An explorative research question for this study was therefore formulated as follows:

What is the influence of job requirements on the personal lives of Planners in the Department?

In this chapter insights gained from this study are now discussed in the form of a summary, conclusions and recommendations. This is presented according to the following discussion points:

4.2. RESEARCH METHODOLOGY

4.2.1. Summary

Chapter one provided a general background to the entire study. It provided a motivation for the study and the formulation of the research problem, followed by a description of the purpose, goal and objectives of the study. It further gave a detailed description of the research approach, the type of research and research design. This chapter also provided the rationale of the research design and methodology used in this study, including a description of the universe and the population, and also the method of data collection and analysis. Limitations of the study and ethical aspects, and also the definition of the relevant concepts were discussed.

4.2.2. Conclusions

- The quantitative research approach followed in this study enabled the researcher to fulfil the task of providing an accurate description of the influence of job requirements on the personal lives of Planners in the Department.
- According to Durrheim (2008:45) applied research aims to contribute towards practical issues of problem solving, decision making, policy analysis and community development. Applied research was therefore chosen since this study focused on practical day-to-day problems affecting Planners in their line of duty.
- The group-administered questionnaire as a data collection method seemed appropriate for this study. All of the questionnaires were completed, and contributed significantly to the attainment of the goal.
- The limitation of this study was that the results cannot be generalised to all Planners in the Department on a national basis, as it focused only on a small portion of the Planners in the Regional Land Claims office in Mpumalanga.

4.2.3 Recommendations

- To ensure the inclusivity of the findings, a broader study should be conducted with all members of the population, namely all the Planners in other provinces of South Africa.

- A more in-depth qualitative research study should be conducted to explore Planners' perceptions of strategies that could improve their quality of life.
- A mixed research methodology with a qualitative component is recommended for future research in order to hear in respondents' own words how they experience their job requirements.

4.3. LITERATURE REVIEW

4.3.1 Summary

Chapter two focused on gathering theoretical knowledge regarding the influence of work requirements on the personal lives of employees. To ensure the richness of information, the researcher consulted a variety of resources, including local and international books, articles, reports and electronic sources, such as the internet.

The literature review explored the following major theoretical aspects in the context of this study: the meaning of work to employees, job satisfaction and dissatisfaction, theories on the interplay between work and the personal life of employees and the impact of various job factors on employees' personal life dimensions. Lastly, outlining the business process entailed in the day to day work of Planners in the Department.

4.3.2 Conclusions

Based on the literature review the researcher draws the following conclusions:

- The meaning of work to people has evolved over the years, but work still remains the most common activity that occupies people's lives.
- The concept of work and people, especially employees, has attracted much attention from researchers, academics and even philosophers over many years. This is evidenced by extensive and detailed literature on work and people, especially the theories on the interplay between work and employees' life. There is, however, a shortage of locally-produced literature on the topic.

- There is an unavoidable interplay between work and personal lives, especially the influence of job requirements on the personal lives of employees. This interplay occurs in varying forms, and can be either healthy or unhealthy, depending on the nature of the job requirements.
- Due to pressures associated with the modern world of work, the physical, psychological, emotional, social and spiritual dimensions of employees' personal lives are mostly negatively influenced by certain aspects of job requirements.
- There is a limited literature focus on the emotional and spiritual dimensions of employees' personal lives in the context of the workplace. This limits the theoretical depth and understanding on the exact influence of job requirements on these two dimensions of employees' personal lives.

4.3.3 Recommendations

- In spite of the extensive literature on the research topic, more research needs to be done on emotional and spiritual dimensions of employees' personal lives in the context of work. This will close the gap that exists.
- More locally-based research needs to be conducted on the correlation between work and employees' personal lives in the South African context.

4.4 EMPIRICAL RESEARCH FINDINGS

4.4.1 Summary

Chapter 3 describes the empirical findings of the study focusing on the influence of job requirements on the personal lives of Planners in the Department.

4.4.2 Conclusions

The following conclusions are based on the empirical findings:

- There is a definite negative influence of the current job requirements on the personal lives of Planners in the Department of Land Affairs. The negative

influence is confirmed by the extent to which these job requirements influence the physical, psychological, social and emotional dimensions of their personal lives.

- There is a correlation between Planners' general perceptions about their jobs and the actual influence of their job requirements on their personal life dimensions.
- The majority of Planners had difficulty coping with the quantitative demands or requirements of their jobs. This was determined by comparing the total number of projects completed by each planner per year against the total number of allocated projects, and also self-reported perceptions by a majority of Planners of inability to meet deadlines and being overwhelmed by work. As indicated in chapter 3, the majority manage to complete only between 1 and 3 out of 7 projects allocated.
- The physical aspects of job requirements had to some extent negatively influenced the physical dimension of Planners' personal lives. This was a result of travelling long distances to meet land restitutions stakeholders and working extended hours. This resulted in reports of consistent feelings of being exhausted after work, poor eating habits and that none of them were able to maintain a regular physical exercise program.
- The researcher also concludes that claimant verification and negotiating the land price with landowners are the most strenuous job requirements in the land restitution business process, followed by mediation and dispute resolution between stakeholders.
- The research findings also showed a high percentage of self-reported feelings of burn-out and depression among respondents. This led the researcher to the conclusion that the psychological dimension of Planners' lives is also negatively influenced by aspects of their job. This is mostly a result of inability to accomplish objectives, which may lead to feelings of worthlessness or emptiness.
- On the emotional dimension, the influence of job requirements was mixed. The conclusion drawn from this is that it seems that Planners in the Department display emotional maturity especially when it comes to work.
- High prevalence of social isolation, lack of hobbies and being kept away from one's partner and children for a long time due to work, don't augur well for

Planners' social needs. This led to a conclusion that the social dimension of Planners' personal life is severely affected by their job requirements.

- From the results it seems as if the respondents' spiritual life is not negatively influenced by their work situation since the majority of them mentioned that they are living a purposeful life and that they are experiencing spiritual wellness.

4.4.3 Recommendations

The researcher recommends:

- Follow-up research on this study that will include Planners from the other eight provinces in order to come up with generalisations regarding the influence of job requirements on the personal life dimensions of Planners in the Department of Land Affairs.
- An elaborative study that will focus on the impact of these job requirements on each dimension of the lives of Planners.
- The allocation of a reasonable number of projects to complete per year. This will eliminate work overload and will ensure quality of work.
- That the Department should consider introducing flexitime for Planners.
- More support and supervision to be provided to Planners dealing with difficult stakeholders.
- Each Planner to attend debriefing sessions arranged by the internal Employee Wellness Programme at least twice a year.
- Develop work/life balance programmes for Planners.

4.5 SUMMARY

This chapter confirms the conclusions about the influence of work on the personal lives of Planners in the Department. In addition to the conclusions, several recommendations were made on how to address the needs of Planners in the Department to ameliorate the negative influence of job requirements on their personal lives.

The chapter concludes by acknowledging that certain aspects of Planners’ job requirements in the Department do indeed have a negative influence on their personal lives.

4.6 ACCOMPLISHMENT OF GOAL AND OBJECTIVES OF THE STUDY

Goal of the study: To explore and describe the influence of the job-requirements on the personal lives of the Planners in the Department of Land Affairs.

Table 46 focuses on how this goal and the resulting objectives were accomplished.

Table 46: Accomplishment of objectives.

Objective	Objective achievement
1. To conceptualise theoretically the influence of job requirements on the personal life of employees.	This objective was achieved through a detailed literature review as presented in chapter 2 of this study.
2. To undertake an empirical study to investigate the influence of the specific job requirements on the personal lives of Planners in the Department of Land Affairs.	This objective was accomplished through a detailed discussion on the empirical findings of the study.
3. To draw conclusions and make recommendations to the Department on how to address the needs of Planners in order to enhance their quality of life.	This objective was achieved through a presentation of recommendations regarding future research as well as on how the Department can address the needs of Planners in order to enhance their quality of life.

4.7 CONCLUDING REMARKS

Work has a major influence, either positive or negative, on employees' personal lives. With the ever-increasing challenges in the work environment nationally and internationally, the influence on employees' personal life tends to be more negative than ever.

It is evident from the outcomes of this study that Planners in the Department are not exempt from this influence. They are expected to finalise the land restitutions claims in accordance with political directives from the South African Government. The result of this pressure is job requirements for Planners with a potentially negative influence on their personal lives.

Without a detailed scientific exploration and description of those specific job requirements that influence Planners negatively on a personal level, it is virtually impossible for management in the Department to provide successful interventions.

In conclusion, it is important that every employer who is interested in productivity and the wellness of employees to acknowledge the interplay that exists between work and the personal lives of employees.

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VAUGHAN'S EDIT AND WRITING

TO WHOM IT MAY CONCERN

This is to confirm that I have read through the thesis of Mr Isaac Koto:

**THE IMPACT OF WORK ON THE PERSONAL LIVES OF PLANNERS IN THE
DEPARTMENT OF LAND AFFAIRS**

I have checked it for typographical errors and syntax, grammar and style. I have suggested changes where necessary. The result is a greatly improved document.

S. Vaughan.
30 March 2009.

Vaughan's Edit and Writing.
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SECTION A

BIOGRAPHICAL INFORMATION

The following questions request biographic information. Responses will be used for statistical purposes only. Answer all the questions by marking with an X in the appropriate box.

FOR OFFICE USE ONLY

1. What is your age?

V1

19-23 Years	1
24-28 Years	2
29-33 Years	3
34-38 Years	4
39-43 Years	5
44 Years or older	6

2. What is your gender?

V2

Female	7
Male	8

3. What is your marital status?

V3

Single	9
Married	10
Divorced	11
Widow/er	12
Other (Specify)	13

4. What is your highest educational qualification?

V4

Matric	14
Undergraduate diploma	15
Undergraduate degree	16
Postgraduate diploma	17
Postgraduate degree	18
Other (Specify)	19

5. What is your Religious orientation?

V5

Christian	20
Jewish	21
Muslim	22
African traditional	23
Hindu	24
Buddhist	25
Other (Specify)	26

6. What is your race group?

V6

Black	27
Coloured	28
Indian	29
White	30
Other (Specify)	31

7. Indicate your position as Planner

V7

Assistant Planner	32
Planner	33
Principal Planner	34
Chief Planner	35

8. How long have you been working for DLA?

V8

0-3 Years	36
4-7 Years	37
8-11 Years	38
Other (Specify)	39

PLEASE TURN OVER!

SECTION B

JOB DEMANDS

Answer all the questions by marking with an X in the appropriate box.

FOR OFFICE ONLY

1. On average, how many projects are allocated to you per year? V9

1-3	4-6	5-7	More	None
-----	-----	-----	------	------

2. On average, how many projects do you successfully finalise per year? V10

1-3	4-6	5-7	More	None
-----	-----	-----	------	------

3. How many meetings with clients do you conduct per month? V11

1-3	4-6	7-10	More	None
-----	-----	------	------	------

4. On average, how many official kilometres do you travel per month? V12

200-599 km	600-999 km	1000-5000 km	More	Less
------------	------------	--------------	------	------

5. On average, how many hours do you spend in your office per week? V13

1-5	6-10	11-15	More	Less
-----	------	-------	------	------

6. On average, how many calls from your clients do you receive per day? V14

1-5	6-10	11-15	More	None
-----	------	-------	------	------

7. On average, how many extended hours do you work per month? V15

0-5 hours	6-10 hours	11-15 hours	More	None
-----------	------------	-------------	------	------

SECTION C

BUSINESS PROCESS

Rate the strain associated with the job requirements of the business process below. Answer all the questions by marking with an X in the appropriate box. Please give a brief motivation for your answer in the space provided below.

FOR OFFICE USE ONLY

1.	Registration of the claims in the Land base data base.	1	2	3
Justify your answer:				

V16

2.	Validation of claims	1	2	3
Justify your answer:				

V17

3.	Claimant verification	1	2	3
Justify your answer:				

V18

4.	The evaluation of land rights lost	1	2	3
Justify your answer:				

V19



V20

5.	Land price negotiations with landowners	1	2	3
Justify your answer:				

V21

6.	Mediation and dispute resolution	1	2	3
Justify your answer:				

V22

7.	Settlement options assessment	1	2	3
Justify your answer:				

V23

8.	Referrals to the Land Claims Court.	1	2	3
Justify your answer:				

V24

9.	Implementation of settlement awards	1	2	3
Justify your answer:				

V25

10.	Post-settlement support	1	2	3
Justify your answer:				

PLEASE TURN OVER!

SECTION D

GENERAL PERCEPTIONS ABOUT YOUR JOB.

Answer all the questions by marking with an X in the appropriate box.

<p>1 = Yes 2 = No</p>

FOR OFFICE USE ONLY

1.	My work requires me to work extended hours	1	2	V26
2.	My work exposes me to the risk of being physically attacked.	1	2	V27
3.	My work requires me to travel long distances to meet with clients.	1	2	V28
4.	My workload is manageable	1	2	V29
5.	I have no fear of losing my job.	1	2	V30
6.	My work has unrealistic deadlines	1	2	V31
7.	My job is likely to change in future	1	2	V32
8.	My workload is overwhelming	1	2	V33

SECTION E

INFLUENCES OF WORK ON PERSONAL LIFE DIMENSIONS.

Answer all the questions by marking with an X in the appropriate box.

FOR OFFICE USE
ONLY

1.	To what extent do you feel exhausted after work?	1	2	3
----	--	---	---	---

V34

2.	To what extent do you follow a regular physical exercise program?	1	2	3
----	---	---	---	---

V35

3.	To what extent do you eat healthy and balanced meals?	1	2	3
----	---	---	---	---

V36

4.	To what extent do you experience medical problems that require you to consult a Medical Practitioner?	1	2	3
----	---	---	---	---

V37

5.	To what extent do you feel emotionally drained by your work?	1	2	3
----	--	---	---	---

V38

6.	To what extent do you feel overwhelmed by feelings of anger at work?	1	2	3
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V39

7.	To what extent does your work make you feel emotionally detached – from your family?	1	2	3
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V40

8.	To what extent do you find yourself unable to control your emotions?	1	2	3
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V41

9.	To what extent do you feel burnt-out by your work?	1	2	3
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V42

10.	To what extent do you feel depressed by your work?	1	2	3
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V43

11.	To what extent do you feel unhappy about yourself?	1	2	3
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V44

12.	To what extent do you feel unappreciated by people around you?	1	2	3	V45
13.	To what extent does your work isolate you socially?	1	2	3	V46
14.	To what extent does your work keep you away from your partner?	1	2	3	V47
15.	To what extent does your work keep you away from your children?	1	2	3	V48
16.	To what extent does your work prevent you from following other hobbies?	1	2	3	V49
17.	To what extent does your work make you to live a purposeful life?	1	2	3	V50
18.	To what extent does your work allow you to be in control of your life?	1	2	3	V51
19.	To what extent does your work keep you satisfied with life?	1	2	3	V52
20.	To what extent does your work allow you the opportunity to contribute positively to other people's lives?	1	2	3	V53

END OF THE QUESTIONNAIRE

THANK YOU!



Participant's Name.....Date.....

Principal Investigator: Isaac Koto
Department of Land Affairs
184 Jacob Mare Street
Pretoria, 0001

Tel: 012 312 9821
Cell: 082465 7217

Informed Consent.

1. Title of Study: The influence of job requirements on the personal lives of Planners in the Department of Land Affairs.
2. Purpose of study: To explore and describe the influence of the job-requirements on the personal lives of the Planners in the Department of Land Affairs.
3. I will be a part of group of Planners in the Nelspruit or Witbank office who will each complete a questionnaire within a group context. The questionnaire will contain questions about the influence of job requirements on my personal life as a Planner in the Department of Land Affairs with specific reference to the physical, psychological, emotional, spiritual and social dimensions of my personal life.
4. The risks and discomforts: The risks and discomforts associated with this project is that I may experience feelings of anger, frustration, uncertainty etc when I give information on my needs and problems.
5. Benefits: The main benefit of participating in this study is that this study will produce guidelines for the Department of Land Affairs to address the influence of job requirements on the personal lives of Planners.
6. Participant's Right: I may withdraw from participating in the study at any time.
7. Financial Compensation: I don't expect to get any financial reward from the researcher.

8. Confidentiality: I have been assured that all my responses will be anonymous since I will not be requested to mention or to write my name on the questionnaire. No one will handle my completed questionnaire except the researcher and the research data will be destroyed once the study is over. I have also been assured that my name will not be mentioned on the research report.
9. If I have any questions or concerns, I can call the researcher at 082 465 7217.

I understand my rights as a research subject and I voluntarily consent to participation in this study. I understand what the study is about and how and why it is being done. I will receive a signed copy of this consent form.

.....
Subject's signature

.....
Date

.....
Signature of Investigator



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UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA



DEPARTMENT OF LAND AFFAIRS
REPUBLIC OF SOUTH AFRICA

Directorate Human Resource Management, Private Bag X833, PRETORIA, 0001,
Tel (012) 312 9821, Fax (012) 321 2022

PLACE
CS **A612/05**
ADM
FC

SUBJECT:

APPROVAL TO CONDUCT A RESEARCH STUDY IN THE
DEPARTMENT OF LAND AFFAIRS AS A REQUIREMENT
FOR THE COMPLETION OF A MASTERS DEGREE IN EAP
AT THE UNIVERSITY OF PRETORIA

REQUEST

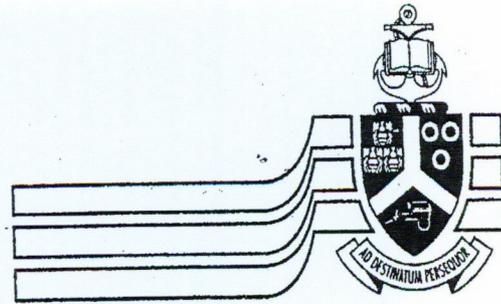
(Disk included memorandum, route form)

RANK	INITIALS AND SURNAME	TO D.G. PARAGRAPH & DATE	FROM D.G. PARAGRAPH & DATE
ASSISTANT DIRECTOR: EMPLOYEE WELLNESS PROGRAMME	MR I S KOTO	<i>[Signature]</i> 10/06/05	
MANAGER: EMPLOYEE WELLNESS PROGRAMME	MS C M CAREY	<i>[Signature]</i> 10/06/05	
DIRECTOR:HUMAN RESOURCE MANAGEMENT	MR A VAN STADEN	<i>[Signature]</i> 13/6/05	
CHIEF DIRECTOR: HUMAN CAPITAL AND ORGANISATIONAL DEVELOPMENT	MR T S MATHIKHI	<i>[Signature]</i> 13/06/05	<i>[Signature]</i> 29/06
CHIEF FINANCIAL OFFICER	MS S N O CHOANE	<i>[Signature]</i> 15.06.05	PP A David 28/06/05
DIRECTOR: EXECUTIVE AND PARLIAMENTARY SERVICES	MR R A BESTER	<i>[Signature]</i> 15.06.05	<i>[Signature]</i> 28.06.05
DIRECTOR-GENERAL	MR G S THOMAS	<i>[Signature]</i> 2005/06/28	/

Note: Route form must filed with completed documentation



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University of Pretoria

Research Proposal and Ethics Committee
Faculty of Humanities

Members:

Research Proposal and Ethics Committee

Dr P Chiroro; Dr M-H Coetzee; Prof. C Delpport;
Dr JEH Grobler; Prof. KL Harris; Ms H Klopper;
Prof. E Krüger; Prof. B Louw (Chair); Prof. A Mlambo;
Prof. G Prinsloo; Mr C Puttergill; Prof. H Stander;
Prof. E Taljard; prof C Walton; Prof. A Wessels; Mr FG
Wolmarans

6 March 2007

Dear Prof Delpport

Project: The influence of job requirements on the personal lives
of Planners in the Department of Land Affairs
Researcher: IS Koto
Supervisor: Prof CSL Delpport
Department: Social Work & Criminology
Reference number: 96088372

Thank you for your response to the Committee's e-mail letter of 30 November 2006.

I have pleasure in informing you that the Research Proposal and Ethics Committee formally approved the above study at an *ad hoc* meeting held on 2 March 2007. The approval is subject to the candidate abiding by the principles and parameters set out in his application and research proposal in the actual execution of the research.

The Committee requests you to convey this approval to Mr Koto.

We wish you success with the project.

Sincerely

Prof. Brenda Louw
Chair: Research Proposal and Ethics Committee
Faculty of Humanities
UNIVERSITY OF PRETORIA