

TABLE OF CONTENTS

		Page
ACKNOWLEDGEMENTS		i
ABSTRACT		ii
LIST OF APPENDIXES		xiii
LIST OF FIGURES		xiv
LIST OF TABLES		xv
CHAPTER 1: ORIENTATION TO THE STUDY		
1.1	Introduction	1
1.2	Employee empowerment and social work: Motivation	3
1.3	Literature review	8
1.4	Goal and objectives of the study	10
1.4.1	Goal	10
1.4.2	Objectives	10
1.5	Research methodology	11
1.6	Outline of this study	12
1.7	Definitions	12
1.7.1	Empowerment	12
1.7.2	Empowered organisations	13
1.7.3	Empowered employees	14
1.8	Limitations of this study	15
1.9	Theoretical framework	16
1.10	Conclusion	16
CHAPTER 2: LITERATURE STUDY: EMPOWERMENT		
2.1	Introduction	18
2.2	Employee empowerment	21
2.2.1	Defining employee empowerment	21
2.2.2	Employee empowerment: A multidimensional concept	23
2.2.2.1	Power	24
2.2.2.2	Morale	25

	Page
2.2.2.3	Intrinsic motivation 26
2.2.2.4	Self-efficacy 27
2.2.2.5	Meaningfulness 29
2.2.2.6	Self-determination 30
2.2.2.7	Trust 31
2.2.2.8	Dimensions: Set of cognitions 31
2.2.3	Empowering employees 34
2.2.4	Implementation of employee empowerment 39
2.2.5	Limitations and pitfalls of employee empowerment 46
2.2.6	Measuring empowerment 51
2.3	Empowerment and the organisation 56
2.3.1	The empowered organisation 58
2.3.2	Empowerment and management 65
2.4	Synthesis 68
2.4.1	Employee empowerment 68
2.4.2	Organisational empowerment 70
2.5	Conclusion 72
 CHAPTER 3: RESEARCH METHODOLOGY	
3.1	Introduction 74
3.2	Goal and objectives of the study 75
3.2.1	Goal 75
3.2.2	Objectives 75
3.3	Research methodology 75
3.4	Scale development 77
3.4.1	The pre-development phase 77
3.4.1.1	Main Moment A: Problem identification 77
3.4.1.1 (a)	Step 1: Problem analysis 77
3.4.1.1 (b)	Step 2: Aims of the study 79
3.4.1.2	Main Moment B: Theory formulation 81
3.4.1.2 (a)	Step 3: Identify and describe the theoretical framework within which the scale will be developed 81

	Page
3.4.1.2 (b) Step 4: Identify the operational assessment area(s) that will be measured by the scale	82
3.4.1.2 (c) Step 5: Define the construct(s) to be measured	82
3.4.2 The development phase	86
3.4.2.1 Main Moment C: Design scale	86
3.4.2.1 (a) Step 6: Design Items	86
3.4.2.1 (b) Step 7: Determine scale length	92
3.4.2.1 (c) Step 8: Scale the items	93
3.4.2.1 (d) Step 9: Develop a scoring formula	94
3.4.2.1 (e) Step 10: Write instructions for respondents	94
3.4.3 Validation phase	95
3.4.3.1 Main Moment D: Design validation study	95
3.4.3.1 (a) Step 11: Formulate research problem	96
3.4.3.1 (b) Step 12: Select the sampling technique	97
3.4.3.1 (c) Step 13: Determine the sample size	98
3.4.3.1 (d) Step 14: Prepare the research package	99
3.4.3.2 Main Moment E: Collect data	99
3.4.3.2 (a) Step 15: Administer research package to sample	99
3.4.3.3 Main Moment F: Investigate reliability	100
3.4.3.3 (a) Definition of reliability	100
3.4.3.3 (b) Reliability standards	100
3.4.3.3 (c) Kinds of reliability	101
3.4.3.3 (d) Step 16: Compute alpha coefficient	101
3.4.3.3 (e) Step 17: Compute standard error of measurement	102
3.4.3.4 Main Moment G: Investigate validity	103
3.4.3.4 (a) Definition of validity	103
3.4.3.4 (b) Validity standards	104
3.4.3.4 (c) Step 18: Judge face validity	104
3.4.3.4 (d) Step 19: Judge content validity	104
3.4.3.4 (e) Step 20: Criterion validity	105
3.4.3.4 (f) Step 21: Construct validity	105
3.4.3.5 Main Moment H: Establish clinical cutting scores	105

	Page
3.4.3.5 (a) Step 22: Establish clinical cutting scores	105
3.4.4 The utilisation phase	106
3.4.4.1 Main Moment I: Dissemination of information with regard to new scale	106
3.4.4.1 (a) Step 23: Write a manual	106
3.4.4.1 (b) Step 24: Write a journal article	106
3.5 Indicator development	107
3.5.1 Stage 1: Analysis of an information problem	107
3.5.1 (a) Identify need for an indicator system	107
3.5.1 (b) Describe view of empowerment	107
3.5.1 (c) Select suitable domain	110
3.5.1 (d) Specify problem and state goal	110
3.5.2 Stage 2: Structuring through operationalisation of theory or practical concerns	110
3.5.2 (a) Convert theory or concerns into an indicator structure	110
3.5.3 Stage 3: Indicator selection	112
3.5.3 (a) Select key areas for indicators	112
3.5.3 (b) Apply criteria to potential indicators	114
3.5.3 (c) Select objective indicators	118
3.5.3 (d) Select subjective indicators	119
3.5.4 Stage 4: Measurement	123
3.5.4 (a) Select indicator data source	123
3.5.4 (b) Select level of disaggregation	124
3.5.4 (c) Select a method of value weighting	124
3.5.4 (d) Select time-series intervals of measurement	125
3.5.5 Stage 5: Interpretation	125
3.5.5 (a) Interpret data	125
3.5.5 (b) Create reports	126
3.5.5 (c) The last stage focus on the formulation of a system of social indicators	126
3.6 Conclusion	126

	Page
CHAPTER 4: BACKGROUND: ALLWEAR	
4.1	Introduction 128
4.2	Background: Allwear 129
4.3	Factory and administration offices 130
4.4	Manufacturing 131
4.5	Planning 131
4.6	Products 131
4.7	Marketing 132
4.8	Personnel 132
4.9	Training 132
4.10	Conclusion 133
 CHAPTER 5: DATA ANALYSIS	
5.1	Introduction 134
5.2	Research methodology – A practical overview 134
5.2.1	Focus group 135
5.2.2	Questionnaire 135
5.2.3	Data collection 136
5.3	Statistical analysis 137
5.3.1	Descriptive characteristics of the sample 137
5.3.1.1	Gender 137
5.3.1.2	Home language 138
5.3.1.3	Age 138
5.3.1.4	Marital status 139
5.3.1.5	Educational qualifications 139
5.3.1.6	Years of service at Allwear 140
5.3.1.7	Paid (weekly or monthly) 140
5.3.1.8	Qualified worker or learner 140
5.3.1.9	If you are a learner, for how many months are you in training now? 141
5.3.1.10	What type of learner are you? 141
5.3.1.11	What type of qualified worker are you? 142

	Page	
5.3.2	Factor and reliability analysis	142
5.3.2.1	First order factor analysis	143
5.3.2.1.1	Reliability analysis	144
5.3.2.1.2	Factor 1	144
5.3.2.1.3	Factor 2	144
5.3.2.1.4	Factor 3	145
5.3.2.2	Second order factor analysis	145
5.3.2.3	First order: Factor 1, factor 2, second order factor	146
5.3.2.3.1	Factor 1	146
5.3.2.3.2	Factor 2	146
5.3.2.3.3	Second order combined factor	147
5.4	Comparisons between empirical factors and variables	147
5.4.1	Gender	147
5.4.2	Home language	149
5.4.3	Age	150
5.4.4	Marital status	152
5.4.5	Highest educational qualifications	154
5.4.6	Number of completed years of service at Allwear	156
5.4.7	Please indicate if you are paid weekly or monthly	158
5.4.8	What type of qualified worker are you?	159
5.4.9	Did you get feedback on your work performance in the last three months?	161
5.4.10	Have you had a written warning in the last three months?	162
5.4.11	Has your salary changed from weekly to monthly in the last three months?	163
5.4.12	Has any of your ideas been implemented at work in the last three months?	165
5.4.13	Have you been given your job description verbally?	167
5.4.14	Have you been given your job description in written format?	168
5.4.15	Have you received in-job training in the last three months?	170
5.4.16	Have you been threatened in any way by another employee at Allwear in the last three months?	171

		Page
5.4.17	Does your supervisor tell you what to do on a daily basis?	172
5.4.18	Compared to three months ago are you doing different tasks today?	174
5.4.19	Do you know if your company has a mission statement?	175
5.4.20	Conclusion to this section	177
5.5	Cross tabulations between Section C and Section A	178
5.5.1	Gender	179
5.5.2	Home language	179
5.5.3	Age	180
5.5.4	Marital status	180
5.5.5	What is your highest educational qualification?	180
5.5.6	Number of completed years of service at Allwear	181
5.5.7	Please indicate if you are paid weekly or monthly	181
5.5.8	Are you a qualified worker or are you a learner?	181
	Cross tabulations between Section C and Section A	182
5.5.9	Gender: Did you get feedback on your work performance in the last three months?	182
5.5.10	Gender: Have any of your ideas been implemented at work in the last three months?	184
5.5.11	Gender: Have you been given your job description verbally?	185
5.5.12	Home language: Has your salary changed from weekly to monthly in the last three months?	187
5.5.13	Home language: Have any of your ideas been implemented at work in the last three months?	189
5.5.14	Home language: Have you been given your job description verbally?	190
5.5.15	Home language: Have you been given your job description in written format?	192
5.5.16	Home language: Have you been threatened in any way by other employees at Allwear in the last three months?	193
5.5.17	Age: Compared to three months ago are you doing different tasks today?	195

	Page
5.5.18	Marital status: Have you been given your job description verbally? 197
5.5.19	What is your highest educational qualification? Did you get feedback on your work performance in the last three months? 199
5.5.20	What is your highest educational qualification? Has your salary changed from weekly to monthly in the last three months? 201
5.5.21	What is your highest educational qualification? Have you been given your job description in written format? 202
5.5.22	Number of completed years of services at Allwear. Have you had a written warning in the last three months? 204
5.5.23	Number of completed years of service at Allwear. Compared to three months ago are you doing different tasks today? 206
5.5.24	Please indicate if you are paid weekly or monthly. Did you get feedback on your work performance in the last three months? 208
5.5.25	Please indicate if you are paid weekly of monthly. Has your salary changed from weekly to monthly in the last three months? 210
5.5.26	Please indicate if you are paid weekly or monthly. Have any of your ideas been implemented at work in the last three months? 212
5.5.27	Please indicate if you are paid weekly or monthly. Have you been given your job description verbally? 214
5.5.28	Please indicate if you are paid weekly or monthly. Have you been given your job description in written format? 216
5.5.29	What type of qualified work are you? Have you been threatened in any way by another employee at Allwear in the last three months? 218
5.5.30	Conclusion to this section 219
5.6	Comparison: T-Test/ANOVA results with Crosstab/ Chi-square results 222

	Page	
5.7	Conclusion	229
 CHAPTER 6: INDICATOR DEVELOPMENT		
6.1	Introduction	230
6.2	Indicator development	230
6.2.1	Index of indicators	230
6.2.2	Significant indicators	231
6.3	Conclusion	249
 CHAPTER 7: CONCLUSIONS AND RECOMMENDATIONS		
7.1	Introduction	250
7.2	Conclusions	251
7.2.1	Methodological conclusions	251
7.2.2	Content conclusions	253
7.2.3	Contextual conclusions	253
7.3	Recommendations	255
7.3.1	Recommendation 1	255
7.3.2	Recommendation 2	256
7.3.3	Recommendation 3	256
7.3.4	Recommendation 4	256
7.3.5	Recommendation 5	256
7.3.6	Recommendation 6	256
7.3.7	Recommendation 7	257
7.3.8	Recommendation 8	257
7.3.9	Recommendation 9	257
7.3.10	Recommendation 10	257
7.3.11	Recommendation 11	257
7.3.12	Recommendation 12	258
7.3.13	Recommendation 13	258
7.4	Conclusion	258

BIBLIOGRAPHY**259****LIST OF APPENDIXES:**

Appendix A: Interview schedule

Appendix B: Field notes

Appendix C: Transcript

Appendix D: Analysis schedule

Appendix E: Employee empowerment questionnaire

Appendix F: Translated questionnaire (Zulu)

Appendix G: A questionnaire to determine employee empowerment
(Questionnaire translated back to English)

Appendix H: Proof of translation

Appendix I: Proof of printed questionnaires

Appendix J: List of departments and employees

Appendix K: List of samples

Appendix L: Faces

Appendix M: Editing letter

LIST OF FIGURES

Figure 2.1: Chapter 2: Empowerment	20
Figure 2.2: Employee empowerment grid	45
Figure 2.3: Worker Empowerment Scale (WES)	52
Figure 2.4: Learner Empowerment Instrument	53
Figure 2.5: Measuring empowerment	54
Figure 2.6: Personal empowered assessment	55
Figure 2.7: Hierarchical culture vs. Empowerment culture	57
Figure 3.1: Research process of scale development	78
Figure 3.2: Data on employee empowerment	83
Figure 3.3: Summary of the main design stages in indicator development	108
Figure 3.4: Data on employee empowerment in an organisation	115
Figure 5.1: Comparison: t-Test/ANOVA results with Crosstab/ Chi-square results	224

LIST OF TABLES

Table 5.1:	Gender	137
Table 5.2:	Home language (Recoded)	138
Table 5.3:	Age (Recoded)	138
Table 5.4	Marital status (Recoded)	139
Table 5.5:	What is your highest qualification? (Recoded)	139
Table 5.6:	Number of completed years of service at Allwear (Recoded)	140
Table 5.7:	Please indicate if you are paid weekly or monthly	140
Table 5.8:	Are you a qualified worker or are you a learner?	140
Table 5.9:	If you are a learner, for how many months have you been in training?	141
Table 5.10:	What type of learner are you?	141
Table 5.11:	What type of qualified worker are you? (Recoded)	142
Table 5.12:	Rotated factor matrix	143
Table 5.13:	Factor 1 – Reliability statistics	144
Table 5.14:	Factor 2 – Reliability statistics	144
Table 5.15:	Factor 3 – Reliability statistics	145
Table 5.16:	Second order factor – Reliability statistics	145
Table 5.17:	Gender: Group statistics	148
Table 5.18:	Gender: Independent samples Test	148
Table 5.19:	Home language: Group statistics	149
Table 5.20:	Home language: Independent samples Test	150
Table 5.21:	Age: Descriptives	151
Table 5.22:	Age: Test of homogeneity of variances	151
Table 5.23:	Age: ANOVA and factors	152
Table 5.24:	Marital status: Group statistics	153
Table 5.25:	Marital status: Independent samples test	153
Table 5.26:	Highest educational qualifications: Descriptives	154
Table 5.27:	Highest educational qualifications: Test of homogeneity of variances	155
Table 5.28:	Highest educational qualifications: ANOVA	155

	Page
Table 5.29: Number of completed years of service at Allwear: Descriptives	156
Table 5.30: Number of completed years of service at Allwear: Test of homogeneity of variance	157
Table 5.31: Number of completed years of service at Allwear: ANOVA	157
Table 5.32: Wages: Group statistics	158
Table 5.33: Wages: Independent samples test	158
Table 5.34: Qualified workers: Group statistics	159
Table 5.35: Qualified workers: Independent samples test	160
Table 5.36: Work performance feedback: Group statistics	161
Table 5.37: Work performance feedback: Independent samples test	161
Table 5.38: Written warning: Group statistics	162
Table 5.39: Written warning: Independent samples test	163
Table 5.40: Salary: Group statistics	164
Table 5.41: Salary: Independent samples test	164
Table 5.42: Ideas: Group statistics	165
Table 5.43: Ideas: Independent samples test	166
Table 5.44: Verbally: Group statistics	167
Table 5.45: Verbally: Independent samples test	167
Table 5.46: Written: Group statistics	168
Table 5.47: Written: Independent samples test	169
Table 5.48: Training: Group statistics	170
Table 5.49: Training: Independent samples test	170
Table 5.50: Threatened: Group statistics	171
Table 5.51: Threatened: Independent samples test	172
Table 5.52: Supervisor: Group statistics	173
Table 5.53: Supervisor: Independent samples test	173
Table 5.54: Three months ago: Group statistics	174
Table 5.55: Three months ago: Independent sample test	175
Table 5.56: Mission statement: Group statistics	176
Table 5.57: Mission statement: Independent samples test	176
Table 5.58: Gender: Feedback → Crosstab	182

	Page
Table 5.59: Gender: Feedback → Chi-square tests	183
Table 5.60: Gender: Feedback → Symmetric measures	183
Table 5.61: Gender: Ideas → Crosstab	184
Table 5.62: Gender: Ideas → Chi-square tests	185
Table 5.63: Gender: Ideas → Symmetric measures	185
Table 5.64: Gender: Job description → Crosstab	186
Table 5.65: Gender: Job description → Chi-square tests	186
Table 5.66: Gender: Job description → Symmetric measures	186
Table 5.67: Home language: Salary change → Crosstab	187
Table 5.68: Home language: Salary change → Chi-square tests	188
Table 5.69: Home language: Salary change → Symmetric measures	188
Table 5.70: Home language: Ideas implemented → Crosstab	189
Table 5.71: Home language: Ideas implemented → Chi-square tests	189
Table 5.72: Home language: Ideas implemented → Symmetric measures	190
Table 5.73: Home language: Verbal job description → Crosstab	190
Table 5.74: Home language: Verbal job description → Chi-square tests	191
Table 5.75: Home language: Verbal job description → Symmetric measures	191
Table 5.76: Home language: Written job description → Crosstab	192
Table 5.77: Home language: Written job description → Chi-square tests	192
Table 5.78: Home language: Written job description → Symmetric measures	193
Table 5.79: Home language: Threatened → Crosstab	194
Table 5.80: Home language: Threatened → Chi-square tests	194
Table 5.81: Home language: Threatened → Symmetric measures	195
Table 5.82: Age: Different tasks → Crosstab	196
Table 5.83: Age: Different tasks → Chi-square tests	196
Table 5.84: Age: Different tasks → Symmetric measures	197
Table 5.85: Marital status: Verbal job description → Crosstab	197
Table 5.86: Marital status: Verbal job description → Chi-square tests	198

	Page
Table 5.87: Marital status: Verbal job description → Symmetric measures	198
Table 5.88: Educational qualification: Feedback on work performance → Crosstab	199
Table 5.89: Educational qualification: Feedback on work performance → Chi-square tests	200
Table 5.90: Educational qualification: Feedback on work performance → Symmetric measures	200
Table 5.91: Educational qualification: Salary change → Crosstab	201
Table 5.92: Educational qualification: Salary change → Chi-square tests	202
Table 5.93: Educational qualification: Salary change → Symmetric measures	202
Table 5.94: Educational qualification: Written job description → Crosstab	203
Table 5.95: Educational qualification: Written job description → Chi-square tests	203
Table 5.96: Educational qualification: Written job description → Symmetric measures	204
Table 5.97: Years of service: Written warning → Crosstab	205
Table 5.98: Years of service: Written warning → Chi-square tests	205
Table 5.99: Years of service: Written warning → Symmetric measures	206
Table 5.100: Years of service: Different tasks → Crosstab	207
Table 5.101: Years of service: Different tasks → Chi-square tests	207
Table 5.102: Years of service: Different tasks → Symmetric measures	208
Table 5.103: Payment: Feedback on work performance → Crosstab	209
Table 5.104: Payment: Feedback on work performance → Chi-square tests	209
Table 5.105: Payment: Feedback on work performance → Symmetric measures	210
Table 5.106: Payment: Weekly or monthly → Crosstab	211
Table 5.107: Payment: Weekly or monthly → Chi-square tests	211
Table 5.108: Payment: Weekly or monthly → Symmetric measures	212

	Page
Table 5.109: Payment: Ideas implemented → Crosstab	213
Table 5.110: Payment: Ideas implemented → Chi-square tests	213
Table 5.111: Payment: Ideas implemented → Symmetric measures	214
Table 5.112: Payment: Verbal job description → Crosstab	215
Table 5.113: Payment: Verbal job description → Chi-square tests	215
Table 5.114: Payment: Verbal job description → Symmetric measures	216
Table 5.115: Payment: Written job description → Crosstab	216
Table 5.116: Payment: Written job description → Chi-square tests	217
Table 5.117: Payment: Written job description → Symmetric measures	217
Table 5.118: Qualified worker: Threatened → Crosstab	218
Table 5.119: Qualified worker: Threatened → Chi-square tests	219
Table 5.120: Qualified worker: Threatened → Symmetric measures	219
Table 6.1: Question 1: T-test	231
Table 6.2: Question 3: T-test	231
Table 6.3: Question 4: T-test	232
Table 6.4: Question 6: T-test	232
Table 6.5: Question 8: T-test	232
Table 6.6: Question 9: T-test	232
Table 6.7: Question 11: T-test	233
Table 6.8: Question 12: T-test	233
Table 6.9: Question 13: T-test	233
Table 6.10: Question 14: T-test	233
Table 6.11: Question 15: T-test	234
Table 6.12: Question 17: T-test	234
Table 6.13: Question 18: T-test	234
Table 6.14: Variable values	242
Table 6.15: Main descriptive statistics	243
Table 6.16: Index of indicator variables that qualify	244
Table 6.17: Additional Linear Model of most significant indicator variable: Support	245
Table 6.18: Additional Linear Model of most significant indicator variable: Responsibility	246

Table 6.19: Additional Linear Model of most significant indicator variable:
Employee Empowerment

248