

An Exploration of Organisational Culture's Contribution to Job Stress in Cape Town Non-Profit Organisations, using the Culture-Work-Health Model

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ABSTRACT

Organisational culture plays an essential role in the aetiology of job stress. Job stress has numerous negative effects including lower work performance and effectiveness, health problems and increased absenteeism. The direct and indirect costs associated with stress-related conditions, such as burnout, can result in reduced organisational commitment and engagement. Such situations require urgent attention from the management of any organisation, and it is essential that organisations take appropriate steps to avoid excessive stress of employees if they are to continue their vital work. The study uses the Culture-Work-Health Model as a framework to understand organisational culture and its contribution to job stress in Cape Town non-profit organisations (NPOs) working in the discipline of mental health and mental disability.

An exploratory, qualitative research design was selected to develop an understanding of organisational culture in Cape Town NPOs. Seven employees from three NPOs, making up the total sample of 21 participants, were selected through non-probability, purposive sampling. From each organisation of seven employees, four were selected from management/leadership positions and three were selected from non-management in order to gain rich insightful data from both management and non-management perspectives. Data collection was done through semi-structured, face-to-face interviews with the participants. The data was analysed through the use of Tesch's (1990) stages of analysis. Finally, a framework for analysis was developed based on the themes, categories and sub-categories that emerged.

This study contributes to enhancing understanding of Cape Town NPO organisational culture, NPO management practices and job stress as well as providing a springboard for further research into these areas. A number of significant findings were made including: NPOs described a clan organisation-type culture with a committed and passionate staff; NPO management were perceived as unsupportive due to lack of transparency, which was exasperated by their inability to pay higher salaries; NPOs where management incorporate supervision and regular staff meetings were perceived more positively and reported fewer issues of miscommunication; and individuals who were able to incorporate a healthy work and non-work life balance thrived in the NPO setting. Based on these findings, a number of recommendations were made including: the development of an organisational mental health policy; mandatory regular staff meetings attended by all levels of staff to discuss general administrative issues; the communicated availability of support structures to staff, such as on-site counselling; and - very importantly - regular supervision for all staff members working directly with vulnerable clients.

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“Every company has a culture. The only question is whether or not you decide what it is”.

JASON COHEN

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CHAPTER ONE: INTRODUCTION

1.1. INTRODUCTION

Organisational culture plays a pivotal role in the aetiology of workplace stress. Its influence on factors such as psychological and social support, engagement, leadership, and the way in which the organisation values its employees is significant to employee wellbeing. This is particularly important in non-profit organisations (NPOs) as they continue to face growing socio-economic challenges and uncertainty about funding. This chapter begins by providing a background of the study. It includes a statement of the research problem and the problem context. Thereafter, a rationale and the significance of the study, the aims, title of the research topic, research questions, research objectives, and research assumptions are explained. The chapter closes with a clarification of the important concepts in understanding this study.

1.2. STATEMENT OF THE PROBLEM

Peterson and Wilson (2002) state the essential role organisational culture plays in the contribution to job stress. Job stress has numerous negative effects including lower work performance and effectiveness, reduced productivity, health problems, absenteeism, poorer levels of customer service, staff turnover, workplace accidents, and deliberate destructive behaviours, e.g. telling lies and stealing (van der Colff & Rothmann, 2009; Happel, Pinikahana & Martin, 2003). The direct and indirect costs associated with stress-related consequences require urgent attention from management (van der Colff & Rothmann, 2009). This stress is amplified by South African NPOs' increasing socio-economic challenges and funding insecurities (Inyathelo, 2018). It is therefore essential that organisations put necessary steps in place to avoid staff burnout if they are to continue their vital work.

It can be surmised that NPOs with an organisational culture that facilitates a supportive open environment will ameliorate factors which lead to job stress, such as lacking social support, role ambiguity, and poor communication, as well as strengthen areas that lead to job satisfaction, such as facilitating a culture of learning and acknowledgement. In doing so, the organisation will foster a better quality of work life leading to employees being committed to the organisation, improving staff morale, reducing staff turnover, and lessening the organisational costs that are related with job stress.

The study explored the organisational culture's contribution to job stress in Cape Town NPOs. The NPO sector plays an important role in South Africa, particularly in addressing areas of trauma counselling and caring for people with intellectual disabilities. It is for this reason that promotion of employee wellbeing is crucial in ensuring that the NPO sector thrives.

This study contributes to the limited literature pertaining to organisational culture, job stress, job satisfaction, and management that exists within Cape Town NPOs, specifically those working in the arena of mental health and mental disability. More specifically, the issues presented in this research study could allow for NPO management to:

- (1) Better understand the organisational culture;
- (2) Gain insight into perceptions of non-management staff on management behaviour; and
- (3) Have access to recommendations to improve employee wellbeing in the organisation.

1.3. PROBLEM CONTEXT

NPOs play a particularly important role in developing countries as they are instrumental in advocating for policy change, as well as providing services in areas where government services lack (Volmink & van der Elst, 2019; Wyngaard, 2013). The South African NPO sector is made up of organisations of different sizes and missions that work across numerous areas in the formal and informal economy (Volmink & van der Elst, 2019). The post-2000s saw a steep decline in international funding, with local donor fatigue further reducing the available funding for NPOs. It has since been an increasing competition for funds which has led to many organisations having to close their doors (Stats SA, 2015; Volmink & van der Elst, 2019).

When work stress is high, employees are more likely to experience lower morale, lower job satisfaction, and poor attitudes and perceptions about the organisation. This impacts organisational health due to an increase in sick leave and absenteeism (Peterson & Wilson, 2002). Individuals working in helping professions (i.e. teachers, social workers and counsellors) have been found to be vulnerable to the development of an extreme form of prolonged exposure to job stress, namely burnout and emotional exhaustion (Duffy, Oyebode & Allen, 2009). Literature suggests that such development may be linked to several factors, one of which is organisational factors (Duffy, Oyebode & Allen, 2009). It has been found that burnout can lead to a number of negative outcomes such as low mood, fatigue, and loss of motivation (Schaufeli & Enzman, 1998). This would then impact on the client group as

professionals become detached and behave in an impersonal manner towards their clients (Buunk & Schaufeli, 1993). The accumulation of such negative interactions can contribute to negative outcomes for the organisation, presenting as absenteeism, lower productivity and high attrition rates (Harnois & Gabriel, 2000).

1.4. RATIONALE AND SIGNIFICANCE

Over the past three decades, a substantial body of research has emerged showing the links between poor psychosocial working conditions (job stressors) and worker health (LaMontagne, Martin, Page, Reavley, Noblet, Milner, Keegel & Smith, 2014; Theorell, Osika, Leineweber, Magnusson Hanson, Bojner Horwitz & Westerlund 2013; Quick, Cooper, Nelson, Quick & Gavin, 2003). Organisational culture plays an important role in promoting a caring and trusting environment for employees, facilitating a positive mental health climate. Higher levels of trust amongst employees have been found to lead to increased team morale, organisational performance, job satisfaction and organisational commitment; this was seen in addition to a decrease in absenteeism (Gibson, 2011), all of which is indicative of a positive organisational culture. A positive organisational culture has also been found to be beneficial for health reasons as exposure to job stressors have also been shown to predict elevated risks for poor health behaviours, as well as other high burden chronic illness (LaMontagne, 2012).

A survey conducted by Aarons and Sawitzky (2006) looking at clinical and case management service providers' work attitudes and turnover suggests that improvements in organisational culture and climate are likely to improve job satisfaction and organisational commitment and, subsequently, reduce staff turnover. Mental health service organisations have been known to experience high staff turnover with detrimental implications for staff morale, productivity and organisational effectiveness. Turnover has a particularly negative impact on mental health settings as it has been linked to factors such as the high stress environment, lack of support, and low pay (Aarons & Sawitzky, 2006).

Employee turnover, engagement and staff retention are impacted greatly by the leadership within an organisation (George, Sleeth, & Siders, 1999). Effective leadership, for example, impacts greatly on how successful culture changes are (George, Sleeth & Siders, 1999). A suggested approach is to focus attention on improving "first-level leadership" (Priestland & Hanig, 2005). These "first-line leaders" are individuals who, for example, supervise employees

who themselves do not supervise employees (Aarons & Sawitzky, 2006). Similarly, Tsai (2011) found that positive interactions between a manager and non-management employees lead to greater team communication and collaboration. These contributions result in non-management employees feeling more motivated to work towards achieving the organisation's mission, which also leads to increased job satisfaction.

While South African government has taken steps to address mental health through strengthening mental health systems and legislation, South Africa is still facing ongoing challenges with regards to implementation (Lund, Kleintjes, Kakuma & Flisher, 2010). Mental disorders not only present a great psychological, social and economic burden to society, but also increase the risk of physical illnesses (WHO, 2005b). According to a South African Stress and Health (SASH) study conducted in 2003/2004, it is estimated that about a third of South Africans (17 million) will have suffered from some form of mental disorder (Herman, Stein, Seedat, Heeringa, Moomal & Williams). In a study by the London School of Economics across eight countries, published in 2009, the lifetime prevalence of depression in South Africa was 9.7% or 4.5 million (Tomlinson, Grimsrud, Stein, Williams & Myer, 2009; StatsSA, 2003). Additionally, Evans-Lacko and Knapp (2016) found that absenteeism or presenteeism (attending working while unwell) due to workplace depression costs South Africa at least \$2billion, and \$17billion loss in productivity.

A national survey conducted by Docrat, Besada, Cleary, Daviaud & Lund (2019), showed that between the 2016/2017 financial year, South Africa's public mental health expenditure made up 5% of the total budget. It is for this reason that non-government organisations (NGOs) such as the South African Depression and Anxiety Group (SADAG) refer to mental health as "the orphan of the healthcare system" (Tromp, Dolley, Laganparsad & Govender, 2014: 1). With the South African ratio of mental health workforce staff to general population at a rate of less than one professional to 100 000 patients, there is a definite need to urgently expand the mental health knowledge base of all mental health practitioners in South Africa (Lund & Flisher, 2002).

Currently little research has been conducted amongst South African NPOs, working in the field of mental health, with regards to organisational culture and job stress, and how this may contribute to workplace depression. This research provides a springboard for future studies in these areas. Additionally, this research could inform future policy development in the NPO sector to include employee wellbeing initiatives.

1.5. AIM OF THE STUDY

The aim of this study was to use the Culture-Work-Health Model as a framework to explore organisational culture and its contribution to job stress in Cape Town NPOs working in the discipline of mental health and mental disability. It did so by investigating the perceptions and experiences of employees in management and non-management positions. This study recommended strategies to improve the psychological safety of employees through formal and informal policies and practices. This is particularly important as it may contribute to the strengthening or development of policies to enhance organisational cultures in NPOs in South Africa. This is essential as a failure to do so has the potential to lead to burnout, poor job performance, absenteeism, and interpersonal destructive behaviour, which would, in turn, affect organisational productivity.

1.6. TITLE OF THE RESEARCH TOPIC

The research topic for this study was:

An exploration of organisational culture's contribution to job stress in Cape Town non-profit organisations, using the Culture-Work-Health Model.

1.7. MAIN RESEARCH QUESTION

The main question in this research study was:

How does organisational culture contribute to job stress in Cape Town non-profit organisations?

The study was guided by five secondary research questions. These were:

1. How is the organisational culture described by employees in Cape Town non-profit organisations?
2. How is management perceived by employees in Cape Town non-profit organisations?
3. What are employee experiences and perceptions of the quality of work life in their workplace?
4. Do employees experience job stress and how does the organisation address it?

5. Are measures (i.e. formal and informal policies) in place in the organisation that safeguard mental health?

1.8. RESEARCH OBJECTIVES

The main research objective for this study was:

To determine whether organisational culture contributes to job stress in Cape Town non-profit organisations.

The study had five secondary research objectives. These were:

1. To obtain employee and managers' perceptions about the organisational culture(s) that exists in three Cape Town non-profit organisations.
2. To understand how management is perceived in three Cape Town non-profit organisations.
3. To explore employee experiences and perceptions of the quality of work life in their workplace.
4. To ascertain whether employees experience job stress and how the organisation addresses it.
5. To establish if measures (i.e. formal and informal policies) exist in three non-profit organisations that safeguard mental health.

1.9. MAIN ASSUMPTIONS

In this study, the following assumptions were made:

1. Employees in Cape Town non-profit organisations experience organisational culture characteristics that are indicative of a clan culture.
2. Employees in Cape Town non-profit organisations perceive management negatively.
3. Employees in Cape Town non-profit organisations experience a positive quality of work life through experiencing positive interpersonal relationships and job satisfaction.
4. Employees in Cape Town non-profit organisations experience high job stress, which the organisation addresses through various initiatives.
5. Cape Town non-profit organisations have formal policies, such as referral protocols, in place to provide support and safeguard employee mental health.

1.10. CLARIFICATION OF CONCEPTS

Several concepts that are used throughout the study are explained below:

- **Burnout**

The physical or mental collapse as a result of overwork or stress (Engelbrecht, 2019). Symptoms often manifest through insomnia, headaches, stomach symptoms, various muscular and joint pains, and memory loss (World Health Organisation [WHO], 2005b).

- **Employee**

According to the Basic Conditions of Employment Act, No 75 of 1997, as amended (4-5), an employee is defined as:

(a) “any person, excluding an independent contractor, who works for another person or for the State and who receives, or is entitled to receive, any remuneration”.

- **Employee wellbeing**

Involves optimising the health of employees; it is the all-encompassing experience of a person, extending beyond physiological or mental health and involving happiness and job satisfaction (WHO, 2005b).

- **Job satisfaction**

The positive attitudes and emotions that employees perceive about their work as a result of factors including work environment, organisational culture and socio-cultural factors (Mirkamali & Narenji Sanu, 2008).

- **Job stress**

This phenomenon is felt “when the imbalance between demands of work environment and the individuals’ abilities increases, so at work, stress may be an awareness indicated by ambiguity, conflict and overload arising from the work environment and the characteristics of the individual” (Gharib, Jamil, Ahmad & Ghouse, 2016: 23).

- **Mental health**

This refers to the absence of a mental disorder (WHO, 2001) and “includes concepts such as subjective well-being, perceived self-efficacy, autonomy, competence, and the achievement of one’s intellectual and emotional potential” (WHO, 2005b: 9).

- **Non-profit organisation**

According to the Non-profit Organisations Act, No. 71 of 1997: 40, “non-profit organisation” refers to a trust, company or other association of persons —

(a) *“established for a public purpose; and*

(b) the income and property of which are not distributable to its members or office-bearers except as reasonable compensation for services rendered.”

- **Organisational culture**

The organisational culture “reflects the values, beliefs and behavioural norms that are used by employees in an organization to give meaning to the situations that they encounter” (Tsai, 2001: 1). These factors impact the way in which staff behave and perceive the organisation (Scott-Findlay & Estabrooks, 2006).

- **Quality of Work Life (QoWL)**

This is “a comprehensive concept which is consisted of physical and psychological health, economic situations, personal belief and interaction with environment” (Kermansaravi, Navidian, Rigi & Yaghoubinia, 2015: 228). A good QoWL entails ensuring job satisfaction for employees and assisting the organisation in employee selection and retention (Royuela, Jordi, & Jourdi, 2009).

1.11. SUMMARY

This study uses the Culture-Work-Health Model as a framework to explore organisational culture and its contribution to job stress in Cape Town NPOs working in the discipline of mental health and mental disability. It aims to promote employee wellbeing, which would assist in reducing the organisational burden because of job stress and to highlight areas within the

NPO sector that require attention and to make suggestions for improvement. The research could inform future policy and programme development in the NPO sector that considers employee wellbeing, such as introducing mandatory supervision and staff meetings for all staff working with vulnerable populations.

This chapter has provided a statement of the problem, discussed the problem context, as well as the rationale for the study. The aim of the study was then described. Main research questions, assumptions, and research objectives were then provided. The chapter also clarified several concepts that are used throughout the study. The following chapter provides a literature review.

CHAPTER TWO: LITERATURE REVIEW

2. 1. INTRODUCTION

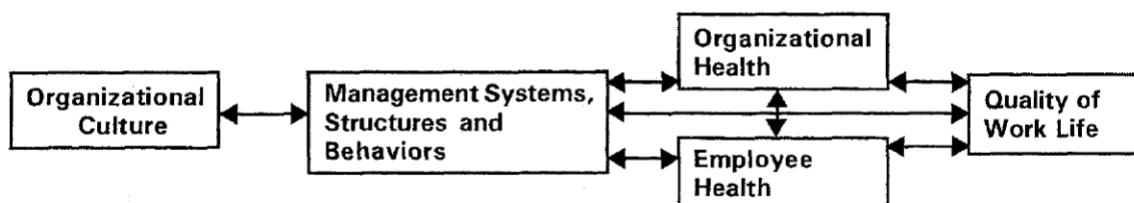
This review discusses the Culture-Work-Health Model, the theoretical framework which underpins the study, as well as literature from journal articles and textbooks pertaining to organisational culture, management behaviour and the negative impact of job stress. Finally, policy and legislation linked to managing workplace mental health is discussed.

2. 2. THEORETICAL FRAMEWORK

Culture-Work-Health Model

The **Culture-Work-Health Model** (see Figure 1) provides a theoretical framework to understand the role culture has in the aetiology of workplace stress. This model effectively illustrates how five interrelated organisational factors – organisational culture, management systems, structures and behaviours, organisational health, employee health and quality of work life – contribute to the development of work stress. It is relevant to this particular study due to its focus on understanding the underpinning factors that result in workplace stress. The arrows illustrate how the factors impact each other, each of which is thoroughly discussed in the “review of literature” below.

FIGURE 1 CULTURE-WORK-HEALTH MODEL (PETERSON & WILSON, 2002)



The model shows a bi-directional relationship between organisational culture and management systems, structures and behaviours, which means that the organisational factors influence each other directly. Similarly, these management systems, structures and behaviours have a bi-directional relationship with organisational health, employee health and quality of work life. Organisational health and employee health directly influence each other, as do organisational health and quality of work life, and employee health and quality of work life. The model

illustrates how change to any one of these factors has the potential to impact every aspect of the organisation.

The Culture-Work-Health Model is understood through three core cultural assumptions in the workplace (Peterson & Wilson, 2002). These assumptions (discussed below) reflect the way in which employers perceive their employees, thus impacting how they treat the employees. These behaviours, in turn, contribute to whether employees feel valued. This was confirmed by Lund's (2003) study which looked at the relationships between organisational culture and other key organisational variables (discussed below).

The first of the three assumptions is the *assumption about human nature*. This assumption is based on the way in which managers view their employees; either as motivated, responsible and capable, or lazy, avoidant and incapable. The former implies that the employees are interested in their work and have a need to advance in their job, whilst the latter implies that management would structure itself in such a way as to centralise control in order for work to be done (Peterson & Wilson, 2002). If employees are seen as positively motivated, the workplace would be structured differently, with more space for decision-making, rules and policies would be flexible, and management would take a collaborative approach with employees (Keys, 1998).

The second is the *assumption about human relationships*. Organisations function through combined interactions between employees (Peterson & Wilson, 2002). Previously, it was widely believed that the most effective means of productivity was to micro-control tasks, skills and social relationships (Taylor, 1911) and, as a result, communication and relationship patterns developed that minimised employee interaction (Peterson & Wilson, 2002). It was later found to be underpinning many stress-related issues that have since been identified as: control (lack of autonomy), job design, and the lack of social support (Peterson & Wilson, 2002). Recent literature highlights the importance of employee autonomy, the need for employees to have the opportunity to enrich their careers and the importance of supportive managerial practices (Peterson & Wilson, 2002).

The final is the *assumption is about time and space*. Traditionally, organisations view time as a linear resource, which can be lost and not regained (Peterson & Wilson, 2002). The view of "time is money" varies differently amongst cultures. Some cultures, for example, see time as cyclical; seeing that it is possible to do a number of things at once (Peterson & Wilson, 2002).

Furthermore, this concept redefines what is seen as “on time” or “late” as arriving early and leaving work late is interpreted differently in different contexts. For example, one may see this as showing a high commitment to the organisation, whilst another may interpret this as an inability to be efficient (Schein, 1990). These traditional views have changed drastically over recent years, however, due to a substantial increase in flexible work practices (FWPs). These practices allow employees to have autonomy over the time, place and structure of their workday (Leslie, Park, Mehng, 2012; Kelly & Moen, 2007).

Space has a symbolic meaning in the layout of an office and indicates the manner in which employees communicate with each another. For example, an open-plan office facilitates open communication and collaboration amongst employees. Conversely, closed-office spaces symbolise the need for employees to think individually and for themselves (Peterson & Wilson, 2002). This was demonstrated by the American company Nortel Networks when it changed its traditional formal office layout. The company believed that emphasising function over privilege would result in a healthier company (Sunoo, 2000). Through employee feedback, it proved to have enhanced job satisfaction as well as improved collaboration and employee relationships (Peterson & Wilson, 2002). Finally, it is essential to realise the importance of Human Resources (HR) in acknowledging the deeply rooted norms in the workplace. Sunoo (2000) notes that human nature will not accept change unless the workplace norms are changed. These are areas that are addressed in this study.

The aim of this research study was to briefly explore the various elements depicted in the model through the experiences and perceptions of NPO employees. The study also explored the experiences and perceptions of employee job stress and how each organisation addresses it.

2. 3. REVIEW OF LITERATURE

Organisational culture

Organisational culture can be understood as “a hidden yet unifying theme that provides meaning, direction and mobilisation that can exert a decisive influence on the overall ability of an organisation to deal with challenges it faces” (Trompenaars & Woolliams, 2003:364). It reflects the values, beliefs and behavioural norms, which give employees meaning to situations that they may encounter and can influence the attitudes and behaviour of the staff (Scott-

Findlay & Estabrooks, 2006). By understanding its core values, organisations can prevent internal conflict amongst employees and management (Watson, Clarke, Swallow & Forster, 2005).

Organisational culture plays an essential role in enhancing the psychological safety and health of the workplace and workforce (Leka & Houdmont, 2010; Canadian Standards Association, 2013). Hellriegel, Slocum, Jackson, Louw, Staude, Amos, Klopper, Louw, Oosthuizen, Perks and Zindiya (2012) state that organisational culture has the potential to enhance indicators such as organisational performance. This concurred with findings by Pollitt (2005) who reported that an engaged and committed staff are most often due to a positive organisational culture. Conversely, organisations that do not foster such a working environment result in employees feeling unheard and unsupported. This was found in a South African study looking at occupational stress, burnout and work engagement of social workers in the Limpopo Province. In the study, social workers felt a lack of support from their supervisors despite their requests and that this impacted on service delivery (Ntsoane, 2017). The lack of supervision led social workers feeling that their supervisors did not care about their wellbeing or that supervisors used supervision as an opportunity for fault-finding, where supervisees felt judged rather than supported (Ntoane, 2017).

The culture of the organisation is based on the assumptions it has on its employees and how they should interact in order for the organisation to be successful (Peterson & Wilson, 2002). An organisation that views an autocratic management system as being the most effective will instil a hierarchical structure, which may lead to distress due to an uneven balance of effort and reward, as well as a lack of control and autonomy. In such environments, there will be a sense of rank, competitiveness and formality (Norton, 1994). Conversely, an organisation that believes in collaboration and group effort may result in employee distress due to job ambiguity, interpersonal conflict and lack of direction. However, such an environment facilitates openness, discussion and informality (Norton, 1994).

Organisations which incorporate an organisational learning culture encourage the learning of new information, as well as sharing or transferring this information to other employees (Pantouvakis & Bouranta, 2013; Bates & Khasawneh, 2005). In doing this, it encourages on-going learning and its contribution to support organisational development (Bates & Khasawneh, 2005). Indeed, there is a positive relationship between both formal and informal organisational learning and employee satisfaction (Pantouvakis & Bouranta, 2013; Rowden &

Ahmad, 2000). This was supported in a Malaysian survey by Rowden and Ahmad (2000) which found that employees who were able to progress and learn at their jobs experienced greater job satisfaction. Additionally, the empirically tested results confirmed that promoting an organisational learning culture can improve job satisfaction. These two factors contribute to organisational health through increased employee motivation and reduced staff turnover (Rowden & Ahmad, 2000).

Organisational Citizenship Behaviour (OCB) is described by Turnipseed and Rassuli (2005) as an additional role and behaviour, such as working in a team with other employees, working longer than their prescribed hours, assisting other employees, or behaving positively in an organisation. OCB has many positive factors including job satisfaction, leadership, fairness, perceived organisational support, and commitment (Ravichandran, Gilmore & Strohbahn, 2007), which are determining factors for a positive organisational culture.

The *Competing Values Framework* (CVF) is one of the most well-known and widely used models in the field of organisational culture research (Yu & Wu, 2009). This framework makes use of the four organisational culture types characterised by Cameron and Quinn (2006), namely Clan, Adhocracy, Market, and Hierarchy. The *Clan Culture* is demonstrated through “shared values and common goals” where there is an environment of collectivity and mutual help (Yu & Wu, 2009: 38). In this culture, there is an emphasis on empowerment and employee involvement. Organisations that demonstrate such a culture have a stable membership, and a lot of interactions among members; this is often found in smaller NPOs (Yu & Wu, 2009). The *Adhocracy Culture*, however, can be compared to a short-term establishment which is dissolved when the organisation’s mission has ended, and fast to start up when new tasks appear. It is more often found in specific industries including filming, research and consulting (Cameron & Quinn, 2006). Thirdly, the *Market Culture*’s primary interest is on dealings with the external environment rather than within the organisation itself and has the overall aim of making a profit (Cameron & Quinn, 2006). Finally, the *Hierarchy Culture* has a definite organisational structure that includes standardised rules and procedures. Aligned to this, such an organisation would have rigorous control and distinct responsibilities (Cameron & Quinn, 2006).

The CVF is also used to understand the relationships between organisational culture and additional key organisational factors, such as engagement and enhanced quality of work life (Yu & Wu, 2009). When studying the relationship between the different organisational cultures

on job satisfaction of marketing professionals across the USA, Lund (2003) found that “job satisfaction was positively related to clan and adhocracy cultures, and negatively related to market and hierarchy cultures” (Yu & Wu, 2009: 7).

According to Kwiecińska (2008), who researched 120 non-profit organisations over the period of 2005-2006, non-profit organisations are predominantly oriented to communitarism and equality. The values of these organisations were seen to be oriented toward mission pursuit, were shared by all members, and rolled out through co-worker teams (Kwiecińska, 2008). Participatory management style was seen most commonly, with decision-making being done in a democratic manner. These organisations were characterised by informal practices and dress code. Additionally, communication processes within the NPOs that were studied experienced both formal communication processes, such as meetings and briefings, as well as informal communication processes between management and co-workers (Kwiecińska, 2008). These characteristics share similar attributes to the clan culture as presented by the Competing Values Framework (CVF).

In 2015, Unemployment Service Trust’s (UST) Non-profit Employee Engagement and Retention Report was published, which surveyed 1 270 NPO management and non-management employees across the United States. The report found that culture, mission, and purpose were key drivers of satisfaction and that setting goals and celebrating successes kept employees engaged and increased retention (UST, 2015). NPO employees were found to be more driven by coming to work when they and their colleagues had a sense of purpose and a culture that supported this. As such, organisations whose employees had greater relationships also had a higher sense of job satisfaction (UST, 2015). Additionally, organisations that offered additional opportunities for training, and where employees had greater autonomy, had a lower staff turnover (UST, 2015).

UST (2015) found that NPOs should focus on stress management and that this can be done by improving communication between supervisors and employees. Indeed, employees who felt they had poor guidance and support from their supervisor had an increased likelihood of being stressed and unhappy (UST, 2015). Compensation was also found to be an area of dissatisfaction, particularly for employees who did not feel that their salary was fair (UST, 2015). Employees who felt their salary was fair, however, did not see money as an additional factor in their job satisfaction. These findings highlight the need for employee wages to be aligned with expectations and/or needs for living (UST, 2015).

The report also found strong leadership to be vital to employee engagement and job satisfaction (UST, 2015). Indeed, “goals, feedback, supervisor communication, autonomy, and resources all have an effect on satisfaction and/or turnover” (UST, 2015:22). Supervisors were found to underestimate how often they communicated and gave performance feedback to their staff in comparison to what staff reported; this indicated that NPOs need to work on providing support and mentorship to their staff. Finally, the report found that there needs to be a greater emphasis on upskilling management in order to improve the sector (UST, 2015).

The role of management

Management of a social service organisation, such as an NPO, differs from the management of businesses in terms of values, targets, accountability, funding, strategies and ultimate goals (Engelbrecht, 2019). For this reason, management in NPOs is poorly understood, with “management” often being regarded as a “bad word” (Anheier, 2000:2). This was found by Perrow (1986: 172-173) who stated the following:

“The management of non-profit organisations is often ill understood because we do not understand these organisations well, and it is frequently ill conceived because we operate from the wrong assumptions about how non-profit organisations function.”

In addition to organisational culture, leadership competencies, styles of leadership, emotional intelligence and competence of management has become a prominent trend amongst organisations (Martins & Coetzee, 2007), particularly in the for-profit sector. This is due to the expanding research showing the great extent to which leadership can affect productivity, job satisfaction, and the overall quality of work life of employees (Carmeli, 2003; Kotze, 2004; McMurray, 2003; Whetton & Cameron, 2002). Additionally, leaders’ values and behaviour as well as their the way in which they manage non-management staff contribute to the formation of the organisational culture (Martin, 2005; McMurray, 2003). Leaders have the responsibility to instil a positive organisational culture, as well as maintain this culture as it ensures the consistent behaviour between members of the organisation. Having a consistently communicated culture would, therefore, reduce conflict and create a healthy working environment for employees (Kane-Urrabazo, 2006).

Managers play an essential role in fostering psychological safety. Implementing a psychologically safe environment can be seen when workers are able to ask questions, request input and mentorship, report issues, or offer different ideas while not having to fear repercussions (Canadian Standards Association, 2013). An organisation as such would incorporate policies that protect staff from experiencing harassment, stigma and discrimination, and would also promote emotional wellbeing (Canadian Standards Association, 2013).

Organisational culture is a vital component in creating a positive workplace; in instilling and motivating staff, managers' willingness to create a positive work environment can influence employees' engagement levels (Tsai, 2011). When there is a positive relationship between the leadership and employees, employees will be more inclined to make a greater contribution when communicating and collaborating with their team, as well as feel motivated to fulfil the organisation's mission and objectives, thereby enhancing job satisfaction (Tsai, 2011). Stress research into worker autonomy and control, social support and job design propose that these factors can lead to distress, but that the way in which the employees view these factors is shaped by the organisational culture (Peterson & Wilson, 2002).

Managers implement practices (behaviours) and organise themselves and work (structure) based on assumptions held by the organisation (Peterson & Wilson, 2002). These assumptions will then be seen through the style of the manager, including the degree of autocracy and participation of the employees (Handy, 1985). This is supported by a cross-sectional study conducted by Tsai (2011) in central Taiwan, which looked at the interrelatedness of organisational culture, leadership behaviour and job satisfaction in 200 nurses. Tsai's (2011) study showed that organisational culture had a significantly positive correlation with leadership competencies and job satisfaction, and that leadership competencies and job satisfaction had a significantly positive correlation with each other.

Employee satisfaction refers to "as a pleasurable or positive emotional state" that employees experience when receiving appraisal from their work environment and/or work experience (Martins & Coetzee, 2007: 21; Rollinson, 2005). Employee satisfaction, job satisfaction and staff commitment are related closely to one another in an organisation. Additionally, employee satisfaction relates directly to whether or not employees perceive their needs as being met. Indeed, employers who do not meet the needs and expectations of their employees will negatively affect employee motivation, employee satisfaction and productivity (Robinson,

2006). Employees' needs and expectations, according to Robinson (2006), are related to the type of motivation an employee has; these include *extrinsic motivation* (e.g. salary and promotion), *intrinsic motivation* (e.g. job satisfaction), and *relational motivation* (e.g. social relationships and friendships).

Similar to NPOs, hospital environments require particular attention due to the demanding nature of the work. In a study conducted by Wade, Osgood, Avino, Bucher, Bucher, Foraker, French and Sirkowski (2008), it was found that a manager who is viewed as supportive shares his/her values and fosters an environment that promotes open communication with nurses. Indeed, such management behaviour was found by Upenieks (2003) to have a direct effect on job satisfaction. This is particularly important in hospitals where the leader is encouraging and receptive to nurses and enables a structured system with functional units relating to power and status (Wade et al., 2008).

Organisational health

Organisational health is characterised by productivity, performance and quality, while employee health is characterised by conventional measures (Peterson & Wilson, 2002). These measures include “physical and mental sickness, absenteeism, and fatigue” (Peterson & Wilson, 2002:21).

An international expansion in the non-profit sector, as well as growing accountability expectations, are pushing NPOs to become professional entities in their own right in order to remain sustainable (OECD, 2003). This has led to a growing non-profit workforce with numerous management difficulties (Newton & Mazur, 2016). One of the most distinct challenges that these organisations face is a threat to an employee's compatibility with his/her workspace if the employees perceive the changes to be different to their personal values (i.e. helping people). According to PwC-CSI Community Index, an Australian non-profit sector survey in Australia found that organisations are unsure as to their ability to meet the demand of their services and whether they will be able to gain and retain qualified employees (The Centre for Social Impact, 2013). This was most notably found in human services non-profit (HSNP) organisations, which ranked the fourth lowest of the ten listed non-profit industries. It is generally found that the human services workforce is distinctly different from other sectors due to the employees' altruistic values. These employees oftentimes end up working on

emotionally demanding programmes with low salaries due to poor funding, all of which represents a potential source of strain (Newton & Mazur, 2016).

Dhunpath (2004) found that such a dilemma is experienced in South African NPOs, where he stated that the emergence of a “report culture” reinforced by funders. This has led to a greater emphasis on measuring and counting completed activities, meeting performance indicators and achieving outputs rather than actually asking whether the programme or intervention made a difference (Dhunpath, 2004). Funding is a major challenge that South African NPOs face, which has been exasperated by the economic crisis, leading to a substantial decrease in funding from individual and private donors (Davis, 2012). This competition for funding has led to many organisations having to close their doors (Stats SA, 2015; Volmink & van der Elst, 2019).

Employee health and quality of work life

Organisations are becoming more concerned at looking at employees’ quality of work life (QoWL). While employees face heavier workloads and experience substantial stress for reaching targets and deadlines, they are less autonomous and have less job security than previous generations (Gayathiri & Ramakrishnan, 2013). It is for these reasons that there is an urgent need to introduce improvements to the work environment.

QoWL refers to both the physical and psychological aspects of a person and their work environment. As such, it has been found that increasing the job demand results in an increased strain in the work environment which, in turn, has a negative effect on employee health and wellbeing (Iacovides, Fountoulakis, Kaprinis & Kaprins, 2003). A study conducted by Ajala (2013) found that job satisfaction, capacity development, work and non-work life balance, emotional supervisory support and organisational support were significantly related to employee wellbeing. These employees are more likely to achieve job satisfaction, increased productivity, increased positive attitudes, and higher levels of participation. Additionally, such conditions will lead to reduced absenteeism, lower rates of complaints, lower staff turnover and reduced disciplinary violations (Ajala, 2013).

Walton (1973) proposed eight major concepts which provided a framework for analysing features impacting QoWL, which are still being used to understand QoWL today. Walton (1973:11-16) proposed the following:

- (1) *adequate and fair compensation*: this, more than any other proposed concept, is a contentious one; employees need to earn a living, however, the term 'fair compensation' is subjective and is affected by a number of factors such as supply and demand, educational level and ability to pay;
- (2) *safe and healthy working conditions*: employees should be protected against physically harmful working conditions that are dangerous to their health. Legislation and union action have become increasingly vocal about raising standards of satisfactory working conditions, such as reasonable working hours;
- (3) *immediate opportunity to use and develop human capacity*: employees need to do work which gives them meaning and to develop a sense of autonomy in their work, which will allow for the development of self-esteem and obtaining a sense of achievement for the work itself;
- (4) *future opportunity for continued growth and security*: employees need to be awarded with continued knowledge growth and career advancement, feel recognised by peers, and have income security;
- (5) *social integration in the work organisation*: employees need to be able to develop interpersonal relationships allowing for a sense of community, interpersonal openness, social support and freedom of prejudice. Employees should be engaged at work without the focus on status symbols and hierarchical structures;
- (6) *constitutionalism in the work organisations*: unions have brought constitutionalism to the workplace in order to protect employees and promote the right to equity, privacy and freedom of speech;
- (7) *work and the total life space*: employees need to have a balanced work life. Prolonged periods of working overtime can have negative effects on other areas of an employee's life, including family life and social life; and
- (8) *the social relevance of work*: organisations which are seen to be socially responsible in their behaviours, such as their employment practices, marketing techniques, waste disposal etc., have an effect on employees' value of their work and self-esteem. It is probable to assume that this is particularly important in NPOs where there is a higher composition of employees with altruistic values (Walton, 1973:11-16).

Walton (1973) writes that there is the potential to develop growth opportunities and autonomy in all employee classes, but that different employee groups experience particular areas of happiness. For example, inadequate compensation is the primary reason for unrest among

hospital employees, while lawyers and doctors tend to show more concern for organisational policy development to ensure responsible action against social problems.

Finally, it is important to note that the diversity of human preferences and the differences in culture, social class and education impact on a preference of organisational style (Walton, 1973). Thus, employers need to be conscious of individual needs through tailoring individual work assignments and acknowledging a potential organisational fit before hiring a potential employee (Walton, 1973).

Job stress and burnout among helping professionals

The Japanese have a condition known as *karoshi*, defined as “occupational sudden death,” which results from a heart attack or stroke caused from extreme stress on the job (Nishiyama & Johnson, 1997:625). Japanese government have recognised *karoshi* as being a serious problem leading to Japanese corporations regulating the amount of overtime workers are allowed to work in order to reduce deaths. Carayon, Haims and Kraemer (2001) write that job stress occurs when the interaction between an individual and the work environment causes an imbalance between an individual’s physical, psychological and physiological state. The authors found that employees who were exposed to a high strain work environment over several years showed physical symptoms such as a higher systolic blood pressure and muscle pain as a result. Depression and anxiety are other forms of stress that can cause a deterioration of health (Ajala, 2013). As a result of stress, employees are more likely to have a lower performance, poorer health and decreased ability to cope in the work environment (Ajala, 2013). Employees with depression experience cognitive symptoms, such as lapses in memory and difficulties in concentration and decision-making, which severely impede productivity in the workplace (McIntyre, Soczynska, Woldeyohannes, Alsuwaidan, Cha, Carvalho, Jerrell, Dale, Gallagher, Muzina & Kennedy, 2015; Conradi, Ormel & de Jonge, 2011; Greer, Kurian & Trivedi, 2010).

The leading theory for analysing stress is the *Job Demand-Control-Support Model* (Hamann & Foster, 2014). The theory proposes that as the job demands (i.e. longer work hours, greater work effort and emotional labour) increase and employees become more stressed and experience greater strain, they become less satisfied in their job (Tham & Meagher, 2009). However, giving employees control in their jobs through agency and decision-making (Kim, 2002), can offset this stress by reducing the negative impact of the high demands (Karasek & Theorell, 1990). Indeed, it has been found that social support can reduce stress and improve

job satisfaction when experiencing high demands (Hamann & Foster, 2014). Unlike for-profit companies, NPOs place less emphasis on generating profits, but rather focus on other goals such as the quality of their service delivery and wellbeing of their clients. While for-profit companies focus on observable measures that result in increased revenue, NPOs look at both observable and less observable outcomes in order to measure the quality of their services delivered (Hamann & Foster, 2014). Focussing on both observable and less observable outcomes could result in higher job demands for NPO employees. For example, in nursing homes, NPO employees will be expected to attend to the physical needs as well as the emotional wellbeing of their patients (Hamann & Foster, 2014). This results in the workload of non-profit nursing homes to be more taxing in comparison to for-profit nursing homes.

NPOs may experience greater job control due to their ability to balance more goals (Nutt, 2006). NPO managers are given more flexibility in their decision-making due to higher levels of goal ambiguity and are thus able to justify their course of action (Hamann & Foster, 2014). Employees with job control experience agency and decision-making, which result in improved job satisfaction, organisational commitment, service delivery and client satisfaction. Conversely, job stress/demands negatively impact productivity and result in poor work behaviours and health care costs (Hamann & Foster, 2014). Therefore, the way in which employees perceive their work (i.e. job control, job demands and job stress) have a significant effect on employee and client outcomes (Hamann & Foster, 2014).

Managers who share decision-making control and delegate responsibility with non-management communicate trust in their employees. Due to NPO employees having to meet fewer observable measures, which also make it challenging to monitor and evaluate, NPOs tend to hire intrinsically motivated employees (Hamann & Foster, 2014). Managers are more likely to trust employees' whose values align with the organisation's values and assume that their staff will focus on providing quality services that are not necessarily measured (Hamann & Foster, 2014). This differs with for-profit organisations which focus on external factors for employee motivation, such as salary increases and promotions (Ben-Ner, Ren & Paulson, 2011). This suggests that managers who have autonomy in their workplace will allow for employees to have autonomy provided that they trust that the employees they hired are intrinsically motivated (Hamann & Foster, 2014).

In South Africa, NPOs are responsible for 90% of the operation and management of facilities, (e.g. people with disabilities) and are major providers of care services for certain target groups,

especially in poor communities (Patel & United Nations Research Institute for Social Development [UNRISD], 2009). An increasing number of care workers, paid and unpaid, are performing care work across the country through various programmes which are funded by both government and private donors (Patel & UNRISD, 2009). A major obstacle, however, is the lack of funding and resources for care services where funding does not cover the full cost of services provided (Patel & UNRISD, 2009). Subsidies for salaries in the social service sector are low, resulting in low remuneration levels for professional staff, particularly social workers. These social workers experience a “pay penalty” as they earn less than their counterparts in the government or private sectors, indicating “a bias against care work and the devaluation of care work” (Patel & UNRISD, 2009:49). This negatively impacts the recruitment and retention of staff in the NPO sector (Patel & UNRISD, 2009).

In addition to stress caused by lack of funding and poor remuneration, the idea that helping professionals can be negatively affected through their efforts to help others in distress has long been recognised (Figley, 1995; Turgoose & Maddox, 2017). Working with individuals in distress (i.e. trauma victims) puts professionals at risk of developing a range of phenomena, including burnout, secondary traumatic stress and compassion fatigue (constructs which overlap considerably) due to the work that they do (Figley, 1995; Newell, Gardell, & MacNeil, 2016).

Several South African studies have looked at occupational stress, work-related stress, burnout and well-being amongst social workers within the various provinces, including the North-West province, Mpumalanga, Limpopo and the Eastern Cape (Calitz, Roux & Strydom, 2014; Moyane, 2016; Ntsoane, 2017; Kheswa, 2019). These studies found social workers experienced poor job satisfaction and negative working experiences due to a lack of resources, high caseloads, high work demands, low salaries, lack of recognition and agency disorganisation (Calitz, Roux & Strydom, 2014; Moyane, 2016; Ntsoane; Kheswa, 2019). It was also found that these stressors have a negative impact on social workers’ relationships with their supervisors (Ntsoane, 2017). As a result of their lack of resources and high caseloads, these social workers provide a lower quality of service delivery due to exhaustion (Calitz, Roux & Strydom, 2014; Moyane, 2016). Finally, these social workers lack supervision, stress-relieving programmes and/or emotional support (Moyane, 2016; Ntsoane, 2017; Kheswa, 2019), regularly think about leaving the profession due to their working conditions (Calitz, Roux & Strydom, 2014; Ntsoane, 2017; Kheswa, 2019) and experience burnout, reduced

performance, poor mental health, impaired cognitive functioning, decreased concentration and health-related problems due to their poor working conditions (Calitz, Roux & Strydom, 2014).

Burnout can be understood as psychological and emotional exhaustion, and is experienced in relation to feelings of hopelessness, as well as problems in coping with ones' job (Stamm, 2010). This burnout is frequently felt in times when the workload is high or in an unsupportive workplace (Stamm, 2010). Burnout is experienced as a result of environmental and organisational stressors, while compassion fatigue is a result of psychological and emotional turmoil within a person (Turgoose & Maddox, 2017). This was confirmed by Barber and Iwai (1996) who, through an exploratory study looking at 75 individuals who care for dementia patients, found that work environment characteristics (i.e. role conflict or unclear job descriptions) were the clearest indicators for burnout. Similarly, Thomsen, Soares, Nolan, Dallender and Arnetz (1999) found the organisational factors were more indicative of predicting burnout than personal qualities when studying the responses of 1 051 psychiatrists and mental health nurses. Additionally, Alarcon, Vaz, Guisado, Benavente, Lopez and Morgado (2004) found a positive correlation between organisational factors and burnout in general hospital nurses. These authors found that individuals will be less likely to leave an organisation if they experience employee satisfaction, emphasising the importance of a supportive organisational culture.

While burnout is found in all occupations, nursing is considerably more stressful and at greater risk when it comes to work stress (Demerouti, Bakker, Nachreiner & Schaufeli, 2001). This is due to their tasks being emotionally demanding as they work with individuals suffering from pain, grief and death (Schaufeli & Janczur, 1994). Three types of stressors are experienced by individuals working in such environments: firstly, *personal stressors*, which refers to the challenges that arise in balancing work, home and possibly study responsibilities with physically and emotionally demanding work (Basson & Van der Merwe, 1994). Secondly, *interpersonal stressors*, refer to conflicts that may result between relationships with other staff members including colleagues and staff who are senior or superior in status (Basson & Van der Merwe, 1994). Finally, *work environment stressors* refer to organisational factors such as a physically demanding workload and long hours; emotional strain; a lack of job control; as well as unclear job descriptions (Basson & Van der Merwe, 1994). Therefore, it is essential to consider the impact of organisational factors when exploring burnout in staff (Duffy, Oyeboode & Allen, 2009).

In many cases, employees may respond to stressors through harmful actions, including smoking and unhealthy eating habits (Peterson & Wilson, 2002). Additionally, employees who feel they have a lack of autonomy may exhibit behaviours that either lead to negative emotional reactions (boredom and frustration), poor cognitive functioning (lack of concentration), or negative interpersonal relationships among colleagues (defensiveness; Peterson & Wilson, 2002). If this is common amongst the employees, it will have a detrimental influence on organisational and employee health. This has been shown through the phenomenon known as the “culture of stress”. According to Thompson, Stradling, Murphy and O’Neil (1996) this phenomenon is when an entire staff group may experience a group burnout. In some cases, groups may avoid anxiety and therefore make decisions that avoid stress. It has been found that fear of doing something wrong or being punished becomes the primary focus rather than the motivation of wanting to contribute to an organisation (Peterson & Wilson, 2002).

Furthermore, it has been found that mental health will influence organisational commitment (Mishra & Srivastava, 1999). This was supported by Vashishtha and Mishra (2004) who surveyed 200 supervisors which showed that job stress had a direct influence on organisational commitment. Thus, employees who experienced higher work stress had a greater likelihood of resigning from their job. It is, therefore, necessary that NPOs should incorporate policies such as regular supervision and debriefing and sick leave for psychological reasons to help protect employees’ mental health.

Workplace mental health policies

South African researchers studying factors affecting social workers’ job satisfaction, stress and burnout propose that the organisational culture and rewards that an organisation provides can improve social workers’ experiences of stress and burnout (Calitz, Roux & Strydom, 2014). The authors state that increasing support and providing support groups, supervision, knowledge and skills development may help social workers cope with the stressors and keep them engaged in their work (Calitz, Roux & Strydom, 2014). Organisations may decide to develop/follow mental health policy for the workplace due to evidence showing the impact mental health strategies have on productivity (WHO, 2005b). Developing a policy for the workplace with a focus on mental health is the first step toward addressing mental health problems. Without such a policy, there will be a “lack of coordination and fragmentation”, thus reducing the impact of any such policy (WHO, 2005b: 3). The policy is essential for defining the vision of addressing mental health in the workplace and establishing a framework to follow. Additionally, this

policy could identify and facilitate the agreements from various stakeholders in the workplace to integrate a comprehensive plan (WHO, 2005b). There are a number of sample policies available online for organisations to develop their own. However, smaller-scale organisations such as NPO's may consider one aspect of psychological safety promotion, which is that of organisational and social support through compulsory and regular staff meetings, supervision and debriefing. By adopting policies facilitating formal communication processes, employees may feel more inclined to seek guidance and support in a confidential setting, thereby fostering a culture of trust and openness. Additionally, employee supervisors will be guided by the policy to adhere to certain expectations and criteria to support their supervisees.

The *Psychological Health and Safety in the Workplace: A National Standard of Canada (2013)* is an example of such a policy. This voluntary Standard pertains to psychological health and safety in the workplace, which is applicable to any organisation. The Standard sets out what is needed in order to formulate a formal approach in creating and maintaining such a workplace (Canadian Standards Association, 2013). Currently such a Standard for workplace mental health does not exist in South Africa, however, employee assistance programmes (EAPs) are voluntary work-based intervention programmes that are offered by employers (EAP Association of South Africa [EAPA-SA], 2020). EAPs are designed to provide support for employees who are experiencing issues impacting their psychosocial functioning and productivity in the workplace. EAPs can be in-house or outsourced from a third-party service provider, such as the Independent Counselling and Advisory Services (ICAS) and Healthi Choices (EAPA-SA, 2020; Terblanche, 2018). These programmes have been adopted by a number of South African companies since the 1980s that have recognised the important role it plays in enhancing the performance of employees by addressing their mental health and productivity, amongst other things (Harper, 1999).

2. 4. LEGISLATION & POLICY

As a result of legislation, there have been a number of advancements in the management of mental health in the workplace, which are supplemented by policy initiatives (WHO, 2005b). The government is integral in facilitating the development of policies and regulatory frameworks for organisations to follow in order to promote a psychologically healthy workplace and treatment accessibility for people with mental health problems (WHO, 2005b).

While countries vary considerably in how they monitor and address workplace mental health, in most cases, the departments of health and of labour will take the lead role (WHO, 2005a). This section outlines the current legislation and policy pertaining to the basic rights of staff in the workplace as well as a suggested policy that focuses on psychological health and safety regulations. The Mental Health Care Act, 2002 (Act No. 17 of 2002), as amended, the Basic Conditions of Employment Act (Act No. 75 of 1997), as amended, the Supervision Framework for the Social Work Profession in South Africa (2012) and the EAPA-SA will be discussed within the context of this study.

The Mental Health Care Act, 2002 (Act No. 17 of 2002), as amended

The *Department of Health* has the responsibility of developing the mental health policy, providing a framework for general mental health promotion, and facilitating mental health service delivery (WHO, 2005a). South Africa adopted the current Mental Health Care Act in 2002, which was commenced in late 2004. In line with the international human rights standards, the Mental Health Care Act “sets in place mechanisms for decentralisation of services, integration of mental health into general health care and the development of community-based care” (Lund, Kleintjes, Kakuma & Flisher, 2010: 394). While this Act provides context on government strategy in protecting and caring for individuals with mental health problems as well as describing a referral process for those in need of mental health services, the Act does not discuss addressing mental health in the workplace.

The Basic Conditions of Employment Act (Act No. 75 of 1997), as amended

The *Department of Labour* is responsible for concerns around health and safety in the workplace. This includes regulating and monitoring the workplace’s health and safety measures and well as providing income protection for workers who become injured or disabled on the job. Labour laws and regulations play an essential role in promoting communication and collaboration between the employees and the workplace (WHO, 2005a). In South Africa, all employees’ rights are protected by this Act which establishes fair labour practices such as leave, pay and working hours. The Act establishes, and makes provision for, the standards of basic conditions of employment (Act 75 of 1997). These basic conditions are essential factors in maintaining a physically and psychologically healthy workplace.

Supervision Framework for the Social Work Profession in South Africa (2012)

Supervision is a process whereby the organisation gives one human service worker responsibility to oversee another human service worker to meet both organisational and personal objectives. These objectives combine to bring about the best possible outcomes for service users e.g. clients (Morrison, 2005). Supervision serves an educational-, a supportive- and an administrative or managerial function (Engelbrecht, 2019). An ideal organisational environment for effective supervision includes the following: (1) a supervision policy; (2) training of supervisors; (3) a strong leadership example by senior managers; (4) performance objectives for supervision; (5) frequent monitoring of practice (Engelbrecht, 2019:193).

In 2003, the National Department of Social Development declared social work to be a scarce skill in South Africa (Republic of South Africa [RSA], 2012). In response to this, the Recruitment and Retention Strategy for social workers was initiated with the primary objective of addressing conditions of service that negatively impacted service provision (RSA, 2012). As such, supervision was identified to be a vital area in predicting staff turnover and employee retention and needed to be addressed. Its strategy also found that a lack of supervision led to lower productivity and poorer quality services. This is due to “high caseloads, emotional and other trauma experienced by workers in service delivery, high stress levels due to personal, professional and societal demands, as well as lack of resources to deliver on their mandate” (RSA, 2012: 11). The framework sets out clear roles and responsibilities of the supervisor and supervisees, including identifying training needs and setting out clear lines of communication, whilst supervision of all social workers is mandatory (RSA, 2012: 31).

Engelbrecht (2019) highlights the benefits of supervision amongst social workers, such as motivating and assisting social workers in the development of purposeful relationships, making professional judgements, and overcoming challenges. It is for these reasons that supervision, with supervision policies, should be incorporated into all NPOs to support staff working with vulnerable persons, such as counselling, teaching and nursing/caring.

2. 5. SUMMARY

This chapter has discussed the Culture-Work-Health Model which provides a theoretical framework for the study. Organisational culture, leadership and job stress was found to be

intrinsically connected, all of which have a profound effect on quality of work life. Policies and legislation were discussed in relation to psychological safety in the workplace. The following chapter discusses the methodology.

CHAPTER THREE: METHODOLOGY

3. 1. INTRODUCTION

Research methodology is the approach and techniques used to conduct a research study. The chapter explains the research design, sampling considerations and sampling procedure, the data collection approach, and analysis and data verification, as well as ethical considerations.

3. 2. RESEARCH DESIGN

Research design refers to the type of inquiry that provides a specific direction for how to go about various protocols in a research study (Creswell, 2014). The study employed a qualitative approach, which involves exploring and understanding the meaning ascribed by individuals or groups to a social or human problem (Creswell, 2014). Exploratory research information allows researchers to identify issues within the field of research, which leads to understanding and insight into a topic in contrast to generalisable data (Babbie & Mouton, 2001). It is the primary goal of a qualitative study to gain understanding and to describe rather than explain human behaviour (Babbie & Mouton, 2001). For the study, it was essential to explore organisational culture and job stress holistically, which was done by understanding the meanings that NPO staff attached to their experiences of organisational culture and job stress.

3. 3. RESEARCH METHOD

The research method includes details of the research population, sampling approach, sample characteristics, sampling procedure, data collection approach and the method used in analysing the data in this study.

Population

Population refers to individuals who possess specific characteristics (de Vos, Strydom, Fouché & Delport, 2011) with which the research problem is concerned (McBurney, 2001). The population of interest comprised employees working in NPOs in the mental health or mental disability sector, based in Cape Town. The reason for selecting these NPOs is due to their work

with people that are victims of trauma and/or have severe mental and physical impairments, thereby putting their staff at greater risk of developing work-related stress.

Sampling Approach

Non-probability purposive sampling was used, whereby a sample, which is a small representation of the whole (de Vos, Strydom, Fouché & Delport, 2005), was chosen from the population. In non-probability sampling, “the odds of selecting a particular individual are not known because the researcher does not know the population size or the members of the population” (de Vos et al., 2005:201). The goal of purposive non-probability sampling is to obtain a population who meet predetermined criteria (Creswell, 2014), which is done “in a strategic way, so that those sampled are relevant to the research questions that are being posed” (Bryman, 2012: 418). The sampling technique is ideal for this exploratory study which involves gaining knowledge about staff perceptions and experiences within the organisation.

Sampling Characteristics

From this population, the study selected a total of seven employees from three NPOs in the field of mental health and mental disability respectively, making the sample a total of 21 participants. From each organisation of seven employees, four were selected from management/leadership positions and three were selected from non-management in order to gain qualitative data from both management and non-management perspectives.

Based on the criteria, three organisations were selected and contacted. The first organisation worked with a diverse population specialising in counselling and group therapy, while the second organisation worked with mentally and physically disabled children in a school/nursing setting. Finally, the third organisation worked with the elderly, who are mentally and physically disabled in a nursing/hospital-like setting. Once the organisation directors gave permission via email and then again in person, they, with the help of their respective managers, provided a list of names of eligible participants. These individuals were then recruited in person upon visiting the organisation. Each individual was invited to participate and gave verbal and written consent before being interviewed.

Sampling Procedure

de Vos et al. (2011) note the importance of forming and maintaining relationships with gatekeepers and participants in order to access a specific setting. This is particularly true in

qualitative research, which relies on interviewing participants requiring a level of trust that are unlike other research methods. The Director of the Western Cape Forum for Intellectual Disabilities assisted in approaching organisations. Initial contact was made with the director or person in charge of facilitating research programmes via email (see Appendix B), setting out the purpose of the study, ethical considerations and participant criteria. Van der Burgh (1988) writes about the necessity of granted permission from the relevant authority. Permission was obtained from each organisation's director to conduct the research study.

Data Collection Approach

In qualitative research, individual interviews are the most frequently used data collection method (de Vos et al., 2011). Researchers obtain information from their participants through a face-to-face interchange about a subject that the participant is thought to possess knowledge about (DePoy & Gilson, 2008). During these interviews, the researcher establishes rapport with the participants in order to make them feel comfortable (de Vos et al., 2011). These interviews took place at a suitable time as to not interfere with staffs' work responsibilities. For this form of data collection, the researcher is personable and develops a relationship with the participant. This encourages them to feel safe and be honest, hence face-to-face interviews were appropriate for the purpose of this study.

Data Collection Instrument

The qualitative research instrument used was a semi-structured interview schedule. These are interviews that are organised around particular themes, but still allow for a significant degree of flexibility in scope and depth (Dicicco-Bloom & Crabtree, 2006). The interview schedule acted as a guide and included a section on basic demographics and was followed by questions linked to the overall research questions (see Appendix C).

Data Recording

Smith, Harré & Van Langenhoven (1995) state how recording an interview allows for a more accurate record of the interview than note taking. The interview was recorded by cell-phone, which was placed inconspicuously as it may otherwise cause the participant to become nervous (de Vos et al., 2011). Permission was obtained from the participants to voice record the interview when going through the consent form. After each interview, the recordings were sent for transcription.

Data Analysis

de Vos et al. (2011) define data analysis as the breakdown of data collected through the interviewing process into basic components in order to gain answers to the research questions and objectives. Reducing the data allowed for ready interpretation, allowing understanding and meaning to be drawn from the research findings. In the study, Tesch's (1990) eight steps of data analysis was completed, as described below:

1. Read through all the written transcripts to get an overview of the interviews and to become familiar with the data;
2. Read each interview carefully to understand the participant's responses in relation to the research objectives of the study;
3. Assimilate a list of similar topics and themes and group these together in accordance to the main research objectives;
4. Abbreviate topics and themes into codes and assign these codes into text based on the literature review. Develop a framework for the themes that emerge;
5. Refine the list of themes by combining those that relate to each other and the research objectives;
6. Decide on the final themes to be used in the research study;
7. Group the data from each theme. Link the participant comments to each theme. Begin the data analysis;
8. Review data to confirm its validity and reliability (Tesch, 1990).

The results of the research study are presented using the framework, which is found in Chapter Four.

3. 4. DATA VERIFICATION

Data verification is an important part of research used to minimise investigator biases and produce sound data (de Vos et al., 2005). Qualitative research studies make use of four criteria, namely credibility, transferability, dependability and confirmability in order to verify trustworthiness of the data. Each criterion is explained below.

Credibility

Credibility refers to the way in which the participants are identified and described, and whether their responses have been interpreted accurately (Babbie & Mouton, 2001). Credible research is done by verifying assumptions with the participants, ensuring that the participant is understood clearly by using tactics such as probing questions and re-asking similar questions. Using a voice recorder allows for accuracy when interpreting the data as information can be confirmed by referring back to these recorded interviews.

Transferability

Transferability is related to generalisability; that is, whether findings apply to contexts other than the context as it had been tested (Babbie & Mouton, 2001). Unlike quantitative studies, it is not the aim of qualitative studies to generalise data. Lincoln and Guba (1985:10) recommend the trustworthiness technique of “Thick Description,” where the researcher makes connections to the cultural and social contexts that surround the data collection. This gives outside readers and researchers sufficient information to determine the transferability judgements themselves.

Dependability

Dependability examines whether the repetition of the study in a similar context with similar participants would result in similar research findings (Babbie & Mouton, 2001), ensuring accuracy and reliability. This is addressed in the study through detailed reporting, describing the research design and how it was implemented, looking at the data collection process and critically reflecting and evaluating the effectiveness of the research design. In this study, the research process has been presented so that the study may be reproduced in the future.

Confirmability

Confirmability refers to the accuracy of the findings based on scientific inquiry and not on personal bias (Babbie & Mouton, 2001). Confirmability relates closely to credibility and dependability and is ensured throughout the research process. An accurate record of the research process and outcomes have been kept, which provide evidence as to the confirmability of the research study.

3. 5. MAIN ETHICAL CONSIDERATIONS

Researchers are expected to conform to a code of conduct outlining acceptable professional behaviour (Babbie & Mouton, 2001). Before the research study commenced, ethical clearance was sought from the University of Cape Town's Department of Social Development (See Appendix A). The following main ethical considerations were important in this study:

Avoidance of Harm and Debriefing

This consideration refers to the fundamental ethical rule that participants are not harmed, physically or mentally, by the research study (Babbie, 2007). It is within the researcher's obligations to protect the participants from emotional harm that may result from the study (Creswell, 2003). Due to the nature of this research study, physical, emotional or mental harm was unlikely.

Voluntary Participation

de Vos et al. (2005) state that participants may not be coerced or feel victimized into participating into a research study and that all participation must be voluntary. Participants took part in this study voluntarily. An informed consent form stating that participants could withdraw from the study at any point was signed by each participant. This was restated at the beginning of each interview.

Informed Consent

Informed consent implies that participants were supplied with adequate information about the goal of the study, the procedures involved in the study and possible advantages and disadvantages as a result of participating in the study (de Vos et al., 2005). The term implies that participants were able to comprehend this information and could make an informed decision about participating (de Vos et al., 2005). Each participant received a consent form (see Appendix D), which provided information about the study as well as details pertaining to the ethical considerations, including their right to withdraw. The form was clearly explained to the participants so as to ensure that participants understood all aspects of the study. By providing this information, participants were able to make an informed decision as to whether or not they felt comfortable participating. These consent forms were then safeguarded in order to protect the identities of the participants.

Deception of Participants

According to Strudwig & Stead (2001), deception refers to intentionally misleading participants, purposefully distorting facts, or withholding information from the participants. In this study no deception took place as participants were communicated the research aims.

Privacy, Confidentiality and Anonymity

Securing the participants' identities is the most basic concern in protecting the interests and wellbeing of the participants (Rubin & Babbie, 2008). This requires privacy, anonymity and confidentiality.

Privacy refers to personal beliefs and attitudes a person has that he/she may decide to reveal or not (de Vos et al., 2011). The 21 qualitative interviews were conducted in a private room so that the participants felt comfortable to share their experiences.

Confidentiality refers to the agreement between the researcher and the participant that limits others' access to the information (de Vos et al., 2011). In order to gain ethical clearance, participant confidentiality had to be ensured through the safeguarding of participant information. Several techniques were utilised to ensure interviews were kept secure, including removing identifying particulars and allocating numbers to each participant. Participants were informed of the precautions in place to protect the confidentiality of the information that they shared as well as who would have access to the data e.g. the researcher, transcriber and supervisor.

Unlike confidentiality, *anonymity* means that no one on the research team, including the researcher, would be able to identify the participant after data collection (Babbie, 2001). Due to the qualitative nature of this study, each participant was interviewed face-to-face, and anonymity was not possible. It is therefore of utmost importance that the researcher remained unbiased during the interview process through the use of verification techniques that ensured results would not be influenced or affected. Additionally, pseudonyms were used as to ensure that participant identities were not revealed during data analysis and in the write up of the findings.

Actions and Competence of the Researcher

This term refers to the obligations of a researcher to engage in honest competent practice, as well as the responsibility of the researcher to be adequately skilled when engaging with participants in the field (de Vos et al., 2011). The researcher remained within the parameters set by the research proposal and reported honestly on the research findings. The researcher remained cognisant of her responsibility to remain unbiased as far as reasonably possible, to take care to acknowledge any other author's ideas or work, and to do this in the correct context so as to not manipulate or falsify the information (Druckman, 2005).

3. 6. LIMITATIONS OF THIS RESEARCH

This research study was conducted in English; however, it was apparent during data collection that several of the participants' first spoken language was Afrikaans. This provided a slight language barrier as participants may not have been fully able to express themselves or their opinions during the interviews. In order to prevent misinterpretation, the researcher rephrased questions and summarised what the participant had shared in order to provide an opportunity for the participant to clarify what they meant.

This study interviewed four managers and three non-managers from each organisation in order to gain a deeper insight into the policies that exist for staff stress management and the perceptions of staff as to whether these policies are suitable. It was important to the researcher to have a larger representation of management in order to have a broader understanding of the 'red tape' that exists within the different tiers of the organisation and reasons behind the existence of certain policies. The researcher is mindful, however, that by interviewing more managers than non-managers, the data may have been skewed to favour management's perceptions as management may be less willing to admit to a negative organisational culture since this is an area in which they have influence. This should be taken into consideration if the study is to be reproduced.

The research topic explores several facets including management, organisational health and employee health, and the aetiology of work stress, as depicted in the Culture-Work-Health Model. This limits the study's ability to understand each facet deeply. However, it was the study's intention only to explore each theme so that specific recommendations may be made

for further inquiry into each facet's contribution to job stress. This provides an opportunity for future research into job stress.

3. 7. REFLEXIVITY

Reflexivity refers to the researcher's personal biases or own understanding of the world based on personal experiences, influences and human interactions. Researchers must be aware of their biases in the interviewing process so as to not let personal subjectivity affect the validity of the data (de Vos et al., 2005). From the researcher's experience in the NPO field and from evidence presented in the literature, it would seem that a greater number of organisations have emotionally and mentally fatigued staff, that job stress and burnout are becoming increasingly common, and that little is being done to address this. The researcher acknowledged that she suspected job stress and burnout to be common among NPOs and that necessarily policies were not in place to prevent this. In order to overcome possible bias, the researcher maintained an ethical commitment to the research process thus ensuring that the research remains credible. In order to prevent influencing the interviewees or misinterpreting the data, the researcher engaged in self-reflection throughout the research process in order to produce a valuable study whereby participant voices are heard.

3. 8. SUMMARY

This chapter discussed the design and methodology of the study. Within methodology, it discusses sampling considerations, the sampling approach, as well as the data collection approach. It then explains how the research was analysed and verified. Finally, limitations of the study and reflexivity were discussed. The following chapter discusses the main findings of the study.

CHAPTER FOUR: FINDINGS

4. 1. INTRODUCTION

The purpose of this study was to explore the organisational cultures of three Cape Town NPOs. By using the Culture-Work-Health Model as a framework, the study explored the contribution organisational culture has on job stress. This model illustrates how five organisational factors are interrelated in the aetiology of job stress. Each of these five organisational factors are analysed in the themes discussed below. The chapter begins with the summary of the organisations' and participants' demographic data. It provides the framework for the discussion of findings whereby five main themes are divided into categories and sub-categories. These categories and sub-categories are substantiated with verbatim participant quotes, which are then discussed in reference to the literature.

4. 2. PROFILE OF PARTICIPANTS

In this study, a total of 21 participants were interviewed (N=21). The majority of the participants interviewed were female (n=18), making up 85% of the sample, with the remaining three participants being male (n=3). This aligns with literature that found that women are the leading providers of social welfare service delivery and development programmes (Patel & UNRISD, 2009).

Individual interviews were conducted with seven employees in each of the three NPOs working in the field of mental health. Four of these participants were in a managerial position, while three of these participants were in non-management. This allowed for both parties to provide their experiences and perceptions based on their position in the organisation.

Participants were asked as to the length of time spent at the organisation as this could affect their perceptions and experiences toward the organisational culture and job stress. Individuals who have been at their organisation for a shorter period of time, for example, may not feel stress to the same extent as someone who has been in this role for a longer time. The findings from Organisation A showed the following: a maximum time of 23 years; a minimum time of 4 months; and an average time of 10 years 7 months in the organisation. The age of interviewees ranged from 27 to 62 years old, while the average age was 47 years. Six of the

seven interviewees were women. Organisation B showed the following: a maximum time of 25 years; a minimum time of 1,5 years; and an average time of 9 years in the organisation. The age of interviewees ranged from 34 to 56 years old, while the average age was 45 years. Five of the seven interviewees were women. Finally, Organisation C showed the following: a maximum time of 13 years; a minimum time of 10 months; and an average time of 7 years 6 months in the organisation. The age of interviewees ranged from 23 to 60 years old, while the average age was 43 years. All seven of the seven interviewees were women.

In order to protect the identity of the participants, their answers have remained anonymous. The quotes are therefore followed by the interviewee's position in the organisation e.g. *manager (M) or non-manager (NM)*. A table summarising the participant demographics can be seen in Table 1 below.

TABLE 1: PROFILE OF PARTICIPANTS

Participant Number	Type of Organisation	Interviewees
		Job level
Participant 1	<i>Organisation A: All ages, trauma counselling & supervision</i>	Director
Participant 2		Manager
Participant 3		Manager
Participant 4		Manager
Participant 5		NM (social worker)
Participant 6		NM (social worker)
Participant 7		NM (receptionist)
Participant 8	<i>Organisation B: Children, physically and mentally disabled</i>	NM (carer)
Participant 8		NM (carer)
Participant 10		NM (receptionist)
Participant 11		Manager
Participant 12		Manager
Participant 13		Director
Participant 14		Manager

Participant 15	<i>Organisation C:</i> Elderly, physically and mentally disabled	CEO
Participant 16		Manager
Participant 17		Manager
Participant 18		NM (carer)
Participant 19		NM (carer)
Participant 20		NM (carer)
Participant 21		Manager

4. 3. FRAMEWORK FOR ANALYSIS

The following framework was developed in order to present and discuss the findings of this research study. Each of the themes, categories and sub-categories are analysed in the findings section. The framework is summarised in Table 2 below.

TABLE 2: FRAMEWORK FOR ANALYSIS

Themes	Categories	Sub-categories
Organisational culture	Clan culture	
	Staff commitment	
	Culture of learning	Career development Sharing knowledge
Management behaviour, structures	Perception of managerial support	
	Openness & trust	
	Acknowledgment & praise	
	Agency & decision-making	
Perceptions & experiences of quality of work life (QoWL)	Positive QoWL	
	Job satisfaction	
	Celebrating together	

Job stress & stress management	Conflict	Interpersonal conflict
		Salary conflict
	Miscommunication	
	Work strain	
	Work and non-work life balance	
Policies safeguarding mental health	Employee wellbeing	Regular debriefing
		Time off

4. 4. RESEARCH STUDY FINDINGS

The findings of the research study are presented and explained below. Each theme, category and sub-category is systematically analysed using the theoretical framework of the Work-Culture-Health Model.

Theme One: Organisational culture in Cape Town NPOs

Organisational culture reflects the value, beliefs and behaviours held by staff, and plays the greatest role in creating an engaged and committed workforce (Scott-Findlay & Estabrooks, 2006). Three categories were identified during the analysis of the narratives that are associated with this theme. These are: i) clan culture; ii) staff commitment; and iii) culture of learning.

Clan culture

All three organisations showed similar characteristics as described by the vast majority of their respective staff members. Four participants made the following comments:

...we've got a very good culture at [our organisation]. We treat each other as a family. So, if you come to [this branch] and even if you go to [the other branch], it's a family. We practice what we are doing with our clients. At [our organisation], we meet once a month for staff meetings where we reconnect, birthdays we celebrate...Whoever is new into the organisation feels free to be part of the family because [we] are one family. (Manager)

...very warm, ... nurturing. My colleagues are extremely friendly and yes, everyone was very welcoming. (Non-manager)

...when you walk into the Centre, I would say everybody is very friendly and welcoming. Um working here, you do feel the tension, sometimes amongst the employees. But I think you would find that in any organisation. But I think most of the girls here are friendly and open. We are all very honest with each other. (Non-manager)

So, values are for [clients] to feel safe and for them to feel at home. And for them to be themselves...For me it's quite nice. [My colleagues are] very lov[ing], respect[ful]. Some of them...My colleagues and my management. We have a good understanding relationship, so I don't think there is any problems with anything. (Non-manager)

Two participants from two of the organisations also described the impact change of management has had on the organisational culture:

...we have had management change over the years, and in the short time that I've been here... [the current Centre Manager] is the fourth Centre Manager...So that's obviously been a lot of change. And sometimes with change there are good things and then there are not good things... I would think that it has contributed to the fluctuation in where we are at in terms of organisational culture as you put it...But I think...we tend to be more in the positive side of things... (Manager)

...they just leave us. For me, my experience...its takeover, because [management was taken over by another person]. And they work differently. For me it was a change, they work differently and because nowadays it's like, you don't trust management anymore... (Non-manager)

Participants from one organisation reported a positive organisational culture, whereas some participants from the two other organisations reported mixed views. All the organisations, however, described characteristics of a clan culture. Most participants described a warm, family-oriented environment with shared goals amongst the members, as well as a sense of collectivity and mutual help (Cameron and Quinn, 2006). This supports the findings of Kwiecińska (2008), who described similar characteristics in her research of 120 NPOs. The organisations referred to social relationships and friendships formed as a result of affiliation and group functioning, which are characteristics of relational motivation (Robinson, 2006). Similar findings by Yu and Wu (2009) described such organisations as having a lot of interactions among members. This concurs with the assumption that smaller NPOs have a clan organisational-type culture.

Two of the organisations have experienced a recent change in management and as, a result, there have been organisational culture changes that have resulted in staff conflict and tension. Kane-Urrabazo (2006) states that leaders have the responsibility to maintain an organisation's culture, ensuring consistent behaviour between members of the organisation as this would

reduce conflict. This is effectively illustrated in one of the organisations, whose staff members are familiar with the organisational culture, unlike in the other two organisations, whose organisation leaders have been in office for a shorter period (less than 5 years) and have experienced greater staff conflicts.

Client-centred, passion and staff commitment

When asking participants about overall staff commitment, all the interviewed (N=21) participants described themselves and their colleagues as being dedicated towards their work and passionate about clients. Five participants explain:

... the staff commitment and dedication. They get very low salaries and still... They're very committed. Dedicated. Loyal. Who themselves, come from very poor backgrounds and poor communities, but they still... That's when you know someone is really dedicated. They themselves have very little. So, with the low salaries... support. As long as there is support for staff amongst one another... (Manager)

Just seeing how happy our kids are and also the passion that carers do have with these kids. And even if we look at our therapists, that could go out there and most probably earn mega-bucks, because they are qualified to work with people, and if they didn't have the passion, I don't think they would have been here. But they are so happy to...for the little amount of money that we do offer our carers and our people that are here. (Manager)

You basically get a behaviour of if someone is absent, it won't necessarily have to come from management to help out your colleague. It's a norm that is expected in order for the management to function normally. We do have job roles and titles and where you should be and what you do, but we do have a lot of flexibility where people do overstep and go beyond what is supposed to be done. (Non-manager)

I'm proud to work here because I'm a very lov[ing] person and love working with all kind of people...From day one...I am so proud to work here because I love all of [the staff and patients]...and they are, some of them, inspiring me. (Non-manager)

It's like sometimes, like the day before something happened, then you feel like no, I don't want to go to work tomorrow because that problem is not gonna be fixed. But you get up because you decided, it's like okay... I don't do it for them, I do it for the patients and you become, you get in love with them. So, it's hard, it's difficult to just sometimes, I think that's why I'm still here. I think I just cling to what I feel about my patients. (Non-manager)

The comments suggest that the participants are dedicated and passionate about their work, particularly towards their clients. This aligns with one of the key notable characteristics of a

clan culture; that the values of the organisations and the pursuit to achieve the organisation mission are shared by members and that it is achieved through working in teams (Kwiecińska, 2008). Additionally, one of the key indicators of a positive organisational culture is an engaged and committed workforce (Pollit, 2005), which is described by the interviewees through their passion and commitment to their clients. Similarly, the UST's Non-profit Employee Engagement and Retention Report found that culture, mission, and purpose were key drivers of satisfaction and that setting goals and celebrating successes kept employees engaged and increased retention (UST, 2015).

Interviewees also described organisational citizenship behaviour (OCB) where they go beyond what is expected, help their fellow colleagues and behave in the organisation (Turnipseed & Rassuli, 2005). Through the interview process, it was noted that many of the employees are intrinsically and relationally motivated through their dedication to work, despite the lack of additional compensation or rewards based on performance, as reflected in the literature by Ben-Ner et al. (2011) and Robinson (2006). This is a positive reflection by the employees and aligns with Walton (1973), who states that achieving a sense of meaning from one's work is an important factor in having a good quality of work life. These findings align with the UST's (2015) report which found that NPO employees were more driven by coming to work when they and their colleagues had a sense of purpose and a culture that supported this and that organisations whose employees had greater relationships also had a higher sense of job satisfaction; this shared drive among the staff built a sense of collectivity (UST, 2015).

Culture of learning

Interviewees clearly described an organisational culture of learning in their respective organisations, which was demonstrated through their access to career development and the sharing of knowledge amongst themselves. Two subcategories emerged within organisational culture of learning: i) career development and ii) sharing knowledge.

Career development

Participants from each of the organisations commented positively on their ability to progress in their career either within the organisation or to use the skills they learnt from being in the

organisation to apply for higher positions in other organisations. Five participants made the following comments:

[One of the core values is...] [d]eveloping skills—pretty much, because we're a teaching organisation. ...[Staff] do have opportunities. [A staff member] has got very little education. He started off as the gardener. He now does handyman work and is also our receptionist when somebody is ill. He went on a Community Chest course and he is also our health and safety officer. So, we give people that opportunity. (Manager)

I think that they are very, they are progressive in that they want you to move. It's not like, "okay, we've employed you now and we need you in this position," so now as soon as you get here, it's like, "what can you do, where do you fit in best?", "How can you improve on your work?". So ja, there is always support, there is always training. (Non-manager)

Yes, they do. That is why we have just three carers from assistants we have promoted to seniors. So, with a nice salary increase as well. (Manager)

It's a teaching place, they teach you a lot. I'm now 12 years here. I've been on many courses, like last year I did the disability [course]. I have a lot of experience even in my classroom. ...once you get in here, you can take a lot with you once you leave the school. (Non-manager).

We see ourselves as a place where people come, be empowered to get better jobs. Because there are wealthier old age homes in our area that we live. So, we see that many times, that we have high staff turnover but it's because of we can't offer great salaries. So, staff come, they empower themselves for a year or two, to get the experience, which those facilities, those organisations require. So, we're constantly training. (Manager)

Participants described their respective organisations to be a good place of learning, where they are either exposed to opportunities to attend external courses, as well as grow their career either within organisation or use their experience as a steppingstone to other job prospects. Ajala (2013) describes capacity development as one of several organisational factors that is significantly related to employee wellbeing and is an important factor that can contribute to creating engaged employees. This is a particularly important means of showing appreciation to employees when they are not rewarded through additional compensation.

One organisation's manager stated that many of the staff are not highly trained and that once they become skilled, they often leave the organisation. This aligns with South African research by Patel and UNRISD (2009), which found that employees in the social service sector earn less than in the public or private sector and that this negatively impacts on recruitment and retention of staff. Similarly, an Australian non-profit sector survey found that human services non-profits

(HSNP) are uncertain as to whether they will attract and retain well-qualified employees (The Centre for Social Impact, 2013). This also concurs with Patel and UNRISD (2009) who stated that this low pay negatively impacts the recruitment and retention of staff in the NPO sector. Interestingly, staff did not comment on whether the high turnover rate affected the culture of the organisation.

While NPOs are unable to compete with other sectors, two of the organisations provide an important tool in helping carers develop their careers (even if this may be to the detriment of the organisation in the case of one of these organisations). Walton (1973) emphasised the importance of developing human capacity in achieving a good quality of work life. This is illustrated through these employees being granted continued knowledge growth and career advancement opportunities. Therefore, these comments reflect positively on the organisations, as they allow for staff to develop in their careers. This is substantiated by the UST (2015) report that found that organisations which offer additional opportunities for training had a lower staff turnover (UST, 2015).

Sharing knowledge

The majority of participants from each of the organisations commented on knowledge sharing being an important part of the organisation and that this was generally accepted by the staff. This can be seen below:

We are a teaching organisation because we do a lot of training...We have in-service once a month where our staff come to and we also have outside people that come. Um, we've got a [supervisor] group once a month. We've got a supervisor's forum. Um, we send our staff...on HWSETA training...we are very much a teaching organisation and empowering the staff. (Manager)

...there's definitely a culture of learning here. I personally have found that just because I qualified and started my career late in life, that there are people who are like, a wealth of knowledge and they are so generously passing that knowledge on. (Non-manager)

...as far as we, therapists, go I think our carry over of knowledge and skills is on a daily basis. Because we are in a classroom, we are speaking to the staff. We are getting them involved in what we are doing. And we do train our new guys that come in on basic things like using the (unclear) properly and safely and do's and don'ts around safety things within the classroom. (Manager)

[One of the staff members] was showing me, she explains to me the whole school. So, I started with her and she was the one who is teaching me and telling me how to do it...she was always encouraging me and really welcoming.... Now, I can also tell and teach them and their other carers will teach me. That is why I'm feeling

confident. They don't keep things to themselves...Now I can also do that, to motivate other people and other new staff that come in...if you come here, and you want to learn, this is the right place. (Non-manager)

Yes, we do it on the...spot training. Or we have in service training that runs every two weeks... So, on the spot training, then we have a programme running that we sit together at the beginning of the year, and say what is our training needs, and then we go from there, and everyone gets a month... there is a lot of training going on. (Manager)

I learn a lot here. You are in by the patient and you learn actually a lot because [of] the courses...and you can ask if you don't understand. (Non-manager)

One manager from one of the organisations stated that some staff members are hesitant to learn new skills. The following comment was made:

...sometimes it's difficult for [the staff] to accept or learn about the things...Like for example...each resident got a paper like an intake and output. And they got trained to fill that intake and output and they did the full training but the next month when they have brief over that, they forgot about how to do that simple thing ... And they don't want to adapt they just want to stay with this stuff that they learnt at the clinic school, how to wash a patient. There is some that wants to, but there you get the others that don't want to. (Manager)

The interviewed organisations either have purposive in-service training sessions and/or staff have the mind-set of learning from senior/more qualified staff members built into their everyday functioning. These are positive organisational factors that contributes to employee satisfaction and motivation, as found by Rowden and Ahmad's (2000) Malaysian study. Furthermore, these practices illustrate an organisational culture that fosters collaboration and group effort, which facilitates an environment of openness, discussion and informality (Norton, 1994).

All the organisations seem to display an organisational culture that promotes ongoing learning as well as the transfer of knowledge amongst employees. Staff may appear to show less willingness or ability to learn new skills due to a lack of confidence or uncertainty. Management would need to address this issue constructively by acknowledging these staff members' unease, but also emphasising the need to adapt and constantly improve ones' skills.

Section Summary

The findings support the assumption that employees in Cape Town NPOs describe an

organisational culture with characteristics that are indicative of a clan culture, such as being warm and friendly, with a sense of collectivity and mutual help. These organisations also encompass a willingness for employees to help one another through sharing knowledge and skills. While one organisation reflects a positive organisational culture, the other two organisations have mixed views. According to the Culture-Work-Health Model, reflections pertaining to the organisational culture would be influenced by management systems, structures and behaviours.

Theme Two: Perceptions of management styles in Cape Town NPOs

Management plays an essential role in fostering psychological safety and employee satisfaction (National Standard of Canada, 2013). A good interaction between management and employees leads to a well-motivated workforce. From analysing this theme, four categories emerged: i) perception of managerial support; ii) openness and trust; iii) acknowledgment and praise; and iv) agency and decision making.

Perception of managerial support

Organisational support is one of several factors important for the achievement of employee wellbeing (Ajala, 2013). The three organisations reported mixed perceptions of their management being supportive.

The vast majority of the participants interviewed from one organisation reported that staff perceive management as being supportive. Three comments are seen below.

Yes, definitely overall...people that have been here and have left and have given feedback...I've seen that because of the long time here...it's definitely acknowledged that we are a supportive space. (Manager)

I think that the majority of [staff] do. Um, I just see a lot of checking in all the time. Supervisors and staff...I don't think people sort of hide behind a, "I don't want to upset anybody so I will suffer in silence." If you have a problem, I think people will address it. (Non-manager)

I think all of us feel supported, but I think there will always be those issues of mine creeping in...You wish there was more...things get done and there are no benefits, and that kind of makes you feel stressed. I have to make sure that I save and save

and do something, because if you don't save, then there will be nothing, there's no pension... (Non-manager)

Within another organisation, two participants felt that staff perceive management as being supportive (n=2), two participants perceive some of the staff feel supported (n=2), while three participants reported that they perceive staff to feel unsupported (n=3), as seen by the three comments below:

I think [staff do feel supported] ...Um, honestly a lot of the issues, I would think 90% of the issues staff have is financial. (Manager)

They should feel supported. I'm saying 'should' because that's what I would think. I know a lot of them do...our [Centre Manager] is very supportive...(Non-manager)

We get [recognition] from one of the physios... one of the physios giving us like a hamper. You see. But there is nothing from the managers side. He wanted to put [the Centre] out there, but he forgot about his staff. He tried to take everything away. Even the teambuilding. Nothing happened here. The outing of last year, we as staff, we organised it for ourselves because we know we need the teambuilding. Because there are new people...they forgot about their staff and who their staff is. (Non-manager)

The other organisation's staff also reported mixed views with three participants stating that they perceive staff as feeling supported (n=3), one person stated that some staff feeling supported (n=1) and three participants stating that staff are not supported (n=3). Three participant comments are found below:

I don't think so. I don't think they feel supported because people, you know, money is a very big issue. So, at the moment people talk of money, its either you stay or go... And then because nurses or the carers is more on the administrative side; and we don't have a lot of insights into the staff issues. We do the interviews, yes and we do all that stuff, but we don't have the last say who must come. But we do have communication and interviews. But um, I don't think they get a lot of support. If we can just give them more support. (Manager)

There are moments that we get supported when we need to be supported. (Non-manager)

...nowadays it's like, you don't trust management anymore to go and to go talk like, "okay this is how I feel. Will you help me like this?" and then sometimes you did like, the feeling is like, "oh no, she is talking nonsense." But there are sometimes people go through stuff, they don't want to talk about it because they're afraid its gonna leak out. And that is more the support I feel we don't get. (Non-manager)

One organisation's interviewees reported an overall positive perception towards management. Participants from two of the other organisations expressed a divided perception of management, where there seems to be a disjunct between feeling supported on an individual level and being supported as a staff. Individuals expressed feeling comfortable speaking to management one-on-one but describe a lack of support for the staff as a whole. One organisation's participants expressed a definite need for staff bonding opportunities to be initiated by the organisation.

The management of two of the organisations are perceived to have stricter managerial practices, which could be due to several reasons. Both these organisations are medical in nature and consist of clientele that are severely disabled thereby requiring strict protocol from staff to prevent accidents. These reasons may provide the basis for how the organisation structures itself, as well as management's practices. Management may base their management style on the assumptions and/or experiences they have had with the staff. For example, having severe consequences for late-coming or absenteeism due to it being an ongoing issue among staff. This concurs with Peterson & Wilson (2002), who discusses that assumptions about employees can lead management to behave in a manner that restricts the degree of autonomy and participation employees have. Conversely, due to these carers feeling unheard and undervalued, it is likely that they may rebel through micro-aggressions (e.g. arriving late) and feel the need to join unions. Management need to recognise and address this through providing platforms for staff to voice their concerns.

The findings showed that management and non-management perspectives align, particularly with first-line managers who work directly with staff. All three organisations refer to the perceived lack of support from management as a result of salary issues. While the staff have illustrated their passion, dedication and altruistic values, they seem to feel undervalued and thus, unsupported by senior management – particularly in two of the organisations where there is less transparency and recognition. Although the issue of salary is a pertinent one, it is not uncommon and concurs with Newton and Mazur (2016), who generally found that the human services workforce to be under-funded, demanding, and poorly paid, all of which represents a potential source of strain. It is likely that the financial strain experienced by employees is projected onto management, whose inability to provide better salaries is perceived as unsupportive.

Openness and trust between staff and management

The degree to which openness and trust is experienced varied amongst the three organisations. Trust and openness are an important factor in creating a harmonious working environment, especially when it is between staff and management. At least one participant from each organisation described an “us versus them” phenomenon.

Two participants from one organisation commented the following:

...it's sometimes a joke, but a little bit of a sting is like, "oh, you upstairs managers, you don't deal to come down to us" or "oh, can we come up and have tea with you upstairs?" So, it's a little jokey joke, but its somebody's feelings...its "us and them", and, "them and us" and, "are you part of it?" (Manager)

But here at [this organisation], it's easy for us to, it's easy for me, let me not say for us, for me to share my personal things with my colleagues...Because I trust them. They are social workers. They know confidentiality. So, most of the time, maybe when I have a problem that is bothering me, I share it with them. I know that they won't go around saying "he said this and this and this, no" so it's easy for me to share my personal problems with them. As I've said earlier that here, we are like sisters or like brothers. We are a family. (Non-manager)

Participants in another organisation described mixed levels of openness and trust. There is a perception of greater trust amongst the carers that amongst the staff as a whole. Three comments are described below:

I think between themselves I think there is far more openness and trust. But obviously it's always different when its management. Because in any organisation its always deemed to be us against them. (Manager)

I would just say there's a level of mistrust but when everything is laid out on the table, I think people see that, ja...That it is truthful. It might still be really be us against you, but what we are telling you and why we are telling you what we did, is genuine...if it's necessary for us to set up a meeting, we will. (Manager)

...there are different people working here; some of them are not the same as me...I think that's why [the Centre Manager] avoids meetings, because he already knows...who is who...and now he is like more with you, more like talking to you and so on. It's like, if you are like me...I would always be straight up with him and tell him what's going on in my class and so on. But others will keep quiet...because they think he is a little bit scary...but he is a soft person. You can go with and be straight with him, but people don't have manners and they don't know how to speak, so I think he avoids that. (Non-manager)

The two comments below from the other organisation illustrate the conflicting views between management and staff, which results in mistrust between staff and management alike in many organisations. Two comments are found below:

In certain areas, yes. If it comes to, if it is like, sometimes it feels like it's a battle. Like carers are against management and then some of us would like to unite and stand together...nowadays it's like, you don't trust management anymore to go and to go talk like "okay this is how I feel. Will you help me like this?" (Non-manager)

I would say it's mostly amongst us caregivers. We talk amongst each other and we confide in each other and support each other when we need to be supported. But management has made a, they did say, when we need to talk, we can come to them, and come confide in them, whatever we said will be kept confidential. (Non-manager)

One organisation described a healthy level of trust within the organisation. This is a positive finding, as these employees are more likely to experience job satisfaction. Tsai (2011) states that when there is a good interaction between the management and employees, employees are more likely to make greater contribution to communicate and collaborate with their team.

The findings show that management communicate effectively with one another and that this communication becomes less effective as it travels down the levels of staff. It would seem that the sentiment of management as being regarded as a "bad word" in the non-profit sector (Anheier, 2000) holds true for some NPOs. While all the organisations expressed experiencing an "us versus them" phenomenon, it is more pertinent in two of the organisations. Staff and management from one of these organisations report that they are unable to have constructive staff meetings, while some members in non-management in the other organisation describe high levels of distrust towards management. In both organisations, transparency and trust need to be addressed through open communication between the two parties.

Recognition & Praise

Employees' needs and expectations, according to Robinson (2006), are related to the type of motivation an employee has; these include extrinsic, intrinsic and relational motivation. Employees commented on whether the organisations recognise achievements and how they respond to it.

All the participants in one of the organisations (n=7) described feeling recognised for their work and achievements. Two participants responded with the following:

For training, yes – we get certificates. But for any other achievement – internal achievement, like achievements for this office, you will get recognised and it will be mentioned in staff meetings. We've got a WhatsApp group that the director will

say, “okay, we’re so proud of so and so for doing this,” and then everyone will congratulate you there, and it’s also done in the staff meeting...so you get a lot of praise. (Manager)

They recognise – because our manager will come here and maybe do something like coffee, or a lunch, buy lunch for us. Yes, but to be honest, I don’t know if I’m being silly, I would like to get some money for that. (Non-manager)

Staff from another organisation reported mixed views towards feeling recognised. Two participants commented the following:

We do, when they graduate, we have little things to acknowledge their graduation...When it’s a birthday, it gets announced on the intercom to wish whoever for their birthday. When you are here 10, 15, 20 years, they acknowledge you at the AGM by giving them a little bit of money and a certificate and just to say ‘thank you’ so, they get acknowledged. (Manager)

No, we went last year on that course...Two years ago, there was also one and they were recognised...So not even when we came back there was like...they give them flowers, they did not even recognise us after we came back...So I think that if you recognise the people for doing that courses – and for me, when was it...last time I went to school was 2000 and to go for that course and I have the most points for the class! For me it was a shock because I pushed myself for that course. I thought I wouldn’t be able to do it because I know I’m not good at writing and talking and explaining, but I was doing my best because I was thinking of December raise. But still [the Centre Manager] did not recognise us. Maybe he told the staff when we came, nothing was done. (Non-manager)

Similarly, another organisation described mixed views. Two participants made the following comments:

If it’s your birthday, then the management gives you a small chocolate and you get a card. They make you feel special for the day...We do get awarded. There are days in the past, then management organise like a spa day. Then you get treated for that day and lunches, like now, Valentine’s Day, we had a big lunch and just like, to unwind a bit and we have some festivities. It’s nice. (Non-manager)

[Staff] don’t get incentives. They get praise like we got, each duty room, we have got four duty rooms. So, each month the OT goes around each duty room and check which duty room performs the best. Then we gave an amount of R250 to the duty room for them to share and they buy them like Kentucky, or they buy them fish and chips. (Manager)

One organisation provides numerous forms of extrinsic motivation, such as promotion, opportunities for learning and growth (e.g. training), recognition (e.g. praise in staff meetings) and incentives (e.g. bonus leave). Additionally, staff reported experiencing intrinsic motivation, such as accomplishment, respect, fair treatment and being informed (e.g. through

regular staff meetings, emails and WhatsApp groups). Another organisation, however, reported very few opportunities where staff received praise and recognition. Recognition and teambuilding were described as areas in need of attention by the staff. Participants in the other organisation described opportunities where staff feel recognised (e.g. birthdays and special holidays) and opportunities where they receive special lunches due to hard work. None of the organisations, however, were able to provide monetary incentives due to financial constraints. Fortunately, due to the nature of clan culture, relational motivation, such as social relationships and friendships, affiliation and group functioning seem to be inherent amongst staff whereby staff generally feel motivated by their colleagues.

Agency and decision-making

Trust plays an important role in employees being granted agency in their working environment (Hamaan & Foster, 2014). All participants (N=21) described a feeling of agency to make decisions particularly within their scope of work and with their clients.

Very much. We actually allow that a lot and we've also received feedback from people about that. So, for instance, I will have a saying of 'the sky is the limit.' If you really want to tackle things and start a new program, you can do that as long as this is fully working for you and it will keep you motivated and enthused but it also will be the best for [the organisation]. (Manager)

They are very encouraging, um, they obviously encourage everybody to make decisions, but then again, you need to go to your supervisor with your ideas. And then your ideas are spread through the organisation. But as long as you follow the right channels. (Non-manager)

I basically do whatever I need to do in the day. [The Centre Manager] is not strict at all when it comes to that. So, whatever I need to do during the day, it gets done and same with the girls. Whatever they want to do in their classroom, if they want to be outside or in the gym... they can basically do what they want to do, but there are certain times where they go to the jacuzzi, have their therapy sessions and that that they've gotta do. And If something comes up and their schedule has got to change, then it changes. (Non-manager)

Definitely..., I will give them leeway how to do things. I will say there is a problem, give me report, tell me how you are going to solve this problem and how we can rectify things. I will only step in when I see it's not working. (Manager)

From my sister in charge, yes. I don't know if the office feels that way. (Non-manager)

All three organisations communicated that employees have a significant amount of agency in their work, within the boundaries of what is expected of them. This is positive as increased job control mechanisms, such as taking part in agency and decision-making (Kim, 2002) play a significant role in offsetting the effects of high job demand (Hamaan & Foster, 2014), as is suggested in the Job Demand-Control-Support Model. Whilst two of the organisations have stricter parameters to work in than the other organisation due to the medical nature of their work, staff are given freedom to utilise their skills in their respective environments.

Hamaan and Foster (2014) note that sharing decision-making control and delegating responsibility with non-management communicates trust in their employees. It is possible that there is a higher level of trust between staff and management in one organisation than the other two organisations, which have lower levels of agency. A possible explanation for a granted degree of agency may be due to the staffs' professional level and frequency of supervision. For example, the majority of staff from one of the organisations are highly skilled social work professionals who receive frequent individual supervision and therefore given more autonomy to make decisions with regards to their clients. Conversely, the majority of staff from the other two organisations are less skilled and do not receive individual supervision and are therefore expected to follow stricter protocol when working with their clients. This also reflects the findings regarding "openness and trust," where participants in the other two organisations experienced mixed views.

Section Summary

The Culture-Work-Health Model suggests a bi-directional influence between the organisational culture and the management systems, structures and behaviours. The reflections discussed in Theme One aligns with the perceptions of management in Theme Two. Participants from one of the organisations describe a positive organisational culture whereas the other two organisations reported negative characteristics within the organisational culture, such as mistrust towards new staff members and tension among staff. This mistrust could be due to issues around management systems, such as perceived lower levels of support, recognition and transparency. Management systems, structures and behaviours play a particularly important role in this Culture-Work-Health Model as it acts a buffer between organisational culture and the other factors. For example, if management is viewed as being

supportive, it can ameliorate other negative issues, such as high work strain, however, if they are viewed negatively, it can compound existing issues, such as salaries.

The perception of management by employees in Cape Town NPOs is mixed, which partially supports the assumption that management is perceived negatively. A contributing factor as to employees not perceiving management positively is feeling unsupported, primarily due to salary disputes and lack of transparency. The findings show that there is mistrust towards management by non-management, which manifests in a “us vs them” phenomenon.

Theme Three: Perceptions and experiences of quality of work life in Cape Town NPOs

Quality of work life (QoWL) refers to both the physical and psychological aspects of a person and their work environment (Iacovides, Fountoulakis, Kaprins & Kaprins, 2003). A positive QoWL is an important factor in employee retention and motivation (Ajala, 2013). Three categories emerged during the analysis of this theme. These include: i) positive quality of work life; ii) job satisfaction; and iii) celebrating together.

Positive quality of work life

More organisations are becoming concerned with employees’ QoWL due to the role it plays on employee health and wellbeing (Ajala, 2013). All the participants (N=21) from each of the organisations experience a positive quality of work life. Four participants commented the following:

I really enjoy coming to work, I think it's kind of almost like a dream job for me and I never feel like I'm coming to work. I sometimes don't feel like getting up in the morning, but I love coming here. I love seeing my colleagues and I like the work that I do and the people I work with. (Non-manager)

I love working here because I've got nice hours. I've got kids at home. So, going home at 14:30 is perfect for me. I like my colleagues; I like what I do. So, for me I love my position here and I love my job. (Non-manager)

If I've gotta rate it out of 10. I would probably give it an 8/10. We've got all the tools that we need. Not always have all the tools, but there is always room for improvement. We've got the tools to do our jobs to the best of our ability. To the best care of the children...I would say we've got a very balanced work life. (Manager)

...when I come to work, I always feel fired up and just knowing that my team is there to back me up and to support me. They take me by the hand, and we help each other. (Non-manager)

Despite many of these employees having expressed dissatisfaction with their salaries and describing cases of interpersonal conflict, all of the employees reflected on experiencing joy and satisfaction from the work that they do. This reflects back to their passion and dedication towards their work, a significant contributor to a positive QoWL. Participants also mentioned several organisational factors that play a positive role in providing a positive QoWL, including emotional support, a balanced work life, as well as organisational support. These factors are listed in Ajala's (2013) study as being significantly related to the wellbeing of employees.

Job satisfaction

Job satisfaction refers to the participants' positive attitudes about their work as a result of factors including work environment, organisational culture, work environment relationship and socio-cultural factor (Mirkamali & Narenji Sanu, 2008). All of the participants (N=21) experience job satisfaction from their work.

Every day I'd say, I get the satisfaction, like I said to you. Clients when they say, "thank you for doing that to us." That satisfies me. And it's not money that satisfies me, it's the people and I also [talk on the radio] every [week]. Last night I was there. So, you get feedback from people that are listening to you and then when they follow it up with you, I was at the radio one day and then there would be appointments made based on what you said on the radio. So that satisfies me a lot. (Manager)

I would say the fact that I get to help people basically that can't help themselves and to be a voice for those who cannot speak...I always find it very heart-warming to see these kids and see what they have been through and yet everyday they have a smile on their face. And to them, their world is normal. And to us, we see it differently but to be able to live in their world, to see how they do things. I think that is what's special. (Non-manager)

Ja, you feel really good at the end of the day, ja. Knowing that you made a difference in someone's life. (Non-manager)

I love everything. Especially when I'm working with people, when I communicate with my residents. Playing games. Sometimes you pray, sometimes we sing. Sometimes we cry. Ja, but I love everything that we do. And my colleagues. (Non-manager)

All the participants stated that they experience job satisfaction. This satisfaction came primarily from the actual work they do, which aligns with the findings from “client-centred, passion and staff commitment.” Some staff also indicated experiencing job satisfaction from interacting with the staff and making a difference in the greater community. This substantiates the notion that many of the employees are intrinsically motivated. Robinson (2006) describes such motivation by feelings of satisfaction as well as a sense of achievement.

The participants from all three organisations recognise their organisation’s contribution to society and thus gives them value. Walton (1973) mentions the social relevance of work as an important contributor to QoWL, explaining that employees want to be part of organisations that are socially responsible. In such organisations, employees are able to live out their altruistic values.

Celebrating together

Celebrating together is a tool many organisations use to acknowledge employee achievements and pay tribute to organisational milestones. Participants reflected whether their respective organisations celebrate together.

One organisation incorporates food as a primary way of celebrating together. Two reflections are seen below:

I think something that is quite built into here is eating together. So, it’s been different over the 19 years that it’s been different little ways of doing and remains a theme throughout. So, you know, bring and share... (Manager)

...each and every end of year, we have a...staff party[.]...To celebrate together the success of the year. (Non-manager)

Participants from another organisation discuss how financial constraints impact on the staff being able to celebrate together and how this affects staffs’ perception of management. Two participant comments are seen below:

Last year we were unable, due to financial constraints to pay for the staff to have a nice party. We most probably could have done it, because we didn’t give them a bonus. It’s not fair you can’t give them a bonus but can give them a staff party. So, in turn they arranged their own money and arranged their own party. I spent the day with them, paid my R100 and spent the day with them. (Manager)

The outing of last year, we organised it for ourselves because we know we need the teambuilding. Because there are new people. We want them to feel that this is... [our organisation], this is what we did before. But they don't manage the place...they forgot about their staff and who their staff is. (Non-manager)

Unlike the abovementioned organisation, the other organisation puts effort and resources into celebrating together, however, some staff feel that this “effort” is unaligned to how management treats its staff. Two participant comments are below:

...from management side, the CEO, nurses, she will make a big fuss on nurses. So, [the CEO] will have eats and really people can dress up and they can... they really beautifying the hall and yes. And they really get treated very well. And some presents, gifts. And valentine's day, so last Friday and this Friday, then we had the karaoke, the other group is going to have it this week. So, we dress up in red or white or pink. Also eats and they are beautifying the hall and we just have a nice time together. So that is the things that we do. Last year we also had a thanksgiving service where we thank the staff, all the staff for the year that passed. Just have a couple that come to sing for us and threw music, give thanks to the staff for what they are doing. (Manager)

We get like a staff party and like last year, I didn't go...to be honest, my reason for not going, is sometimes I feel like, they say they appreciate us, and they do stuff that seems like no, do they really appreciate us? Do they really care about what we do? I know sometimes, we as carers, we as nurses is the reason for certain ways the office reacts towards certain stuff with us, and I just felt like, I don't want to go, because I don't want to pretend anymore. I don't want to feel like I'm happy with stuff they do, while I'm not. (Non-manager)

Celebrating important events and achievements provides an opportunity for management to recognise and acknowledge staff's hard work. This is echoed by Walton (1973), who discusses that celebrating together is a form in which organisations can show their acknowledgement. In doing this, they build community, interpersonal openness, social support and reduce prejudice. Praise and recognition are forms of extrinsic motivation. It can be argued that this form of motivation is particularly important in NPOs which are not financially able to compensate their employees as a form of reward. This is important as it builds staff morale, a sense of community and allows for management to communicate to staff that they are appreciated, despite their inability to increase staff salaries.

Several participants from one of the organisations felt that teambuilding was not incorporated into the organisation, while one participant from another organisation described not attending the staff party as a form of protest. This participant felt management's behaviour did not align with what the appreciation the party was meant to represent, which corroborated with the

mistrust some staff expressed towards management in “openness and trust”. These factors impact the quality of work life as they indicate a lack of appreciation, transparency and trust.

Section Summary

It is evident through the Culture-Work-Health Model that management structures impact on QoWL. While all staff expressed job satisfaction and described ways in which the organisation celebrates together, some staff experienced a poorer QoWL. The participants who expressed this were the same participants who felt the least supported by and expressed higher levels of mistrust towards management.

The findings partly support the assumption that employees in Cape Town NPOs experience a positive quality of work life. This is due to the employees having job satisfaction and, in some cases, positive interpersonal relationships. Management systems, structures and behaviours, however, have the greatest negative impact on QoWL.

Theme Four: Primary causes of job stress in Cape Town NPOs and employee strategies to manage job stress

According to Happel, Pinikahana and Martin (2003), job stress has numerous negative effects that has the potential to impact organisational health (e.g. lower workplace performance) and employee health (e.g. high absenteeism rates). Participants reflected on their causes of job stress as well as the important role families play in alleviating their stress. Through analysis, five categories emerged. These are: i) conflict; ii) miscommunication; iii) work strain; and iv) work and non-work life balance.

Conflict

Conflict within the organisations took different forms, however, two distinct forms of conflict are highlighted; these are: i) interpersonal conflict and ii) salary.

Interpersonal conflict

Interpersonal stressors refer to conflicts that may result between colleagues (Basson & Van der Merwe, 1994). All the organisations commented on this form of conflict in the workplace. Three participants' comments are seen below:

Um, when there is quite a lot of pressure and stress around needing to meet deadlines, workloads, you know... competing things. This one needs that to be happening... that one believes she is that. So that's typically where the conflict and the pressure will be coming out. (Manager)

I think they are the three staff members that people generally... it's not a 50/50 thing. Most of us get along. And you will see if we go on a staff function staff outings, those people don't tend to join in, they exclude themselves, they don't want to mingle with us, and its unfortunately when you see this bit of a rift and a divide. (Non-manager)

...I like all the staff to see each other as a big team but if you divide yourself in a ward, this is only my team and this is my team, I think that can cause a lot of conflict. And what happened is like when some people from one ward have to go work in another ward, that is a big thing. ... So, a little bit of gossiping between the carers, mostly the carers. And I like that one, and they call each other friend. So that is why I said the preference with working with who they want to work with. I think that causes... but it's not heavy things. At the end of the day its blown and then it's gone again, and they work together again. (Manager)

One organisation described minor levels of conflict that occur during high-stress occasions. Some participants from the other organisations experienced greater interpersonal stress from conflict or rifts in the organisation. Relational motivation, as mentioned by Robinson (2006), has the potential to encourage staff to work hard due to friendships and social relationships. Constant conflict and bullying practices amongst staff members, however, could lead to burnout and job stress due to a negative working environment (Turgoose & Maddox, 2017). Although participants reported on interpersonal conflict, they reported similarly on how they rely on each other for psychosocial support.

Salary

Low salaries are a constant reality for South African NPO workers (Patel & UNRISD, 2009). All three organisations experience funding challenges. Five participants comment on salary issues in their respective organisations:

You know, the only thing that we all want is to have an increase. We want to have bonuses. We want to have, ja, bonuses and increases. Of which we don't have anymore. I think it's now almost like seven years that we don't have bonuses. That

we don't have increases. We had increase now recently but it's very little. Very, very little. (Non-manager)

I know that [non-management] perceive management to be achieving because obviously if the printer breaks, we are going to get somebody to come in to fix the printer, but if you want a pay raise, you can't get one. So, it's just that understanding as to what needs to be done and where the resources need to be compared. It's always around that [view] that their salaries aren't very high. (Manager)

So um, how he manages things is different than the other principals. So, you can see something has happened. But he really forgot about his staff. Really. He doesn't do... there is nothing that he gives to his staff. Nothing. But they did a fundraiser, the most of them... they are getting sponsors and stuff, but now we get nothing. We were getting something last year because we did not get a bonus. (Non-manager)

We have two unions represented in the workplace, because a non-profit organisation doesn't have to pay basic minimum wage. So, we've had to apply for exemption from it, because we don't have the money for it, so already there's a rift. Already between the staff there's a sense of "oh management doesn't really care." We do! We just don't have the money. So, I will be concerned...when we talk about openness, they are vocal through their union to share and express their opinions, but they try for us to change something that is inherently impossible. (Manager)

...one thing that I would change is... the money that they earn. Their salary. Because most of the carers' salary is R3200. And some of them have three or four kids and they're a single parent. If it was in my [hands], then I would have changed that. Just to uplift them. Maybe to lift them also. Most of the times they come to work, sometimes they didn't have food at home to come and eat. And so long as 12 hours that they work. (Manager)

While South African organisations are required by law to follow rules and regulations as stipulated in the Basic Conditions of Employment Act (Act No. 75 of 1997), NPOs can apply to be exempt from paying the basic minimum wage. The concept of adequate and fair compensation has been conceptualised as an important aspect of QoWL for decades and was mentioned by Walton (1973) to be a primary cause of unrest amongst hospital employees (i.e. nurses and carers). All the organisations commented on low pay being an area that they would change despite many of the employees recognising the issues their respective organisations face around funding. As a result, there is constant disagreement regarding salary increases and bonuses, where management feel helpless in their ability to increase staff salaries or pay additional bonuses and staff feel undervalued by their current salaries. This led participants in Two of the interview organisations' staff to resort to each having two unions in their organisation, causing a rift amongst staff. Indeed, unions have become extremely vocal in advocating for satisfactory working conditions (Walton, 1973), including that of fair pay.

Similar findings from the UST (2015) report found that compensation was area of dissatisfaction, particularly for those who did not feel fairly compensated (UST, 2015).

Workplace stress is amplified by South African NPOs' increasing socio-economic challenges and funding insecurities (Inyathelo, 2018). Funding is a major challenge that South African NPOs face, and has been exasperated by the economic crisis, which had led to a substantial decrease in funding from individual and private donors (Davis, 2012). This also confirms Newton and Mazur's (2016) findings that individuals working in the human services non-profit workforce is under-funded and poorly paid, both of which represent a potential source of strain (Newton & Mazur, 2016).

Miscommunication

The organisations described both formal (e.g. staff meetings) and informal communication processes (e.g. passage talk), which aligns with Kwiecińska's (2008) findings. All the participants, however, describe miscommunication to be a source of conflict in their respective organisations, with more apparent frequency in two of the organisations.

Five participants state their views on communication in their respective organisations:

Yes, I think [management] do a pretty good job. Sometimes things get "lost in translation" and sometimes if things don't go directly according to plan and people are not communicating with exactly the right person, things can get a little bit lost, but it doesn't happen often. (Non-manager)

Miscommunication. Big big big miscommunication in bold letters. Either wrong information or no information. And I mean where people are not sure as to what's happening, or things are happening and changes are happening, and there's no, nobody is talking, nobody is letting them know, then it does create a sense of conflict and unhappiness... (Manager)

We only have meetings if something happened. But there aren't monthly staff meetings or term staff meetings. There wasn't even a welcome back staff meeting. The meeting was somma all about the media. We wanted a welcome and saying this is the year, this is what we were going to do for the year. We were so used to that but for the new... the Centre Manager doesn't do that. Even with the HOD, they don't like meetings. We want it because we are used to it. We want to know what is gonna come up... And we want to know what is happening... if someone is doing something wrong then we also know... (Non-manager)

I think the fact that there is lack of communication sometimes between not only us as workers, like on the wards, but between management maybe and us. If you don't have some work, then that causes conflict because then they have to get someone

in your place, or they don't get someone in your place and then it causes strain on your team. (Non-manager)

... miscommunication is like sometimes, for instance like you didn't come to work today, but you phoned in and nobody said to the management...then it's like, "no, she is staying at home because she is doing this and doing that." ...And sometimes management, it's like sometimes I think management don't trust us sometimes as well, like we don't trust them sometimes as well. (Non-manager)

The participant's comment from another organisation indicate that it has a good communication system. This could be due to regular staff meetings attended by all staff members. Participants from two of the organisations mention miscommunication to be a big issue in their respective organisations. This could be due to the lack of staff meetings attended by both employees and management to discuss organisational issues. Kwiecińska (2008) mentions that it is typical of a clan culture to have informal and decentralised forms of communication. It is possible that information is communicated informally between management and co-workers, which may get "lost in translation," as described by the participant from one of the organisations. It was communicated by the participants from the other two organisations throughout the interview process that non-management do not meet with higher levels of management regularly, which could explain why miscommunication occurs frequently.

Work strain

Burnout is defined as the physical or mental collapse as a result of overwork or stress (Engelbrecht, 2019). It can have a severe impact on one's mental health and ability to perform one's work at an optimal level. Three participants describe their experiences of burnout:

... it has a big impact on my mental health. You know, at times, you can't be able to even focus on certain things. You know at times you can't even be able to do the sessions, the counselling sessions because as I've said, I've used the word 'burnout' that's when you reach a burnout. So, in those cases, I usually take leave because I can't anymore. I can't produce anything. If you come to me, you will tell me, and I will be like.... Sleeping in front of you. So, it affect us. (Non-manager)

... [the work] is very taxing. And I mean besides being physically taxing which is obvious because there is lots of lifting and lots of hands on, because you literally have to help with everything, and you have to do everything for most of the learners that we see...But it can be very emotionally taxing as well especially also as a therapist because there are sometimes things that you see and that you know, and

you try to get the parents involved in the child, but you can only do so much and you have to kind of let it go... (Manager)

I can say burnout, yes. But mostly it's like when I feel, it's like I'm drained...I know when I'm burned out. It's when I feel, not the stress, but when I feel the stiffness and my head is aching of thinking, 'okay what must I do now and everything', that is how I feel my burnout... (Non-manager)

The terms burnout and compassion fatigue overlap considerably, burnout is experienced as a result of environmental and organisational stressors as opposed to psychological and emotional processes within the individual, such as in compassion fatigue (Turgoose & Maddox, 2017). While the symptoms participants described could be attribute to either burnout or compassion fatigue, similar symptoms were experienced across all three organisations. This concurs with Turgoose & Maddox (2017) who stated that working with distressed individuals has been recognised to negatively affect helping professionals and could result in the development of burnout. This is echoed by WHO (2006) and Duffy, Oyebode and Allen (2009), who mention that individuals working in helping professions – including teachers, carers, nurses, social workers and counsellors – have been found to be vulnerable to the development of an extreme form of prolonged exposure to job stress, namely burnout and emotional exhaustion.

The participants commented on the psychological, emotional and physical implications of developing burnout. This agrees with Stamm (2010), who described the burnout as experiencing hopelessness and difficulties in coping with one's job.

Interviewees from two of the organisations reported a high workload. This is due to staff being retrenched or a shortage of staff due to absenteeism, which leads to work overload. While this could be addressed by increasing the human resource capacity (i.e. hiring more staff or locums), the NPOs are unable to afford this due to lack of funding. This confirms the findings from Thomsen, Soares, Nolan, Dallender and Arnetz (1999), which reported that organisational characteristics (such as high workload and poor funding) were more important than personal characteristics (such as intrinsic motivation) in predicting exhaustion in professional nurses. Burnout seems to be a common trend in the NPO staff; addressing it is essential as it can result in job stress. These findings align with several South African studies which found that social workers experience job dissatisfaction due to a lack of resources, high caseloads, high work demands, low salaries, lack of recognition and agency disorganisation to be a common phenomenon throughout the country (Calitz, Roux & Strydom, 2014; Moyane, 2016; Ntsoane, 2017; Kheswa, 2019). As a result, these social workers were found to experience burnout,

reduced performance, poor mental health, impaired cognitive functioning, decreased concentration and health-related problems due to these poor working conditions (Calitz, Roux & Strydom, 2014).

Work and non-work life balance

A balanced work and non-work life are important in achieving employee wellbeing (Ajala, 2013). Non-work life provides an opportunity to destress and socialise with friends and family. Four participants commented on this:

I do believe in 'me time.' You must keep your personal life and your work life separate. You need to take time off. Even if it's just the week. Do something that you enjoy. (Management)

There are people who say they can't do a job anymore because they, like one of my friends left aftercare because she had a big family...she had to leave aftercare because the stress was too big... Because her family lacking behind. So, it's not easy. (Non-manager)

Many a times what I've noticed with the care workers, I've noticed that they would easily give up their jobs because of personal life problems. I've also seen that. So, they would completely fall apart. Their personal life has such a great impact on their work life.... So, I find that people who flourish are the people who have a great support at home. (Manager)

There was a time I felt very depressed. I feel it affected because it was due to work stuff that I felt like, "no, I don't want to go on." I don't want to do this if nursing is this, and this is how management, some people are treated, then what am I doing here? But my personal life, um, gave me the boost... (Non-manager)

LaMontagne (2012) writes that exposure to job stressors have been shown to predict elevated risks for poor health behaviours, as well as other high burden chronic illness. It is for this reason that employees need to achieve a healthy work/non-work life balance. Participants from two of the organisations mention how their non-work life assists in ameliorating their work stress; noting how their family and personal life helps them cope with their demanding work. Another participant, noted the converse, where employees with personal problems, such as a negative home life, are less likely to cope with the demand of their work in their organisation.

A participant from the other organisation provides an example of how a staff member had to reduce her workload in order to provide for her family because she found it too stressful. This concurs with Walton (1973) who wrote that prolonged periods of working overtime can have

negative effects on other areas of an employee's life, including family life and social life. These employees, who have not achieved a healthy work/non-work life balance, are possibly less likely to achieve employee wellbeing, according to Ajala (2013).

Section Summary

The Culture-Work-Health Model illustrates a bi-directional relationship between employees' physical and psychological health and organisational health. For example, a staff member under stress may become ill and have to take time off, thus affecting the organisational health due to absenteeism. This was found by Vashishtha and Mishra (2004), who wrote that mental health and occupational stress have a profound effect on organisational commitment. It is therefore essential for management to consider the impact the work has on their staff in order to reduce burnout. Additionally, if the health of the organisation meant that it was under financial stress and had to reduce pay or staff bonuses, it could have a direct effect on employee health as staff become stressed about meeting their own financial needs, as illustrated by one of the organisations. The model further illustrates the relationship where management and organisational culture can positively or negatively influence employee and organisational health by either ameliorating that stress by providing support or compounding the stress by being unsupportive.

The findings partly support the assumption that employees in Cape Town NPOs experience high job stress, as some staff members are able to achieve a healthy work/non-work life balance. Interpersonal conflict, salary disputes, miscommunication, work strain were found to be the main causes of job stress.

Theme Five: Formal and informal policies that exist around safeguarding employee wellbeing

The development of a mental health policy for the workplace is the first step toward addressing mental health problems and providing a coordinated approach to reducing job stress (WHO, 2005b). Participants were asked to comment on whether additional formal and/or informal policies exist to further safeguard employee health. During analysis, one category emerged prominently: employee wellbeing.

Employee wellbeing

Employee wellbeing refers to the all-encompassing experience of a person, extending beyond physiological or mental health and involving happiness and job satisfaction (WHO, 2005b). Two sub-categories emerged pertaining to employee wellbeing; these are: i) regular debriefing and ii) amenability to time off.

Regular debriefing

Engelbrecht (2019) highlights the benefits of supervision amongst social workers, such as motivating and assisting social workers in the development of purposeful relationships, making professional judgements, and overcoming challenges. Supervision could have similar benefits to non-social workers and provide an opportunity for staff to reflect, debrief and analyse experiences with their clients that may have been emotionally difficult to process. The participants were asked if supervision and/or debriefing occur regularly in their organisation.

One of the organisations provides regular supervision where staff are able to debrief in a safe professional space. In addition, all staff may access optional internal and external counselling when needed. Two participants' comments are below:

We're guided by the National Supervision Framework... [you have a] supervision agreement that you...co-developed to make sure how you [and your supervisee] will be operating together. (Manager)

Yes, I get a chance to debrief then because each and every one has got supervision. But also, if you have a problem, it's not that you have to meet your supervisor once a month. Its if you have a problem you can go to her and ask for supervision. For example, if you just seen a case here, and you're not feeling well. You feel like you can debrief to someone, you are allowed to do that (Non-manager)

One organisation does not have regular staff meetings or regular opportunities to debrief from their high-stress jobs. The organisation, however, does provide debriefing opportunities from an external source in the case of an extreme or traumatic event. Two comments by participants are below:

I think if we probably integrated more mandatory debriefing sessions throughout the year. Just to give people a chance to vent. Whether it be moaning about management, or it be about having a difficult child and not knowing what to do with them, or if I'm doing what I'm doing is correct. I think probably that. (Manager)

We only see [counsellors] when [there was a specific event] so they also give us counselling, but the counsellors say if we wanted to have more, we can do. So, but I think that was the only time. (Non-manager)

The other organisation has regular staff meetings, which are only administrative in nature and because of time restrictions, do not generally allow for staff to debrief after a stressful or emotional shift. This is something that has been noticed by management working directly with the staff.

We had two cases in the past three years. A patient had suddenly passed away and how we get this psychologist in to debrief the staff. And also, when adverse incidents occur, for us as a team, we will meet and just before we even start thinking of disciplinaries or what should have been done better, let's just have our moment, how do you feel? (Manager)

The setup is actually, I think that is a lack in our organisation. People are so busy doing what they are supposed to come and do, that they forget [staff's] personal issues. If you are not observant and see [a staff member is] losing weight and what is happening...so I think there is not time to debrief. We must make a time and there is not always that you pick it up. No one will come to you and say, "I've got a problem." (Manager)

One organisation has on-going supervisory support outlined by a Supervision Policy. This is due to supervision being mandatory amongst practicing social workers, as set out by the Supervision Framework for the Social Work Profession in South Africa (2012). This may influence the overall positive feelings towards management communicated by the staff.

Two of the other organisations do not have regular debriefing internally or with external counsellors. Presently, these two organisations only have debriefing sessions after what is deemed as a traumatic event. Regular debriefing is essential as the staff work with physically and mentally disabled people, which is physically and emotionally burdening. This was found to be the case with employees in nursing homes, who not only care for the physical needs of residents but need to exert more effort in attending to their clients' emotional wellbeing. This additional effort results in the workload being extremely demanding (Hamann and Foster, 2014). It is for this reason that it is essential for staff to have regular debriefing sessions, with or without an external counsellor. These findings align with the UST (2015) report which found that NPOs should focus on stress management through improving communication between supervisors and employees. It is essential to make this a priority as employees who feel more supported by their supervisors, are less likely to be unhappy (UST, 2015). These findings also

show a need for management training to support non-management, which was also found in the UST (2015) Report.

Although one of the organisations has access to counsellors through a broader mental health support network, which offers counselling sessions in times of need, it may not be enough to support the on-going work pressures from their stressful jobs. Another organisation, however, has resources available for their staff – such as ICAS, an employee assistance programme – but not all staff are aware of this. Additionally, ICAS consultations occur telephonically and are less personal than face-to-face counselling sessions, which may deter staff members from utilising the service. Staff may also avoid seeking help due to stigma as regular debriefing sessions have not been normalised in these organisations.

Time off

Participants were asked whether the management in the respective organisations were amenable to allowing staff time off due to psychological reasons. The following comment was made from participants in one of the organisations:

But if we have burnout...Then I'll tell them to take leave. Go and take some leave and then when you come back, we will assess again...take two weeks, because you've got the leave, even if you go home, you don't have to go somewhere. You can go and reflect about what's going on. Come back after two weeks and then we assess, is this really burnout? (Manager)

I went to talk to the manager and said "yeah man, I'm so tired. I feel like I need time to rest, because now I have this problem of anger. And then I also have this problem of not seeing any client. I just come here and I want to relax without seeing any client" So I told her and she said "no, I understand" (Non-manager)

These participants reported feeling comfortable to ask for time off in the event of emotional exhaustion. This is most likely due to management comprising professional social workers who are aware of the emotional toll their work has. Employees are more likely able to communicate their emotional exhaustion in their regular supervision sessions. Additionally, management is able to communicate the options available in the event that staff experience severe psychological strain during their regular staff meetings.

Participants from two of the other organisations, however, report differing experiences. A common factor between similar participant responses, however, was whether they were in management or non-management. Participants in management from these organisations commented the following:

I know that there was an incident last year and she was pretty much, fell under your mental health care, I would think that was the situation that called for that. And from the Centre's side, we listened, we offered resources, and set out appointments for her to speak with someone. She was given some time off to just take a break and you know, almost just reset a little bit. (Manager)

Yes. It was about a few years ago that I needed to just take off. It was actually very hard for me also after an incident then I just decided I'm not coming to work. I'm just gonna sleep. I do experience that. ... Yes, no I do feel safe. (Manager)

Both these participants recounted cases where the organisation had allowed for an employee or himself/herself to take time off due to psychological reasons, while participants in non-management in two organisations reported the following:

No, I did not tell them. I went on maternity leave. I was pregnant and told my husband, now we need to plan. But I didn't tell them I was tired. So, I sent me husband, we are going to plan this baby because we wanted to take leave. I even didn't want to come and stand here. But I was tired. So, then I was resting for 6 months so when I come back, I was feeling better. But even now if I'm feeling too stressed out then I take a weekend, we can take leave, and the doctor will book you off. (Non-manager)

No. Because...I know sometimes people, they feel tir[ed] and whatever, but they come to work. But if they stay out of work its "no, she is lazy. She just wanted to be at home," I don't think we support each other enough. (Non-manager)

Non-management staff members from one of these organisations are possibly afraid to ask for time off, as reflected by one employee's behaviour by going on maternity leave instead. This could be due to fear of being viewed as "lazy" or "weak", as seen with the employee from the other organisation, who said she did not feel safe to ask for time off because of how she would be viewed by management. This talks to an assumption about human nature, as discussed by Peterson & Wilson (2002), where staff members may perceive that managers view them as lazy, irresponsible and unmotivated. Additionally, it speaks to the lack of "openness and trust" between management and non-management in these organisations. It is therefore necessary for the organisation to create a culture where staff feel trusted by management to make decisions about their health.

Section Summary

Policies safeguarding mental health may provide a supportive framework for staff to follow in the case of extreme job stress. The Culture-Work-Health Model illustrates the interrelatedness

of various factors leading to job stress; thus, a policy facilitating a nurturing environment may foster a greater sense of trust and transparency between management and non-management. This may have a positive influence on employee health and thus, organisational health, which may create a better QoWL and an overall positive organisational culture. Understanding these various elements within the three organisations can allow for the detection of key areas in need of attention in order to address any job stress that may exist. For example, the need for staff meetings and regular debriefing.

The findings support the assumption that Cape Town NPOs have formal policies, such as referral protocols, in place to provide support and safeguard employee mental health. However, in two of the three organisations interviewed, these policies require improvement with greater attention on providing on-going support to employees through supervision and debriefing. Employees need to be notified of the different forms of support that are available to them as it was found that not all employees are aware of these resources.

4. 5. SUMMARY

This chapter discussed the interviewees' comments by categorising them into themes, categories and sub-categories based on the objectives of the study. These findings were then analysed, compared and contrasted in relation to previous studies to find similarities and differences. The following chapter will discuss conclusions and recommendations for policy development on an organisational and national level based on the findings of this chapter. The following chapter also provides the main conclusions and recommendations of the study.

CHAPTER FIVE: CONCLUSIONS & RECOMMENDATIONS

5. 1. INTRODUCTION

This study explored the organisational culture using the Culture-Work-Health Model of three Cape Town NPOs that work in the field of mental health. This chapter provides the main conclusions emanating from the findings, as well as recommendations for the studied NPOs and those alike to improve their organisation's approach to job stress. The aim of this study was to encourage organisations to understand the critical role employee mental health plays in the functioning of the organisation. The chapter closes with final concluding remarks.

5. 2. RECAPPING THE PROBLEM CONTEXT AND RESEARCH QUESTIONS

Individuals working in helping professions are more vulnerable to developing an extreme form of prolonged exposure to job stress, namely burnout and emotional exhaustion. Literature suggests that these forms of extreme job stress may be linked to organisational factors, such as a high workload, staff conflict and poor communication (Duffy, Oyebode & Allen, 2009). Extreme job stress can lead to a number of negative outcomes, such as low mood, fatigue and loss of motivation, which impacts negatively on clients (Schaufeli & Enzman, 1998).

The aim of this study was to use the Culture-Work-Health Model as a framework to explore organisational culture and its contribution to job stress in Cape Town NPOs working in the discipline of mental disability. It did so by investigating the perceptions and experiences of employees in management and non-management positions. By understanding this, recommended strategies are suggested to improve the psychological safety of employees through formal and informal policies and practices. This is essential, as a failure to do so has the potential to lead to employee mental health problems, such as burnout, as well as poor job performance and absenteeism, which will, in turn, affect organisational productivity.

The study employed an exploratory, qualitative research design in order to gain insight into employees' experiences and perceptions of the organisational culture of Cape Town-based non-profit organisations, and to provide recommendations on how NPOs can reduce and address job stress. A total sample of 21 participants were selected from three different organisations through non-probability, purposive sampling. From each organisation seven

employees were purposively selected, four of which were selected from management/leadership positions and three were selected from non-management in order to gain qualitative data from both management and non-management perspectives. Data collection was done through semi-structured, face-to-face interviews with the participants. The data was analysed through the use of Tesch's (1990) stages of analysis. A framework was then developed based on themes, categories and sub-categories that emerged during analysis. These provided a structure for the presentation and discussion of findings.

5. 3. MAIN CONCLUSIONS EMANATING FROM FINDINGS

The first finding relates to how NPOs describe their organisational culture. Characteristics such as warm, family-orientated and nurturing are indicative of a clan culture and were felt across the three organisations. While two of the three organisations described occasional interpersonal tension, staff felt supported by each other in times of need. This sense of collectivity, mutual help and shared goals, as well as friendships, were identified as common amongst staff. Employees are passionate about their work and deeply committed to their clients. Additionally, organisational citizenship behaviour was identified, whereby employees go beyond what is expected of them in their respective organisations.

There is an instilled culture of learning in the NPOs, which means that staff are given opportunities to attend external courses or internal training and are encouraged to progress in their careers. While a culture of knowledge sharing is accepted by the majority of the staff, staff with lower levels of professional training may appear to show less willingness or ability, which could stem from a lack of confidence or uncertainty.

The findings reflect that management plays the most significant role in employee QoWL by either positively influencing or negatively compounding existing employee stress. Management was perceived differently amongst the three organisations. Reasons for this could be due to two key areas: the nature of the organisation, i.e. organisations that are medical in nature have strict organisational structures in place; and the professional levels of the staff as this may lead to management enforcing stricter management behaviours and reducing staff autonomy in order to run the organisation effectively.

Overall, staffs' perception of managerial support is greatly influenced by openness and trust between management and non-management, and salaries. While staff are aware of the issues pertaining to funding, there is an overall sense of despondence due to lack of increases, monetary incentives and their already low salary. Conflicting views of openness and trust between staff and management were apparent. Situations such "us versus them" between management and non-management created a rift in the organisations, leading to further conflict, which was further exasperated by staff feeling undervalued by their low salaries. While staff reported having autonomy in their decision-making, the parameters for which they are able to make decisions vary greatly based on the organisation and staff qualifications. The "us versus them" phenomenon may result in a stronger bond within each of the two parties as they come to rely on each for support, especially when confronting conflict caused by the other party.

Staff reported a high quality of work life to job satisfaction and in most cases, positive inter-relational connections. Staff reported high levels of job satisfaction due to their interactions with one another and the positive contribution their work has on the greater community. The staff are able to live out their altruistic values, which offers a sense of achievement; another important contributor in employee wellbeing. Conversely, staff who felt unsupported by management expressed the least motivation, despite having a passion for their work. This indicates the significant role management has on employee engagement.

NPOs use food as a form of acknowledging hard work and staff achievements. Due to lack of funding and an inability to give staff bonuses, celebrating together has become a way in which organisations' show appreciation. Food is always used during these occasions and provides a tool for fostering a sense of community. Organisations that do not incorporate staff recognition reported lower staff morale and a perceived lack of support.

Interpersonal conflict exists in NPOs. Due to the small size of the NPOS, these interpersonal conflicts have a great impact on productivity, and have the potential to result in organisational rifts and bullying practices. Despite this interpersonal conflict, staff rely on each other heavily for emotional and workload support resulting in their forming a strong emotional bond.

Another form of conflict in NPOs is between management and staff due to salary. In addition to increased job stress, such as heavy workloads, emotionally straining work and difficult

clients, employees receive low salaries (in some cases below the minimum wage). This leaves staff feeling unsupported and undervalued by management.

Miscommunication is a common issue within NPOs: it can be challenging to make time for a staff meeting to be attended by all levels of staff into the monthly calendar, especially when clients need to be attended to constantly. However, staff from the organisation with regular staff meetings reported greater transparency, less conflict, greater managerial support and recognition.

NPOs in the field of mental health/disability experience high work strain, which puts them at risk of burnout. Employees experience psychological and emotional work, with carers having the extra burden of physical strain due to their clients' disabilities.

A good work and non-work life balance is an important factor in the management of job stress. Employees who have a good home support system and use time outside of work to destress cope better in their work environments.

Organisations consisting of non-social work staff do not have regular debriefing opportunities with supervisors, unlike NPOs that consist of social workers who must abide by the Supervision Framework for the Social Work Profession. Staff from the latter NPO, however, reported feeling greater support from their organisation.

In two of the organisations interviewed, non-management did not feel management was amenable to staff taking time off in the case of burnout, which could be due to a lack of trust between the two parties.

The Culture-Work-Health Model provides a framework for understanding the aetiology of job stress in an organisation. The findings showed that the organisational culture within the selected NPOs was indicative of a clan culture. It was found that if the health of an organisation was under financial stress it could affect employee health due to financial strain and organisational conflict and that this, in turn, could cause high staff turnover and absenteeism. In addition, the staff described a good quality of work life due to satisfaction they receive from their work.

The model illustrates that management systems, structures and behaviours provide a buffer between organisational culture and the other factors. This was supported by the findings in that the staffs' perception of management had the greatest influence on their experience at the

organisation. Staff who found management to be supportive found that it ameliorated their job stress. Conversely, staff who did not find management to be supportive felt it compounded their job stress, which in turn, negatively impacted their quality of work life despite having job satisfaction.

5. 4. RECOMMENDATIONS

This study aimed to promote employee wellbeing, which would assist in lessening the organisational burden experienced as a result of job stress. It was able to do this by determining which areas within the NPO sector require attention and by making suggestions to management for improvement. The NPO sector plays an important role in South Africa, particularly in addressing areas of trauma counselling and caring for people with mental disability. It is for this reason that promotion of employee wellbeing is crucial in ensuring that the NPO sector thrives.

This study has contributed to the limited literature pertaining to organisational culture, job stress, job satisfaction, and management that exists within Cape Town NPOs. The following recommendations are made:

1. The need for regular staff meetings to be attended by all members of staff. Firstly, this will provide a platform to all levels of staff to voice areas of unhappiness and for management to communicate news and address conflict, resulting in fewer communication mishaps and a greater sense of transparency. Staff meetings will also provide an opportunity for staff to be praised for individual or collective achievement (e.g. a member of staff completing a course or a branch meeting a target) and special occasions (e.g. birthdays and holidays). This has the potential to foster greater cohesiveness and transparency among the staff as a whole, as well as between management and non-management through feelings of recognition. Secondly, these meetings will enhance communication allowing for all staff to be aware of the organisational goals. Staff would therefore have a better understanding of what is happening within the organisation, which would lead to an improved efficiency and effectiveness of the organisation itself.
2. Management would need to address staff hesitancy towards learning new skills and adapting to change constructively. Frequent training sessions, revision of administration

duties during staff meetings and step-by-step pictorial guides placed throughout the organisation are possible ways to assist staff members in learning new skills. Training should be designed to cater for different styles of learning so that staff members can feel more confident when presented with new challenges. Finally, management would need to emphasise how this work would benefit the staff and organisation to encourage participation.

3. While the issue pertaining to salary increases cannot be addressed directly, restrictions due to external funding should be communicated regularly in staff meetings and alternative perks should be made available, such as providing employees with lunch, additional leave or shorter working hours on a Friday.
4. Management need to be aware of the demanding strain the work puts on its employees. A formal mental health policy should therefore be drafted. This policy should need to incorporate support structures, such as wellness programs and in-house counselling, and/or external resources, such as the availability of ICAS. This can be done by partnering with other NPOs in Cape Town who offer such services or through the Government.
5. To address stigma and encourage staff participation, management would need to communicate the availability of the above-mentioned resources and to normalise counselling and enforce confidentiality through mental health workshops and campaigns.
6. A supervision policy should be incorporated in all NPOs working with clients who have been traumatised or are disabled by formalising weekly group or individual supervision. This allows for ongoing maintenance of staff wellbeing through debriefing and allows for supervisors to monitor overall staff morale. In addition, management should be trained to supervise effectively in order to successfully negotiate these sessions or outside supervisors should be contracted.
7. Celebrating together or “teambuilding” was shown to be a positive organisational factor and should be encouraged to be a regular occurrence, whether through local sponsorships of groceries, local restaurants for group luncheons or during staff meetings.

5. 5. SUGGESTIONS FOR FURTHER RESEARCH

During the process of conducting the research, several gaps in knowledge about organisational culture and NPO management were identified. As such, the following areas are suggested for further research:

Each facet of the Culture-Work-Health Model, namely organisational culture, management, organisational health, employee health and quality of work life, is a subject for investigation in its own right. Further research on each of these facets should be explored within Cape Town NPOs, as it will allow for the acquisition of richer data and a deeper understanding of NPOs.

The majority of research conducted about organisational culture in NPOs has been performed in first world countries, and it is thus necessary to explore the different nuances in a South African context.

Further investigation needs to be made into the leadership of Cape Town NPOs and how this impacts the functioning of the NPOs. This could be done by studying the relationship between the NPO's leader, varying levels of management and organisational factors, such as workload, organisational support and staff engagement.

NPOs constantly face uncertainty and difficulty in funding. A study could be initiated that compares the differences between staff morale and employee health in a financially well-off NPO and an NPO that is struggling financially.

Future comparative studies looking at job stress amongst varying sectors across the NPO sector will provide greater insight into the causes of job stress and how these may change based on the sector.

5. 6. CONCLUDING STATEMENT

NPOs play an essential role in South Africa, providing services for the poor in areas where government support is lacking. A lack of funding, under-staffing and being under-resourced means that these NPOs must work even harder to reach their targets. This, compounded with the physically and emotionally demanding work, often leads to significant work-related strain, such as compassion fatigue and burnout. NPOs need to protect their employees by instilling an organisational culture that is nurturing and supportive. This study has examined the

organisational culture of three Cape Town NPOs working in the field of mental health and mental disability. The implications of these findings will allow for the development of policies and practices that will better equip management to support their staff, despite their inability to do so financially. The recommendations made in this study offer guidance in enhancing employee wellness and thereby improving employee engagement and retention. In order for the NPOs to carry on the work that they do, it is imperative that NPOs invest in the wellbeing of their staff. This study has gained deeper insight into the organisational culture, management and job stress of NPOs in Cape Town and suggests areas for future research.

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APPENDICES

APPENDIX A – UCT ETHICS CLEARANCE LETTER

SUPERVISOR: I have carefully considered all the ethical issues pertaining to this study as reflected in the proposal and at this stage cannot see any ethical obstacles

Supervisor Signature: Signature Removed

STUDENT: I have discussed the ethical issues with my supervisor and am forwarding this review form to the department's ethics committee for further consideration

Student Signature: Signature Removed

DSD ETHICS REVIEW COMMITTEE CHAIR (to sign)	Review meeting: Time spent	Date of completion of review
Chair : Signature Removed	30 Minutes	18/10/2019

Departmentally approved (**YES/NO**) _____

APPENDIX B – INVITATION LETTER FOR NPOS



Department of Social Development

Masters Research Project

RE: INVITATION TO PARTICIPATE IN RESEARCH STUDY

I am a Master's student from the Department of Social Development at the University of Cape Town, specialising in Social Policy and Management. Through my studies and due to a lack of current literature, I have found that there is a need to explore organisational culture and job stress in non-profit organisations in Cape Town. The study will focus on the following areas:

- the organisational culture(s) that exists in Cape Town non-profit organisations;
- the leadership and management styles present in Cape Town non-profit organisations;
- employee experiences and perceptions of the quality of work life in their workplace;
- formal and informal policies that exist in the organisation around psychosocial health of employees; and
- how the organisation addresses employee job stress.

This study will contribute to the limited knowledge around organisational culture, employee engagement, and leadership and management that exists within Cape Town non-profit organisations. Primarily, the study aims to promote employee well-being and assist in lessening the increasing number of mental health problems developing as a result of job stress. It aims to do this by determining which areas within the NPO sector require attention and to make suggestions for improvement. The NPO sector plays an important role in South Africa particularly in addressing areas of trauma and mental health. It is for this reason that promotion of employee well-being is crucial in ensuring that the NPO sector thrives.

As part of this study, I will interview a total of 21 participants from three NPOs working within the mental health field in Cape Town. From the seven participants within each organisation, I would interview four staff members within management positions (including the Director) and three non-management staff members. Participation in this study is completely voluntary, with the participants having the right to withdraw at any time. The interview will take between 60 - 90 minutes and will remain completely confidential. The final results will contain no identifying information of the organisation or the interviewed parties.

Your participation in this study will be greatly appreciated and will assist in facilitating further research in this field as well as benefitting the NPO sector.

Please contact me via email at ash.kew.01@gmail.com or cell 082 668 6880 if you have any questions.

Yours sincerely,

Signature Removed

Ashleigh Kew, Researcher

Signature removed

Lauren van Niekerk, Supervisor

APPENDIX C – INTERVIEW SCHEDULE



Department of Social Development

Masters Dissertation

Participant ID:

Introduction

Thank you very much for taking the time to talk to me today. As you know, I am a UCT Masters student with a special interest in organisational culture, leadership and employee wellbeing. Today I'd like to have a conversation with you about your experiences and perceptions of working in your company.

This interview will be recorded and transcribed, but everything you say will remain completely confidential. Do I have your consent to proceed?

Interview questions

1. For reporting purposes, please could you clarify the following:

- 1.1. Job Title (level in the organisation); Race; Age; and Sex.
- 1.2. Highest qualification
- 1.3. Length of time working at the organisation; length of time in role

2. How do the employees describe the organisational culture of their NPO?

- 2.1. Could you clarify for me, your understanding of **organisational culture**?
- 2.2. How would you describe your organisational culture?
- 2.3. How would you describe your ideal organisational culture?
- 2.4. What would you describe to be the core values of your organisation?
- 2.5. What makes you proud to work at this organisation?
- 2.6. To what extent is a culture of learning and shared knowledge created?
- 2.7. To what extent are employees given agency/ encouraged to make decisions?
- 2.8. To what extent is there a sense of openness and trust amongst staff?
- 2.9. What kind of employee achievements does the organisation recognise?
- 2.10. In what ways are employees recognised (incentives/ praise)?
- 2.11. What role do company values play in recruitment and talent management practices?
- 2.12. Generally, what causes conflict in the organisation and how is it dealt with?
- 2.13. How would you describe "organisational politics" at the company?
- 2.14. What are some of the ways the organisation celebrates success?

3. How do employees describe the leadership and management style?

- 3.1. How would you describe your manager's management style and how do you respond to it?
- 3.2. [To your knowledge...]To what extent are the leaders' decisions based on demands of the funders – does this create conflict with organisational values?
- 3.3. How do you as a manager support and motivate your team?/ As a team member, how does your manager support and motivate you?
- 3.4. When and how do people like to give and receive performance feedback?

4. How do employees perceive their quality of work life?

- 4.1. How would you describe your "quality of work life"?
- 4.2. How do you think areas could be improved to make your work life more enjoyable?
- 4.3. To what extent do you experience a sense of job satisfaction from the work that you do?
- 4.4. How does the organisation support your professional development and career growth?

5. What formal and informal policies exist in the organisation around psychosocial health of the employees?

- 5.1. To what extent is the organisation open to different types of leave (eg paternity leave, duvet days etc)?
- 5.2. What is the organisation's policy on working remotely?
- 5.3. What is the organisation's policy on starting times and work hours?
- 5.4. What type of supervision and/or debriefing do practitioners receive, if any?
- 5.5. Are there set times for staff meetings?
- 5.6. What's one thing you would change about the organisation's policies that you believe would improve your and/or overall mental health?

6. How does the organisation address job stress?

- 6.1. Could you clarify for me, your understanding of **job stress**?
- 6.2. Have you ever experienced internal conflict such as bullying or threats? Can you tell me more about this experience?
- 6.3. How did the organisation respond to this?
- 6.4. Were you able to report this; what it addressed? Did you (staff members) feel supported?

7. How does the organisation address compassion fatigue and burnout?

- 7.1. To what extent does the work you do (working in mental health) have an impact on your personal mental health?
- 7.2. Have you experienced compassion fatigue in your current job?
- 7.3. Have you experienced job stress or burnout in your current job?
- 7.4. Did you feel psychologically safe to ask for help/time off? How did the organisation respond?
- 7.5. To your understanding, how does the organisation safeguard your mental health? What resources are available?
- 7.6. To what extent staff members feel supported?

Questions

APPENDIX D – INFORMED CONSENT FORM



Department of Social Development

Masters Dissertation

You are being asked to participate in a research study that **will explore organisational culture and job stress in your organisation**. Through my studies and due to a lack of current literature, I have found that there is a need to explore organisational culture and job stress in non-profit organisations in Cape Town. The study aims to promote employee well-being and assist in lessening the increasing number of mental health problems developing as a result of job stress. It aims to do this by determining which areas within the NPO sector require attention and to make suggestions for improvement.

The following interview process will take between 60 - 90 minutes whereby the interview will be recorded with the permission of the participant. The interview and notes will then be transcribed for data analysis. These transcripts will be kept on a password-protected computer that the researcher only can access. These interviews will remain confidential, with only the final results being made public. Under no circumstances will your or your organisation's name be revealed.

In signing the form, I acknowledge and accept the following:

1. I agree to participate in this research project. The research has been explained to me and I understand what my participation will involve.
2. I understand that I reserve the right to withdraw from the study at any point should I change my mind.
3. I agree to the interview being recorded and used for purposes of the research on condition that the organisation and my privacy are respected.
4. I agree that the recorded interview will remain confidential and that the organisation will not have access to my interview, only the final results.
5. I understand that the organisation will receive a copy of the dissertation.
6. I understand that I will not be compensated for taking part in the study, but that my participation will contribute toward understanding employee wellbeing in the non-profit sector.
7. I understand that there are no foreseeable risks, however should I feel at risk or emotionally harmed, I will be able to contact the researcher for guidance.
8. I have received a copy of this consent form.

I understand that if at any time I would like any additional information about this research, I can contact my supervisor at the following contact details:

Ms Lauren-Jayne van Niekerk

Tel: 021 650-5356

Email: lauren.vanniekerk@uct.ac.za

I, _____ hereby **give permission** to take part in the research study conducted by researcher, Ashleigh Kew as part of her Masters research study in the Department of Social Development at the University of Cape Town.

Participant Signature:

Date:

Researcher Signature

Date: