



Case Studies of Employees Engagement and Organisational Performance in Durban

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DECLARATION

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ABSTRACT

Employee engagement is becoming a more prominent discussion in the present day workplace. Interest in this notion has been stimulated by the fact that it is not enough for employees to be present at work, but also to be zealous about their work. Previous studies proved that engaged employees's productivity levels are always high.

The purpose of this study is to analyse the relationship between "Employee Engagement and Organisational Performance" in two closed corporations (CC) in Umbilo, Durban. A quantitative research method was used. Data for this study was collected from Thorbin Developments, CC and Dive Factory, CC., via questionnaires. The target population were all (60) employees in these CCs. Due to the smaller size of the targeted population, the questionnaires were sent to all 60 participants. Fifty-four of the respondents completed the questionnaire comprising a response rate of ninety percent (90.0%). The results indicated that there is a strong relationship between the antecedents: supportive leadership, team & co-worker relationships, compensation & benefits, organisational environment & justice, training & development and employee engagement. Employee engagement was found to be the mediator of the listed antecedents where organisational performance was positively associated. This research provides a contribution for Thorbin Developments CC, Dive Factory CC, various managers and academia. Insights were provided on how employee engagement boosts organisational performance. It also presents an insight into practical and theoretical suggestions, which will help the employees of both CCs to be more productive.

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List of Acronyms

JD-R	Job Demand Resources
SDT	Self Determination Theory

CHAPTER 1

INTRODUCTION AND BACKGROUND TO STUDY

1.0 INTRODUCTION

Employee engagement has been given more attention recent times. The popularity of this concept is because employees have to become more zealous with their jobs because just reporting for work is no longer sufficient. Previous studies have proved that fully engaged employees are more productive as there have been many reported cases of negligence on human related matters (Anitha, 2014). This is because; it is now clear that employee satisfaction translates into favourable monetary performance due to employee creativity and commitment (Kazimoto, 2016). The shifted economy and current trends of business markets are more challenging and demanding than ever (Kazimoto, 2016). As a result, the most treasured asset that organisations have are their employees, who are the people designing, operating and delivering the services and products (Kazimoto, 2016). Since the vital importance of employees are gaining more recognition, the means of boosting employee levels of engagement needs to be implemented (Anitha, 2014). This is because once organisations achieve an engaged workforce, superiority and competitiveness will be achieved (Bedarkar and Pandita, 2014).

Engaged workforce is a company asset that can never be plagiarised or replicated by rivals and is considered as being one of the most treasured and priceless factor, if properly managed and engaged (Anitha, 2014). It is impossible for the organisation to thrive without a skilful leadership and an engaged workforce (Konya, Matić and Pavlović, 2016). There is a rise in talent warfare globally; hence, all organisations are expected to make certain that besides employing and keeping the best talented employees, engagement is kept at high levels, as employees may be talented but not fully engaged (Anitha, 2014). One of the hardest challenges facing human resource management and business leaders is ensuring that their employees not only report to work bodily but also are also cognitively and emotionally engaged in the work place (Bedarkar and Pandita, 2014). This means that organisations should make sure that their employees are fully engaged in order for them to positively achieve organisational goals. This is because when engaged

employees are enthusiastic about their work, it usually leads to increased productivity, anticipation and eagerness (Boverie, Grassberger and Law, 2013).

The term employee engagement was originally used by the academic researcher Khan, who explained it as the level of employee dedication and connection that is found in an employee as they carry out their work (Khan, 1990). Employee engagement is viewed as the level that employees are vigilant during their job performance and it can best be described as a good orientation that they have towards their work and its values. An organisation should thus recognize its employees as a powerful contributor to its competitive position more than any other variable (Saks, 2006). Concerning profitability, it has been proven that organisations with employees who have higher levels of engagement perform better than their competitors (Reilly, 2014). This is reinforced by a study conducted by Reilly (2014) which proved that engaged employees are favoured by entities because they support organisational goals, as disengaged employees are unsupportive in delivering organisational goals thereby injecting negativity to their colleagues by showing little passion and spending time without any accomplishment (Reilly, 2014). Khan (1990) further stated that during disengagement, employees remove and defend themselves emotionally, physically and cognitively during role performances.

Research demonstrated clearly that employee engagement is strongly associated with various positive individual and organisational outcomes. A study showed that engagement is strongly associated with extra-role performance, in-role performance, competitive advantage and a reduced turnover, which is proven a key source of organisational profitability (Albrecht, Bakker, Gruman, Macey and Saks, 2015). Leadership that foster a culture of employee engagement experience increased performance from employees, retention, job satisfaction, trust and organisational growth (Bhuvanaiah and Raya, 2015). Workforce that is not engaged with their organisations is less productive because they lack commitment to their work (Gupta and Sharma, 2016). Improved engagement levels lead to improved competitiveness and productivity (Kaliannan and Adjovu, 2015).

Research findings have revealed that more than 80% of employees globally are not engaged at work (Kaliannan and Adjovu, 2015). This has led to unfavourable results in productivity, profitability and competitiveness (Kaliannan and Adjovu, 2015). Employee engagement is the *Holy Grail* of organisational success and, therefore, should be a priority for managers. Personal and situational antecedents influence one's performance at work; hence, leaders must comprehend the various causes of employee engagement (Harter and Adkins, 2015).

As employees are the greatest assets of the organisation, sustaining a productive and loyal workforce while increasing financial gain has become a huge difficulty for leaders (Carter and Baghurst, 2014). This development over the years has propelled the need to know the drivers of employee engagement (Carter and Baghurst, 2014). Sadiqe (2014) has explained in their study that employee engagement has optimum importance for maximized utilization of its work force resources. This is because organisations that do not engage their workforce can never survive extended periods (Sadiqe, 2014). According to Berens (2013), there are three elements of employee engagement that managers should consider, these are: (i) managers should understand what matters most to employees, (ii) be aware of what created positive employee engagement, (iii) have the ability keep employees engaged.

Just as it is possible for disengaged employees to gradually move to engaged levels through leadership support, it is also possible for engaged employees to drop down to disengagement levels (Bhuvanaiah and Raya, 2015). It is therefore crucial for organisations to constantly keep track of the percentage level of engaged and disengaged employees. This is in order to help the leadership address the problems of the disengaged employees accordingly.

1.1 BACKGROUND TO THE STUDY

Rob Allen has been manufacturing Spears gear since 1985. It was a hobby and a passion, which later turned into a full-time job. In 1990, Rob Allen moved his workshop from his garage in Westville into a commercial property situated in KZN, Pinetown. Due to the rapid growth and demand for his uncompromising customized

spearfishing gear, he was able to take on two employees within a year. A year later, he collaborated up with two other South African water sport equipment manufacturers to complete a full range of products, which created a one stop for all enthusiastic spearfish men, hence, the birth of Dive Factory. Today this rapidly growing company has a positive impact not only within its South African based factories but also on other local and international industries, which are contracted to produce for the Rob Allen brand trademark.

Rob Allen's spear guns have grown in popularity due to its simplicity, strength and ability to endure almost any water conditions. It has also become one of the world's most popular brands in the world as it has landed more record size pelagic fish than any other brand in the market. Today, the Dive Factory has a distribution network, which covers more than 40 countries with over 400 shops worldwide and employs more than 60 people within its very own factory that is situated in Durban.

Ralph Thorpe founded Thorbin Developments in 1991. The primary focus of the company at that time was the design and manufacturing of water-ski bindings that would be easy to put on and take off with just one hand in the water, instead of both hands which can be quite difficult. Over the last quarter century, the company has evolved from its humble beginnings in a small factory in Blake Road Umbilo, Durban, into a business that occupies several floor spreads over two buildings in Gale Street. The company manufactures a diverse range of products from water sport equipment to fiberglass rods used widely in the advertising industry.

Thorbin Developments, CC and Dive Factory CC., are operating from Umbilo, Durban and they provide superior products locally and abroad since their inception in the 1990's. Today these entities are well known for their preferred brands. However, some employees at these two entities do not seem to be fully engaged as expected, judging by their actions. The fact that engagement levels has never been determined by management, made it more difficult for the HR policies at Thorbin Developments, CC and Dive Factory CC., to attract talented employees and keep their engagement levels high. Due to lack of these strong policies, employees are

not fully engaged as this has greatly compromised the company's goals and organisational performance.

1.2 STATEMENT OF THE PROBLEM

Both Thorbin Developments and Dive Factory, CC., are currently faced with a situation where employees are less engaged during role performance. This is demonstrated by increased numbers of leave days being taken, especially the misuse of sick leave. In addition, there is a lack of focus on job performance. This has led to very poor growth in skills, which proves a very poor connection between the employees and their employer/company. This creates a gap as such behaviour contradicts company goals. These company goals can range from increased profits, market share, competitiveness and manufacturing of superior quality products, which results in satisfied customers.

1.3 AIM OF THE STUDY

The main aim of this study is to investigate the key drivers that encourage employees at Thorbin Developments and Dive Factory, CC., to have passion, courage and display discretionary effort.

1.4 OBJECTIVE OF THE STUDY

The main objective of this study is to investigate the diverse factors that affect employee engagement and the effect that they have on organisational performance. Recommendations to management on suitable management strategies that promote employee engagement will be made thereafter.

The specific objectives to address the main objective are:

1. To investigate the level of employee engagement at Thorbin Developments, CC and Dive Factory, CC., Umbilo, Durban.
2. To investigate the relationship between employee engagement and performance at Thorbin Developments, CC and Dive Factory, CC., Umbilo, Durban,

3. To determine the categories of employees that are more engaged at Thorbin Developments, CC and Dive Factory, CC., Umbilo, Durban.
4. To investigate the relationship between work practices in the two companies and employee engagement.
5. To ascertain the strategies that managers employ to engage employees in these companies.
6. To recommend Employee Engagement Strategies for Thorbin Developments, CC and Dive Factory, CC., Umbilo, Durban.

1.5 RESEARCH QUESTIONS

The following research questions were posed for the study, which are in line with the specific objectives above:

1. What is the level of employee engagement at Thorbin Developments, CC and Dive Factory, CC?
2. What is the relationship between employee engagement and performance at Thorbin Developments, CC and Dive Factory CC?
3. What categories of employees are more engaged at Thorbin Developments, CC and Dive Factory, CC?
4. What is the relationship between work practices in the two companies and employee engagement?
5. What strategies do managers employ to engage employees in these companies?
6. What employee engagement strategies should be recommended to the management going forward?

1.6 RESEARCH METHODOLOGY

Qualitative and quantitative methods are the two main approaches used in research. The third is the mixed method approach that circumscribes these two approaches. According to, the quantitative study is better for this study as it narrates the features of a person and the situation. The researcher utilised the quantitative approach that uses the statistical and numerical approach in gathering and analysing of data. This

approach was most suited for this study as it properly assessed the diverse factors that affects employee engagement and the effect they have on organisational performance.

The population for the study includes all the employees at Thorbin Company and Dive Company. A random sampling approach was used such that all the employees from both companies (Thorbin – 15 and Dive – 45) were granted equal chance to engage in the study. The questionnaire was designed by utilising the best practice engagement surveys that is based on a Likert Scale. The questionnaires were manually distributed to the 60 participants out of which 54 questionnaires were completed and returned to the researcher. The questionnaire data was exported to Microsoft spreadsheet and analysed using the Statistical Package for Social Science (SPSS) version 14. The analysis utilised inferential and descriptive approach that was used and the results were presented in tables and charts before the detailed discussion of the findings.

The researcher followed the required ethical procedures before and during the data collection by applying for ethical clearance with the University of KwaZulu-Natal's research ethics committee. Gatekeepers' letters were also obtained from both Thorbin CC and Dive CC in order to authorise the conducting of the research. Ethical considerations were also considered in structuring the questionnaires and it was ensured that no participant was coerced into participating in the study. Confidentiality was also ensured in the study as the completed questionnaires were kept in a safe place to maintain anonymity of the respondents.

1.7 SIGNIFICANCE OF THE STUDY

The significance of this research was twofold, i.e., to benefit both the business and academic community. This study is expected to result in increased productivity, motivation and high levels of employee engagement. Because of these listed increases, the leadership of both Thorbin Developments and Dive Factory, CC., can expect to see increased sales and market share, reduced use of leave, especially

sick leave and turnover rates. This will later be very crucial for both organisation's sustainability and decreased health costs.

Furthermore, this study will benefit academia by investigating and contributing on its findings on the association between employee engagement and organisational performance. Wang, Fang, Qureshi and Janssen (2015) recommends that the antecedents for employee engagement must be established before organisations can enjoy the benefits of engaged employees. This research study investigated these antecedents including those listed by (Saks, 2006). These antecedents include; supportive leadership, team & co-worker relationships, compensation & benefits, organisational environment & justice and training & development. These antecedents were also applied into the modified "Gallup Q12 Engagement Scale" for testing. Applying these antecedents to the modified, "Gallup Q12 Engagement Scale" also enabled this scale to be used for testing other antecedents to employee engagement. Entities will gain from this research project, as it will assist in providing other ways to improve employee engagement.

1.8 ASSUMPTIONS OF THE STUDY

According to Saunders and Lewis (2012), a presumption is an actuality that is deemed correct but not substantiated. This study has three assumptions:

1. The questionnaires are clear and relevant for this study as necessary information needed was provided by participant responses in order to answer the research questions presented.
2. All partakers will be truthful in their answers to questions posed.
3. Information will be provided by the sample population chosen for the study, with the use of questionnaires pertinent to the study topic. This is in order to bestow business understanding of the current topic at large.

1.9 LIMITATIONS OF THE STUDY

Limitations are possible weaknesses in the research design or research (Herr and Anderson, 2014). The following limitations may apply to this study:

1. The first limitation is the fact that quantitative statistics never identifies causation. It only identifies correlation (Stringer, 2013).
2. Self-administered surveys have some innate limitations, one of them being that participants may not fully understand the question and decide to pick any answer .
3. One other limitation of self-administered surveys is its impossibility to verify who completed the survey .
4. Employee engagement is a rather unusual notion within the organisations that were studied. It is possible that despite of the fact that definitions were supplied, participants may not have clearly understood the concepts.
5. The researcher's knowledge of the organisations could have ended up in some kind of unidentified bias during the study.

1.10 DELIMITATIONS OF THE STUDY

Delimitations is the scope or breath of the study. There were only two delimitations for this study. These are:

1. The scope of this study was restricted to Thorbin Developments and Dive Factory Closed Corporations, Umbilo, Durban.
2. This study incorporated survey questionnaire only for examining engagement levels within management and non-management employees.

1.11 LAYOUT OF RESEARCH PROJECT

The research project is made up of six chapters:

- Chapter one introduces the research problem and the entire research project.
- Chapter two deals with the theory and scrutinizes the concepts of employee engagement and organisational performance.
- Chapter three deals with the research methodology employed in this research project, its logic, variables, populatio, methods, sample, data

collection, unit of analysis, data validity, data analysis and reliability. Possible research limitations are also discussed.

- Chapter four shows the result outcome from the research undertaken.
- Chapter five discusses into more detail the outcome from the research conducted and conclusions on how the results affects the research questions and objectives.
- Chapter six ends the research project.

1.12 SUMMARY

This chapter presented the introduction, background and problem statement of the study. It also covered the research objectives, research questions, assumptions made in the study and the limitations of the study. This chapter also covered the delimitations of the study and the research project layout. The next chapter presents the literature review of the study.

CHAPTER 2

LITERATURE REVIEW

2.0 INTRODUCTION

This chapter provides a literature review of the two main topics namely Employee Engagement and Organisational Performance. The various sections commence with a short background and history, along with the importance of this topic in the workplace. Distinct viewpoints obtained from the literature are discussed, followed by the conceptualization of the particular topic. Interrelationships between the diverse topics are also discussed in this chapter, followed by a model that predicts their interconnection as per the current literature.

2.1 BACKGROUND OF EMPLOYEE ENGAGEMENT

Researchers credit that the first mention of employee engagement was in the work of Kahn in the year of 1990 (Keeble-Ramsay and Armitage, 2014). In his research project, Kahn (1990) investigated how participant's work and personal experiences linked to their personal engagement and disengagement. Hackman and Oldham (1976) initiated research around job-design while Goffman came about the theory of employee attachment and detachment during role performance (Kahn, 1990). Kahn (1990), investigated engagement in terms of three fundamental conditions that must all be present to experience engagement and these conditions are safety, meaningfulness and availability of resources. He also proposed that managers engage employees through these three conditions.

Safety is associated with the degree of comfortability in expressing oneself at work (Kahn, 1990). Engagement at work is determined by the level of meaning employees feel in their work (Kahn, 1990). Likewise, the level of emotional safety experienced by employees determines how engaged an employee can be at when role performing (Kahn, 1990). Availability of resources also determines engagement levels experienced by employees (Tadić, Bakker and Oerlemans, 2015).

Aside the three conditions of engagement discussed above, there are three other areas of engagement which are cognitive, emotional and behavioural. Cognitive

engagement paves the way for emotional engagement; hence, emotional engagement takes place when employees view their workplace as giving required support, which is evident in their willingness to invest their personal resources during the performance of job task. Emotional engagement leads to behavioural engagement, which is the last area of engagement. Behavioural engagement is evident by way of display of non-compulsory efforts, preparedness to better perform is done out of one's will. It was discovered in Sara Aslam's (2018) study that employees who experienced cognitive, emotional and behavioural engagement were unlikely to leave their organisations (Umair, Aslam and Yousaf, 2018).

Kahn (1990) explains that whenever there is a risk of self-esteem in the career development or social status of an employee, they are unlikely to engage. Kahn (1990) also adds that, interpersonal relationships, group dynamics, organisational norms and management style are all contributors of employees experience of safety at work. Availability of resources means individuals ability and readiness to engage to their day-to-day job demands (Kahn, 1990). According to Kahn, having resources available means that employees that are better equipped to cope with daily interruptions are more likely to willingly make efforts during their work roles. (Bakker and Demerouti, 2017) submits that job resources and demands are antecedents of safety, meaningfulness and availability of resources.

For better comprehending the role of cognitive evaluation in the process of engagement, one may classify the drivers of engagement identified by Choi, Tran and Park (2015) in terms of Kahn's (1990) three conditions for determining closeness to cognitive engagement. According to Anitha (2014) factors that are necessary to drive Kahn's (1990) three conditions of engagement include team and co-worker relationships, work environment, leadership, compensation, training and career development, organisational policies and workplace well-being. One can classify these drivers under the three required conditions of engagement in achieving cognitive engagement. One can take in *workplace wellbeing* and *compensation* under meaningfulness, which includes *team and co-worker relationship*, *work environment leadership* and *organisational policies* under safety. Even though *training and development* are under meaningfulness, they could be

included under the resources. In addition to Kahn's (1990) three conditions, other antecedents of employee engagement are human resource development practices, workplace environment, supervisor and co-worker relationships, job design and characteristics (Choi, Tran & Park, 2015). According to (Çapuni, 2016) research findings, being engaged depends on organisational environment that is good for engagement. Consequently, employees first need to experience meaningfulness, safety and availability of resources before advancing to cognitive engagement (Bakker and Demerouti, 2017)

Many studies cite the potential of increased organisational performance through productivity caused by increased employee engagement. Regrettably, the popularity of employee engagement is less supported by empirical studies (Meutia and Bukhori, 2017). Rothmann, Li, Zhu, Bach, Spiccia, Etheridge and Cheng (2017) assert that even if employees experience the psychological state of work engagement, it does not necessarily mean that they will contribute to organisational goals. Moreover, Sparrow (2013) also argued that even though engagement may be positively associated to a group of performance indicators, it is not right to say that engagement automatically leads to increased financial or organisational performance levels (Farndale, Pai, Sparrow and Scullion, 2014). Sparrow (2013) does agree however that, engagement is a crucial component for increased business performance, but contends that the value of engagement is experienced when applied to other things also. More differences in viewpoints involve that engagement sometimes refers to states, traits and behaviour (Rothmann et al., 2017).

2.1.1 Concept of Employee Engagement

The concept of Employee Engagement is constantly traced back to William Kahn in 1990, where he describes employee engagement as a condition whereby employees invest cognitive, physical and emotional energy during role performance (Rothmann et al., 2017). However, Farndale et al. (2014) define employee engagement as when employees gear themselves physically, emotionally and cognitively during task performance. Eldor and Harpaz (2016) explained employee engagement as being multifaceted: engaged employees are physically, emotionally

and cognitively engaged (Eldor and Harpaz, 2016). Employee engagement is the degree in which employees are willing to commit rationally and emotionally at work, the length of time they are prepared to stay as a result of their dedication, and their level of dedication when job performing (Karanges, Johnston, Beatson and Lings, 2015). It is a desirable condition for both the employee and the organisation as it generates good outcomes which includes commitment, involvement, enthusiasm and passion during job performance (Jaupi and Llaci, 2015).

It appears to be that there is no harmony on conceptualizing employee engagement and its facets thereof (Gupta and Sharma, 2016). Hence, more confusion exists with regards to the definition of work engagement as it intermittently refers to states, traits, behaviour (Rothmann et al., 2017). In the literature, the terms employee engagement and work engagement are used interchangeably (Makhoa, 2016). Hence, in this study, the terms employee engagement and work engagement are both used to cover employee engagement. For the purpose of this study, employee engagement is defined as the level to which employees display discretionary effort that is, the inclination to go beyond the call of duty and their willingness to remain employed with the organisation. Employee engagement is the level that an employee shows rational commitment (the extent to which an employee is of the opinion that management, co-workers and the organisation as a whole have their interests at heart), emotional commitment (the degree to which an employee believe in, like and value their work).

2.1.2 Importance of Employee Engagement

Organisational leadership benefit from developing an environment whereby its employees engage to the organisation and perform to their level best for the organisation daily (Eldor and Harpaz, 2016). Organisations with highly engaged employees show a tripled shareholder return in comparison to organisations with less engaged employees (Gupta and Sharma, 2016). Findings from previous research prove that over 80% employees globally are disengaged at work, this has led to unfavourable consequences for businesses, which include less profits, reduced productivity levels and compromised competitiveness levels (Kaliannan and Adjovu, 2015). Moreover, it was found in that most (i.e. 85%) employees were

disengaged in their jobs. A number of studies have examined the relationship between work engagement and organisational performance and confirmed that highly engaged employees performed better, were more creative, helped their team members more and took more initiative, compared to not engaged employees (Reijseger, Peeters, Taris, Schaufeli and Psychology, 2017). Contrarily, employees that are not engaged are less productive due to non-commitment to their work (Gupta and Sharma, 2016). The evidence that have been presented is promoting engagement as the main driver of financial profitability and competitive advantage (Albrecht et al., 2015). Engaged employees have higher retention rates and lower turnover rates (Ahmetoglu, Harding, Akhtar and Chamorro-Premuzic, 2015). Similarly, engaged workforce ensures greater ease in attracting talent and ensures lower turnover . Engaged employees are usually more committed to the organisation and its goals. They work hard in order to achieve better organisational outcomes.

In short, employee engagement leads to innovation, productivity, enthusiasm at workplace and better organisational outcomes in general (Pandita and Bedarkar, 2015). Organisations with more engaged employees enjoy employee increased productivity, financial gain and increased customer satisfaction (Carter, 2015). Employee engagement strategies applied by business leadership produce high levels of employee engagement (Blattner and Walter, 2015). These strategies also result in customer satisfaction, increased productivity and profits, employee level of accidents and turnovers (Bowen, 2016). Sadly, the popularity of employee engagement is not supported much by empirical studies (Meutia and Bukhori, 2017).

There are theories of employee engagement (Nienaber and Martins, 2016). The complicatedness of employee engagement deminds an evaluation of other associated engagement theories. Relevant theories include the needs satisfying approach (Kahn, 1990), job-demand resources (JD-R) model and Self-Determination Theory (SDT). After a search of the literature, these theories were found to be mostly associated with the notion of employee engagement.

2.2 THE JOB DEMAND RESOURCE MODEL

The previous sections discussed the importance of employee engagement using Kahn's (1990) needs satisfying approach, in this section, the Job Demand-Resources Model (JD-R) will be used in order to better understand the basic concept of engagement and its relationship with Kahn's theory. This is in order to help in creating further interest in the topic and lead to the outcome of this study.

2.2.1 Background to the Job Demand-Resources Model

Kahn (1990) first introduced the psychology of engagement, after a decade he then started a quantitative research on it (Saks and Gruman, 2014). His engagement construct was aimed at the association between employees and their work and highlighted the different ways that employees were engaged cognitively, physically and emotionally with that particular job, meaning that they were absorbed on their work and truthfully "showed up" for work because they were energised. Kahn (1990), through his qualitative research interviewed people with the aim of understanding the behaviours and experiences of the meaning of being engaged. The vigorous quantitative research that focused more on the actual work and the job versus engagement came out of the European-based job demands-resources (JD-R) model of engagement rather than being based on Kahn's (1990) earlier work (Bakker and Demerouti, 2017). Actually, the earlier research on engagement came out from the work on burnout and was seen as the direct opposite of burnout (Schaufeli and Bakker, 2004).

2.2.2 Concept of Job Demand-Resources Model

The job demands resources (JD-R) theory is one of most used theories for explaining work engagement (Bakker and Demerouti, 2017). This theory suggests that an amalgamation of personal resources and job characteristics foretell job performance through employee work engagement (Tadić et al., 2015). Furthermore, the theory proposes that employees can seek job resources and challenges by asking for support, feedback, opportunities for development and by working on new exciting projects. In practice, this theory suggests that challenging job resources are positively associated to work engagement, hindrance job demands weakens the positive association between job resources and engagement

(Bakker and Demerouti, 2017). JD-R model emphasized the fact that the job demands can lead to likeliness of burnout but whenever resources are more than demands, there is a possibility of engagement. According to Tadić et al. (2015), work engagement is possible when employees are faced with huge obstacles coupled with adequate personal and job resources to combat them.

According to the JD-R model, work characteristics related to well-being can be grouped into two categories of namely job demands and job resources (Rothmann et al., 2017). Job resources are all job aspects that assist in achieving work goals and reduce job demands, they may include career opportunities, remuneration, supervisory and team support, performance feedback, participation in decision making and autonomy (Rothmann et al., 2017). Job demands refer to all job aspects such as physical, social, organisational or psychological that require rigorous psychological or physical effort. They usually come with costs like emotional and work pressure demands (Rothmann et al., 2017). Albrecht et al. (2015) added that over and above the job-level factors, it is argued that the contextual aspects including clarity of organisational goals and vision, senior leadership support, organisational environment and supportive human resource management practices might also lead to employee engagement. Various studies have showed that job resources have a positive association with engagement of employees (Rothmann et al., 2017).

Engagement is at its highest when interesting job demands are experienced by employees with sufficient job resources, provided by the organisation (Bakker and Demerouti, 2017). Job demands are the areas of work that require high energy levels like workload, conflicts and complicated jobs. Although complexity and workload all fall under challenge demands, it is argued that conflicts are hindrance job demands and they undermine job performance (Bakker and Demerouti, 2017). Vogt, Hakanen, Brauchli, Jenny and Bauer (2016) proved in his longitudinal study that individuals that proactively build challenging and resourceful work environment themselves boosted their own self-efficacy, optimism and work engagement. Furthermore, some studies have proved that job crafting in the form of self-goal setting and training may lead to positive effects on job-performance and employee well-being (Wingerden, Bakker and Derks, 2016). Consequently, employees can

make their own betterment of resources and personal engagement by crafting their jobs. Training employees to redesign their jobs according to their abilities and preferences may increase their engagement levels even more (Wingerden et al., 2016). Organisations must increase the relevant skills of their employees through modelling and training in order to achieve this. On the contrary, various researchers have reported that decreasing hindering job demands through job crafting, has had a negative relationship with work engagement (Petrou, Demerouti and Schaufeli, 2018). Moreover, some studies have reported that there is no relationship between reducing hindering job demands by job crafting and employee well-being (Thomas, Nelson and Silverman, 2015). The primary argument with these researchers is that reducing job demands may encourage avoidance coping resulting in employee counterproductive behaviours like task avoidance which may result in decreased ability to adapt to change, reduced motivation and consequently reduced performance (Petrou et al., 2018). It's imperative to give autonomy to employees and grant them the chance to independently solve their work challenges and problems on their own because that leads to improved engagement (Bakker and Demerouti, 2017). Similarly, according to the JD-R model, interventions that assist employees to mobilize their job demands and resources can lead to work engagement .

Employees that are experiencing high autonomy levels, relatedness and competence reported increased levels of engagement, in line with Kahn's concept of engagement (Alagaraja and Shuck, 2015). On the contrary, Botha and Mostert (2014) findings found no huge correlation between job resources and work engagement, such as autonomy, participation and a good relationship with colleagues. Their findings showed a huge correlation between employees, their supervisors and work engagement only (Botha and Mostert, 2014). These contradictory research findings indicate that the relationship between job crafting and its negative consequences require further investigation.

2.3 SELF-DETERMINATION THEORY

The previous sections discussed the importance of employee engagement using Kahn's (1990) needs satisfying approach and the JD-R. This section will add the last theory for this study and show its relationship with that of Kahn's needs satisfying approach and JD-R.

2.3.1 Background to Self-Determination Theory

Self-Determination Theory (SDT) has explained the relationship between motivation and employee performance and wellness for decades. Nel (2014) dates the initial work of the SDT back to the 1970s and acknowledges Edward Deci and Richard Ryan for introducing this human motivation theory. The aim of the SDT was to examine employee motivational factors. The SDT was developed by Deci and Ryan and has been used both in academic and professional research that connects with employee engagement. Deci and Ryan (1985) went into detail on their early work by explaining that psychological needs which include competence, autonomy and psychological relatedness, motivate individuals to initiate behaviours crucial for their psychological health and wellbeing and if satisfied may result in the most favourable growth and function.

The SDT is concerned with the intrinsic or natural tendencies of individuals in behaving in effective and healthy ways. Human behaviours and employee engagement have a relationship to the SDT and the core of work engagement. SDT propose that promoting workplace environment whereby employees experience support in their autonomy will result into increased employee satisfaction and flourishing which will lead to organisational effectiveness. SDT is a micro theory of human motivation that has been applied successfully across many domains including health, education, sports as well as management and their fields of work (Ryan and Deci, 2017). The STD theory suggests primarily that the type of motivation they possess for their job activities directly influences employee wellbeing and performance. Job satisfaction is linked to the employee engagement level while; the employee engagement level is linked to the organisational performance. The emotional state of employees is also linked to motivation (Ryan and Deci, 2017). According to Ryan and Deci (2017), when employees begin to pull out, conceal their feelings, ideas and identities, they disengage and become

defensive, which may then lead to unfavourable outcomes on their work performance.

Hence, SDT differentiates between the kinds of motivation and maintains that different motivational kinds have different consequences. The different types are Autonomous Motivation and Controlled Motivation. Engaged people characterize autonomous motivation in an activity with a full sense of choice, willingness and volition. Usually, autonomously regulated activities are intrinsically motivated, however, under the right circumstances; extrinsically motivated activities can also be autonomously motivated. When humans have a clear idea of the purpose and worth of their jobs, experience autonomy and ownership in performing them, get support and full feedback, they are likely to perform better and become more autonomously motivated to learn better. Intrinsic Motivation is a particular form of autonomous motivation that deal with the activities whereby the motivation is in the behaviour itself. It involves all unplanned experiences of enjoyment and interest included in the activity that gives the “reward”. It is seen as an example in the play of children who engage authentically in activities without prompts or external rewards. Employees can be intrinsically motivated for certain or all parts of their jobs, and when intrinsically motivated, they tend to show high-quality wellness and performance. Extrinsic Motivation on the other side, involves performing an activity for attainment of separable consequence, be it tangible or otherwise.

2.3.2 Concept of Self-determination Theory

SDT sets the foundation for self- motivation concept and it attempts to explain inherent growth tendencies and human psychological needs (Nel, 2014). The SDT's main focus is on the nature of motivational behaviour and it is built on set presumption about human nature and motivation (Stone, Deci and Ryan, 2009). The primary premises of the SDT are that people naturally engage in activities that they find interesting and they are intrinsically motivated to grow and reach high levels of growth psychologically through different activities (Nel, 2014). Rothmann et al. (2017) explains that within the work environment, the primary premise of the SDT is the satisfaction of relatedness, psychological needs of autonomy and competence (Rothmann et al., 2017). The need for autonomy is defined as the wish

to experience choice and freedom when task performing. Therefore, the need for competence is an intrinsic wish to master one's role and to feel productive. This defines the need for relatedness as one's need to feel connected to others (Rothmann et al., 2017).

According to Nel (2014), SDT applies to activities that are found by people to be intrinsically interesting, visually attractive or challenging activities like work normally fall outside this framework and are not likely to be performed without any form of extrinsic motivation. Intrinsic motivation is regarded as participation in an activity because of inherent satisfaction from an activity or positive feelings of enjoyment, while extrinsic motivation is regarded as participation in an activity due to contingent rewards, punishment, external pressure or because of some other instrumental reason (Rothmann et al., 2017).

Various other psychologists have disagreed that the research in rewards is irrelevant to the workplace, which is a conclusion that confuses the aspects of SDT (Gerhart and Fang, 2015). Similarly, other psychologists argue that making use of controlling rewards at the workplace may decrease employee autonomy and cause them to concentrate only on areas of their jobs that are clearly linked to their rewards and this may give less focus to areas of job that are not given incentives like knowledge sharing, but that are also valuable to the organisation (Gubler, Larkin and Pierce, 2016). Substantial research has revealed repeatedly that autonomous motivation with intrinsic and fully internalized extrinsic motivation, have a strong positive relationship with human well-being (Ryan and Deci, 2017). There is rather less research on controlled motivation and well-being, however, a clear relationship has been established between controlled motivation and ill-being. Kuvaas, Buch, Gagne, Dysvik and Forest (2016), research, examined whether or not there would be any difference between an outcome associated with the base salary and a performance-based salary. The performance under pay for the performance system was compared to performance under base salary only. The results of the study revealed that base salaries (not directly performance contingent), has a strong relationship with autonomous motivation and has no relationship with controlled motivation. In addition, it was seen that those who received bonus incentives according to their performance had negative relationship with autonomous

motivation and positive relationship with controlled motivation. However, in Olafsen, Halvari, Forest and Deci (2015) study, base salaries or non-contingent rewards were shown not to have any relationship with autonomous motivation. Contrarily, in (Kuvaas et al., 2016) study, they were found to have a strong relationship with autonomous motivation. This suggests that further research is needed on this notion in order to clarify the relationship of contingent pay versus non-contingent pay on autonomous motivation.

Olafsen et al. (2015), revealed that pay had no relationship with employees' intrinsic motivation or basic psychological need satisfaction, however, managerial autonomy support was found to be a positive predictor of both, hence, meaning that managerial autonomy is more crucial than pay as it motivated wellness and performance. Also, research conducted by Harvard Business Review reported that employees ranked feeling of accomplishment that they receive from work more crucial motivator than pay (Harter and Adkins, 2015). Moreover, Vallerand (2015a) explained two types of passion that employees experience due to contingent rewards, which are harmonious passion and obsessive passion. Harmonious passion results from a voluntary internalization of the job, which is free of contingent reward. Harmoniously passionate employees choose freely to internalize their jobs and perform them, whether it is challenging or enjoyable. This enables them to freely and fully engage into job activities enthusiastically.

Conversely, the obsessive form of passion includes the liking of one's job also; however, it is different from harmoniously passionate form because it is related to a pressured form of internalization, such that the job is imperative due to some contingencies, outcomes or pressures linked to the job. The problem with obsessive form of passion is that employees engage with their job defensively rather than with an open attitude and this hinders them from fully feeling positive emotions when performing a task that they like (Vallerand, 2015b). Actually, obsessively passionate employees have been found to be consistently emotional and the effects like nervousness and anxiety are seen even when they are carrying out an activity they like or enjoy (Curran, Hill, Appleton, Vallerand and Standage, 2015). Unlike the case with the harmoniously passionate form, organisations are generally advised to be careful about the obsessive form of passion due to its potentially negative

outcomes (Astakhova and Porter, 2015). This suggests that employee's ability to control their personal behaviours and goals determines their level of engagement. On the contrary, when motivation is controlled through either power dynamics or contingent rewards, the extrinsic focus that results can have negative spill over effects on subsequent work engagement, performance and narrow range of employee efforts.

The main purpose of this study is to give the insight into the role that employee engagement plays in organisational performance. The next section will provide an understanding of what organisational performance is and how it is measured.

2.4 ORGANISATIONAL PERFORMANCE

As companies enter the period driven by digitization and globalization, organisational performance has become the main worry amongst emerging and prevailing problems (Masa'deh, Obeidat and Tarhini, 2016). As a result, businesses' endeavour to increase their performance (Masa'deh et al., 2016).

There have been two opinions on how organisational performance is measured. The first opinion states that organisational performance is measured in financial terms whereas the second opinion reckons that there are organisational performance that are both financial and non-financial measures (Iwu, Kapondoro, Twum-Darko and Tengeh, 2015). Non-financial measures include productivity, quality products, market share, customer satisfaction and employee motivation, which have been observed as an element of employee engagement (Upadhaya, Munir and Blount, 2014). Kahn (1990) never specifically mentioned the momentary benefits to the organisation by keeping highly engaged employees, however, he suggested in his 1992 research study that increased employee engagement levels may result in favourable consequences for individuals in the form of increased employee enjoyment in doing their work, which results in increased productivity and quality of their work (Kahn, 1992). Ongoing outperformance should be the main effort of all organisations because, organisations with better performance outcomes are able to bloom and advance. Through this growth, unemployment rates are reduced and the economy grows.

The previous section explained the importance of organisational performance and how it is measured; this section will explore how employee engagement relates to the organisational performance, which is the main purpose of this study.

2.5 EMPLOYEE ENGAGEMENT AND ORGANISATIONAL PERFORMANCE

Employee engagement is a main component for the victory of all organisations. Kahn (1990) suggested that increased levels of engagement leads to favourable outcomes for organisations and employees, he further states that engaged employees establish new knowledge, perform beyond expectations and grab opportunities. Engaged employees possess more creative ideas because of their openness to new ideas and they are likely to be entrepreneurial and innovative (Orth and Volmer, 2017). There has been research confirmation that demonstrates that employee engagement is associated with organisational sustainability. Contrarily, disengaged employees provide higher absenteeism and lower productivity (Radda, Majidadi and Akanno, 2015). Managers who apply employee engagement strategies experienced (a) increased employee levels of engagement (Blattner and Walter, 2015), (b) increased productivity, higher customer satisfaction and more profits (Bowen, 2016), (c) low levels of turnover and decreased employee accidents (Carter, 2015). Employee engagement is the core in maintaining organisational profitability, vitality and survivability (Farndale and Murrer, 2015).

The survival as well as the sustainability of businesses in the middle of growing competitive pressure, demands those organisations revitalize entrepreneurial initiatives among their employees. This leads to improvement of job performance and the survival of the organisation. Entrepreneurship is perceived as one of the vigorous approaches that assist organisations to reach high competitive positions (Wang et al., 2015). Khan (1992) explains that engagement leads to improved work experiences and helps mitigate burnout.

2.6 ANTECEDENTS OF EMPLOYEE ENGAGEMENT

Having evidenced that engagement results in many positive employee outcomes of the organisation as a whole, the next step is to investigate the antecedents of employee engagement. Literature review provides many of them, but the more important ones will be discussed in the next sections.

2.6.1 Supportive Leadership

Various studies show a positive relationship between leadership and organisational outcomes (Gyu Park, Sik Kim, Yoon and Joo, 2017). Mo and Shi (2017), in their research proved that leadership is one of the main drivers in building employee engagement. Similarly, other studies showed that managers who promote a culture of employee engagement bring about leveraged performance, employee trust, improved retention, job satisfaction and organisational victory (Bhuvanaiah and Raya, 2015). Caniëls, Semeijn and Renders (2018) in his research, showed how leadership behaviours and employee characteristics act together to drive employee work engagement. His research results revealed that proactive employees become engaged and are inspired when their leaders use transformational leadership behaviours (Caniëls et al., 2018). This study reveals an interesting notion that job demands and personal resources work together to affect work engagement, which is a notion that is missing in the literature.

However, according to Anitha (2014) previous research findings, abusive supervision has had a negative relationship on employee work engagement. He also added that leadership style that motivate and encourage employee opportunities to exercise their abilities and improve job related services accordingly has positive effects of employee engagement. Moreover, negative factors such as abusive supervision has also had unfavourable effects on employee performance, wellbeing, absenteeism and turnover (Tepper, Simon and Park, 2017). Organisational resources like human resource practices and senior leadership were proved positively associated with employee engagement (Albrecht, Bredahl and Marty, 2018). On the contrary, Saks (2006) study of 102 employees working in various occupations revealed that supervisor support did not have statistical huge influence on their job engagement. Moreover, drawing on the job demand-resource

model, Menguc, Auh, Fisher and Haddad (2013), investigated the main effect of resources (supervisor support and autonomy) and did not find any direct influence of supervisor support on employee engagement (Menguc et al., 2013).

2.6.2 Team and Co-worker Relationships

Organisations could achieve a fair level of engagement through cooperation and trust among employees, their study results revealed the need for management to show the equality and support for progressive work and recognition of effort made by employees (Green, 2016) . Good group cohesion in the workplace eliminates work stress (Guchait, Paşamehmetoğlu and Madera, 2016). Positive interactions within other team members can lead to the need for relatedness satisfaction, which in turn result in intrinsic motivation. Moreover, the viewpoints and information exchanged during collaboration increases one's knowledge base (Carmeli, Dutton and Hardin, 2015). From an SDT viewpoint, we would expect intragroup collaborative atmosphere to have a strong relationship with intrinsic motivation. Employees want to know that their efforts are meaningful to the organisation and that when their performance is increased, the organisation experiences desired outcomes (Scanlon and Woolforde, 2016). When leadership promote unity in organisations, stimulate positive interaction and value membership, knowledge sharing advantages are more likely to experienced (Choi et al., 2015). In line with Kahn (1990) theory, SDT and the (JD-R) model, employees engage in their work and connect with other team members when allowed to plunge themselves into their work roles. Moreover, leadership and employees must both have a clear understanding of organisational goals, purposes and processes in other to understand their roles and positions in the organisation (Mikkesson, York & Arritola, 2015). Also, managers can encourage high-performance work environment through encouraging open communication by employees (Keating and Heslin, 2015). Similarly, communication was found as the main aspect for developing employee engagement among employee's particularity internal communication between employer and employee (Pratheeba, 2016).

2.6.3 Compensation and Benefits

When leaders rely only on policy and procedures to engage employees, the opportunity of increasing productivity will remain uncovered (Louw, Dunlop, Yeo, Griffin and Emotion, 2016). Poor strategic planning by leadership result in reliance on bureaucratic processes that can result in underestimation of employee potential (Bartscht, 2015). When employees perceive the rewards of meeting organisational expectations and goals satisfy their emotional, intellectual and physical needs they are motivated to engage (Purvis, Zagenczyk and McCray, 2015). Incentives like recognition, paid time off and cash bonuses are some customary forms of rewards in businesses that have a strong relationship with employee engagement (Sattar, Ahmad and Hassan, 2015). Correspondingly, employees normally show deviant behaviours when they are not adequately remunerated (Osibanjo, Salau, Falola and Oyewunmi, 2016). Moreover, millennials are more likely to leave the organisation when they perceive that there is no opportunity for promotion or increase in salary within their organisations (Hayes, 2015). Establishing high levels of expectations and conducting frequent performance reviews can encourage employee cooperation and participation (Saks and Gruman, 2014). A mutual understanding develops when employees perform as required in exchange for pay (Stone et al., 2009). Consequently, the contingent reward act as the main motivator for engagement and achievement of organisational goals (Breevaart, Bakker, Demerouti and van den Heuvel, 2015).

2.6.4 Organisational Environment & Justice

Organisational justice has been proved to be one of the drivers of employee engagement (Koodamara, 2016). This means that employees sense the justice of the appreciation by leadership from the imposed responsibility which is then reciprocated by positive increased engagement (Topcu, Gursoy and Gurson, 2015). Organisational justice has a strong relationship with employee engagement (Sultanova and Chechina, 2016). Also, display of support and communication from leadership towards its employees was found to be the primary key for establishing healthy work environments that aids in organisational change (Tanner and Otto, 2016). In other to foster healthy relationships between employees and leadership, work environment must support employee work-life balance (Mazur-Wierzbicka,

2015). Leaders that wish to improve employee engagement levels practice a caring climate for its employees (Kemeny and Mabry, 2017). When leaders protect and embrace employees' identity, feelings and thoughts, employees are more inclined to act positively towards the organisation (Reader, Mearns, Lopes and Kuha, 2017). Conversely, organisations may experience decreased employee performance levels where there are reduced levels of synchronization in the areas of communication and the allocation of responsibilities (Gerpott, 2015). When leadership align and communicate management strategies openly, employees feel engaged, connected and are more likely to produce favourable organisational results (Brees and Martinko, 2015). An environment that is perceived as ethical consist of managers that communicate with employees and is known to keep their employee's interests in mind (Demirtas and Akdogan, 2015). An ethical organisational environment affects employee engagement significantly and positively (Collinson and Tourish, 2015). Leaders who display ethical behaviours positively affect employees work behaviours and attitude (Mo and Shi, 2017). Organisational culture and organisational commitment both significantly affect employee performance (Taufik and Irdiana, 2017). Accordingly, the organisational culture is an imperative organisational tool that influences organisational effectiveness and organisational performances (Çapuni, 2016). Moreover, dependence and trust are the most important contributors in creating and maintaining a favourable work relationship between employees and managers (Lee, Park and Koo, 2015). Trust eliminates uncertainties and stimulates willingness to take needed risks (Lee et al., 2015).

2.6.5 Training and Development

Leaders engage employees by executimg training and developmental strategies, in other to make sure that employee efforts will result in organisational superior performance (Gabel-Shemueli and Dolan, 2015). Engagement of employees through involvement, empowerment, adequate reward system and autonomy may drive employees be innovative, generate new ideas and pursue opportunities that can strengthen the entire strategic goals and organisational performance (Adeyeye, Falola, Waribo and Akinbode, 2015). Employee empowerment is one of the

strategies used by employers to innovate and foster creativity within employees (Moses, Olokundun, Akinbode and Agboola, 2016). Transformational leaders increase the motivation of employees by encouraging employee self-actualization, self-fulfilment and achievement (Li, Gupta, Loon and Casimir, 2016). Also, encouraging employee participation in daily affairs of the organisation will stimulate employees critical thinking and creative thoughts (Irawanto, 2015). It is suggested by Osibanjo et al. (2016) that even if employee's ideas, innovations and intended projects fail, they should never be reprimanded but motivated to re-strategize. This will encourage more brainstorming and creativity for the increased success of the organisation.

2.6.6 Proposed employee engagement framework

This study presents six drivers of employee engagement derived from the literature around the notion of employee engagement, hence, the following framework is now proposed. The framework, which is shown in Figure 2-1, explains that organisational performance is the dependent variable while employee engagement is the mediator. In addition, the independent variables are team & co-worker relationships, compensation & benefits, training & development, organisational environment & justice and supportive leadership. Organisations with more engaged employees experience higher employee productivity, increased customer satisfaction and increased profit (Carter, 2015). Hence, there is a practical motivation or incentive for investigating all these constructs by coming up with a clear scope and definition that can be used for determining employee engagement, which can be done by explaining the importance of employee engagement model.

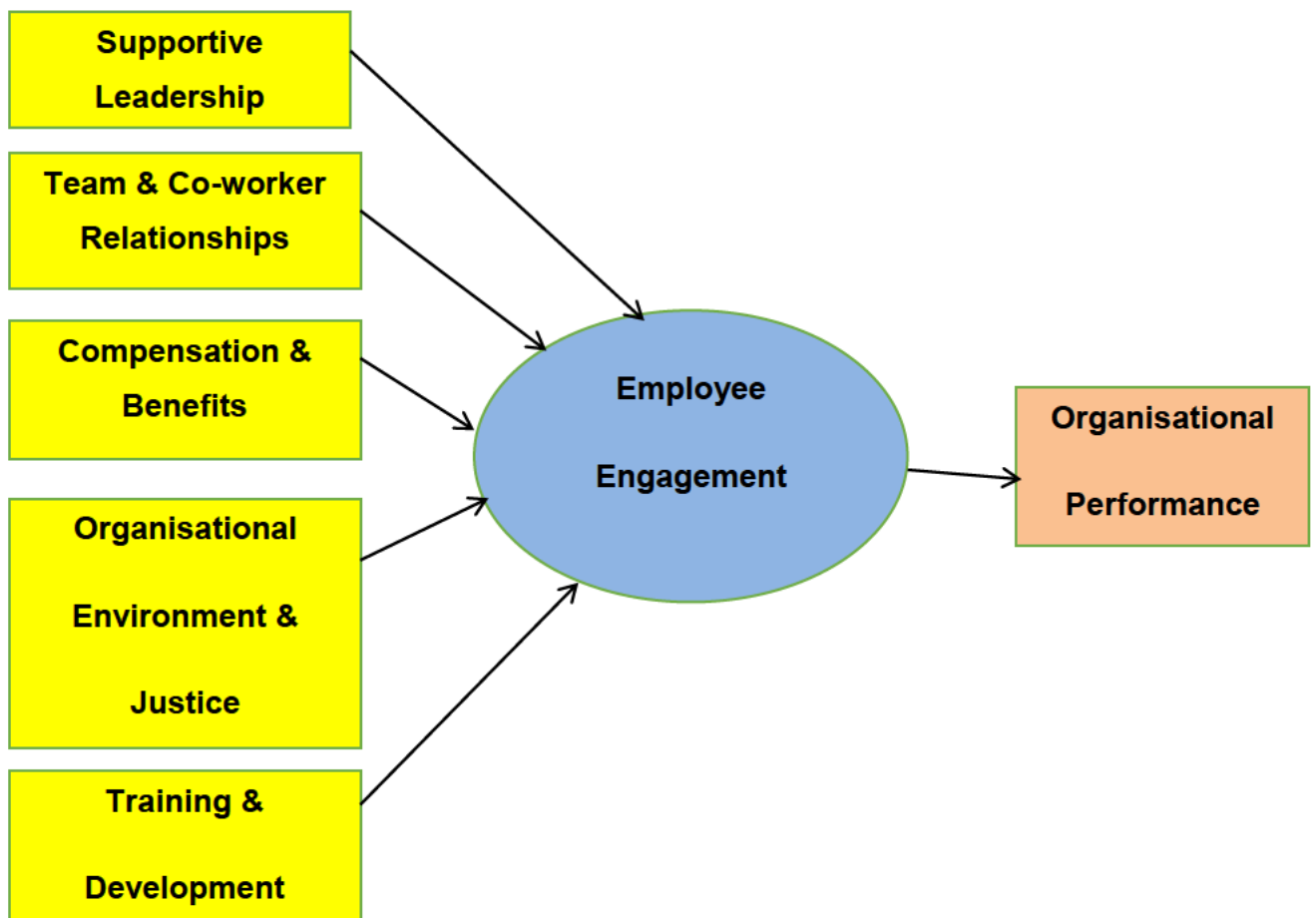


Figure 2-1: Research Model: (Source: Researcher, 2019)

2.7 SUMMARY

This chapter has analysed the theoretical base for providing a wider understanding of the need for the study. The literature highlighted the origins of the term employee engagement as well as other associated theories such as Kahn (1990), Self-Determination and Job Demand-Resources (JD-R) model. This literature review section included contrasting and comparison of employee engagement theories that also provided a short history of employee engagement including the current thinking in research. Lastly, antecedents of employee engagement were discussed. The next chapter introduces the research design and methodology used for this study.

CHAPTER 3

RESEARCH METHODOLOGY

3.0 INTRODUCTION

The aim of this chapter is to come up with the methodological framework forming the basis of the study. Hence, this chapter will proceed in the following manner: research design is outlined as well as the logic for choosing it, population and sampling, research approach, strategies for data collection, data analysis, variables, unit of analysis, data validity, data reliability and ethical considerations. Potential research limitations are discussed at the end. It is crucial to restate that the primary aim of this dissertation is to investigate the diverse factors that affect employee engagement and the effect that they have on organisational performance. The study aims to investigate the reasons for low employee engagement and to come up with strategies that can be implemented, in other to increase employee engagement levels.

3.1 THE RESEARCH DESIGN

Research design is the strategy that the researcher chooses for integrating various study sections in a rational and reasonable manner (Kothari, 2004). It is the heart and action plan of every study (Kothari, 2004). This section therefore, narrates the research design for this study.

3.2 RESEARCH APPROACHES

Qualitative and quantitative methods are the two main approaches used in the research. The third one is the mixed method approach that circumscribes these two approaches. Qualitative research methods collect subjective information. Quinlan (2011) stated that qualitative research methods are non-numerical in nature as they intend to highlight peoples' perspectives, thoughts, feelings and opinions about a certain phenomenon. Data collection strategies used by qualitative method include participant observation, interviews, focus groups discussions and participant observation.

Contrarily, quantitative research method uses the statistical and numerical approach in gathering data analysis. This approach is embedded in positivism, which is a scientific paradigm that points out the use of scientific methods to analyse data statistically and generalize findings. Quantitative approach is therefore used in this study, which attempts to explain diverse factors that affect employee engagement and the effect that they have on organisational performance, as it is appropriate for the description given above.

In addition to the above-mentioned two main approaches, the mixed methods approach is the third one and it is becoming more admired in research as it intends to integrate strengths and weaknesses of both qualitative and quantitative methods. Hence, the mixed methods approach promotes the use of both qualitative and quantitative methods in problem solving. Both approaches can be integrated as they have the same goal of better understanding some phenomena (Lipowski, Pastuszek and Bondos, 2018). Amalgamation of both approaches dispense a variety of perspectives from which a certain situation can be studied because they have the same goal of understanding and improving human conditions.

Despite the calibre of merging the two approaches, this study used the quantitative research method only because of its simplicity in measuring the outcome. In addition, the results can be shown clearly through objective data. It is also easy to make predictions based on quantitative data due to its numerical basis.

3.3 POPULATION AND SAMPLING

Population is all potential individuals from which the researcher can select a sample for a particular study (Quinlan, 2011). For the purpose of this study, the population include all the employees at Thorbin Developments, CC and Dive Factory, CC, with a total number of sixty employees. Sampling, in contrast, refers to selection of participants with the aim of collecting data from them. Similarly, the sample refers to specific elements selected for a particular study from the population. Consequently, sampling involves the selection of a sample from the total population (Bell, Bryman and Harley, 2018).

Probability and non-probability are the two main types of sampling. In probability sampling, every element of the population has the equal chance of being selected for the study. This type of sampling is further classified into systematic, stratified and cluster sampling. In non-probability sampling, the researcher thoroughly elects participants that would be able to furnish the required information for the particular study (Creswell and Creswell, 2017). This type of sampling is also known as purposive sampling. In this study since all population are selected census is used as a sampling method. Conducting research at the researcher's work place may be beneficial due to pre-existing bond between the researcher and participants (McDermid and Hillyar, 2014). The researcher managed to get rich data from the participants due to prolonged engagement with them at work and also used the whole population for participation in the study.

The researcher further distributed questionnaires to all employees (census) at Dive Factory and Thorbin Developments closed corporations, from all departments including the managers. Out of 60 employees, 54 participants completed and sent back the questionnaire.

Table 3-1: Study Sample

Position in Company	1st Company (Thorbin)	2nd Company (Dive)	Total
Manager/Supervisor	2	6	8
General Labour	13	33	46
Total	15	39	54

3.4 DATA COLLECTION PROCEDURE

The nature of the study and its objectives determines the data collection method. Hence, the objectives of this study induced the researcher to take on the survey design for collection purposes because of its ability to collect substantial amount of data from a relatively large population within a short space of time and at a

somewhat less cost (Creswell and Creswell, 2017). Another advantage of a survey design is that it is easy to administer. Data collection procedure used for answering research questions is described in this section.

3.5 STRUCTURED QUESTIONNAIRE

The research questionnaire was created by pooling questions from the best practice engagement surveys, including, Gallup Q12 Index engagement survey (Rozman, 2017). The researcher designed this research tool in a way that it provides a favourable response rate, validity and reliability of information collected was ensured by submitting a designed questionnaire to the supervisor for approval before data collection. The questionnaire contained closed-ended questions with different responses that participants had to choose from according to their choices, it was based on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Twenty-two statements of “Employee Engagement” was asked of which most of them were adapted from the Gallup Q12 Index. After designing the questionnaire, it was handed out to all employees at Thorbin Developments, CC and Dive Factory, CC to fill in at their own convenience and return in a weeks’ time. Out of sixty questionnaires handed out, only 54 were returned back and they were all considered suitable for the study. Data was carefully collected from the questionnaires and kept in a safe memory stick, ready for analysis. A sample questionnaire is included in the appendix section.

The research questionnaires were intended to determine the engagement levels of Thorbin Developments, CC and Dive Factory, CC employees. Employee engagement needed to be identified and analysed within the context of both organisations considering individual preferences, managerial actions and each job characteristics.

The research survey was grouped into seven areas in for examining several areas of employer and employee relations. The seven aspects are:

Table 3-2: Survey Breakdown

Section Number	Question Area	Question Number
Section 1	Demographic information	-
Section 2	Your working life	1-3
Section 3	Your employer	4-7
Section 4	Your job	8-12
Section 5	Job satisfaction	13-15
Section 6	Management and Leadership	16
Section 7	Communication	17-18
Section 8	The future	19-22

More Information on the Sections of the Study

Section 2 – Your Work Life

In this survey section, the questionnaire asks questions regarding the working life of employees. This section was imperative as work environments have a big impact on engagement, performance and intention to leave the organisation. It is important for managers to know the antecedents of these elements, in order to try to prevent or resolve them accordingly.

Section 3 – Your Employer

This section entailed questions about Thorbin Developments, CC and Dive Factory, CC., as employers. The rationale of this section was to obtain: (a) an understanding of how employees speak about the organisation to non-members of the organisations. (b) the level of interest and pride they have towards the organisation and (c) the level of interest in helping the organisation achieve its goals.

Section 4 – Your Job

Questions were posed to employees about their jobs in this section. The current section was very crucial in assessing emotional engagement levels. The questions aimed at assessing how performing their roles were and also, the level of attachment or detachment to their roles when performing them. Role aspects such

as the control employees have on their roles as well as the level of support they get from their leaders regarding their work-life balance was asked.

Section 5 – Job Satisfaction

This section included job satisfaction and other aspects of job satisfaction such as comprehension and expertise to execute the job, physical working conditions, job security, attention to suggestions made, hours worked, chances of promotion, responsibility, pay rate, relations with managers, immediate supervisor, fellow employees and self-comparison with others on job performances.

Section 6 – Leadership

This section entails the questions regarding the leadership of Thorbin Developments, CC and Dive Factory, CC. It includes facets like respect by leadership for workers, training and development, leadership support towards employees in problem solving, recognition and valuing of employee contribution, clarity of employee role as well as communication.

Section 7 – Communication

Communication within various departments for the two companies was assessed in this section. Aspects such as information flow and fairness in handling employee's problems by management and how certain employees are sure that if a problem is taken to management from the lowest employee level, it will be dealt with fairly by leadership was ascertained.

Section 8 – The Future

Employee's future with the organisation, intention to leave and individual future expectations concerning one's carrier path was ascertained in this section.

3.6 PILOT TESTING

As recommended by Creswell and Creswell (2017), the pilot study must be done before a research tool can be distributed to the respondents. A pilot study is a pre-test of the research tool for ensuring that the tool does not contain any ambiguous

questions, typing errors or misleading questions. Consequently, a pre-test with three of the researcher's co-workers who was also part of the study and three individuals who were not organisational members and not part of the study was conducted to ensure questionnaire validity and comprehension of the questionnaire. The researcher monitored the six individuals while completing the questionnaire. Verbal feedback was received thereafter with few corrections to be made on the questionnaire for clarity of questions and typing errors.

3.7 DATA ANALYSIS

Data analysis involve the exercise of combining data for interpretation purposes. Descriptive and inferential statistics were administered with the use of Statistical Package for Social Science (SPSS) version 24; Kruskal Wallis hypothesis test was executed to test significant differences variables at the 95% confidence level. Microsoft Word and Excel programs were also used to make spreadsheets prior to generating bar charts and tables for analysis and presentation. In addition, cross-tabulations were employed to sections of the data set in order to examine the dissimilarity between the subgroups. Cross tabulation, would be, for example, the number of men and woman stipulated in a job task. On completion of cross-tabulations, resemblances were drawn to pinpoint the presence of crucial dissimilarities.

3.8 ETHICAL CONSIDERATIONS

The researcher followed the required ethical procedures before and during data collection by applying for ethical clearance with the University of KwaZulu-Natal's research ethics committee, this included obtaining the gatekeepers letter from both institutions where research was going to be conducted.

After obtaining ethical clearance, the researcher organized a meeting with the potential participants and explained the purpose of the study, she made it very clear that the participation to the study was voluntary and that the participants may quit whenever they feel like and their rights will be respected with no negative consequences (McDermid and Hillyar, 2014). Some researchers may prefer to

offer some incentives to participants such as gift cards to encourage participation (Namageyo-Funa, Rimando, Brace, Christiana, Fowles, Davis, Martinez and Sealy, 2014). The researcher did not offer any incentives due to financial constraints. The researcher also assured the potential participants that their responses will be highly confidential and their names will never be disclosed. Confidentiality refers to keeping all shared information by participant's secret from everyone else but the researcher (Saunders and Nedelec, 2014). To ensure this, the questionnaires did not require filling in of their names by participants.

The researcher explained thoroughly to the participants that the information needed was solely for academic purposes only, as most of them were afraid of losing their jobs or may experience negative treatment from their managers for divulging sensitive information about the organisation or managers themselves. To assure them about the confidentiality issue, the researcher offered to have the results of the study available to all interested participants and asked them to write their email addresses at the back of their questionnaires and each one of them will be sent a copy with the research findings. Lastly, questionnaires with informed consent forms were handed out to all interested participants and they were requested to fill in the questionnaires with honesty.

3.9 VALIDITY AND RELIABILITY

Construct validity is formed on statistical procedures; it is determined by establishing the impact of each independent variable to the total variance of the dependent variable. The significance of validity attributable to the variables that have an effect on the dependent variable. The pilot study done by the researcher will also be used to ensure the validity of data provided by the instrument. Reliability of data means that the data is able to provide the same result repetitively in different circumstances (Saunders and Lewis, 2012). The Gallup Q12 that has been used is culturally relevant and reliable and was previously used in many organisations.

3.10 SUMMARY

This chapter explains the methodology used to answer all the research questions for the study. Methodology related issues were discussed which include the research design, research approaches, population and sampling, data collection procedures, research instruments, data analysis and ethical issue. At the end, validity and reliability were addressed. The following chapter analyses and presents the findings of the study.

CHAPTER 4

PRESENTATION OF RESULTS

4.0 INTRODUCTION

The previous chapter outlined the research methodology that was employed for the study. This chapter presents the results from the study that was collected and analysed. The summary of the outputs was presented in bar charts and histograms. A description of the respondents is furnished in the first section of this chapter. The next section of this chapter presents the analysis for each research question. From the analysis, Company 1 denotes Thorbin Developments, CC and Company 2 denotes Dive Factory, CC.

4.1 DESCRIPTION OF THE SAMPLE

A total of 60 questionnaires was distributed out of which 54 were retrieved and analysed, giving a response rate of 90%. The Table 4-1 below shows that 56 respondents participated.

Table 4-1: Summary Report of the Survey

Description	Count (Company 1) - Thorbin	Count (Company 2) - Dive
Number of Participants	15	45
Number of respondents who started and completed the questionnaire	15	39
Response Rate	100%	87%

4.1 RELIABILITY TEST – CRONBACH’S ALPHA

The Table 4-2 below shows the reliability testing using the Cronbach’s alpha. The Cronbach’s alpha value was 0.935, which suggests that the items have high internal consistency. A reliability coefficient of 0.8 or higher is considered highly acceptable in most social science research conditions (Sekaran and Bougie, 2013).

Table 4-2: Reliability Statistics (Cronbach's Alpha)

Reliability Statistics	
Cronbach's Alpha	No of Items
0.935	48

4.2 DEMOGRAPHIC OF THE SAMPLE

4.2.1 Gender

The Figure 4-1 below depicts the percentages in terms of the respondents' gender.

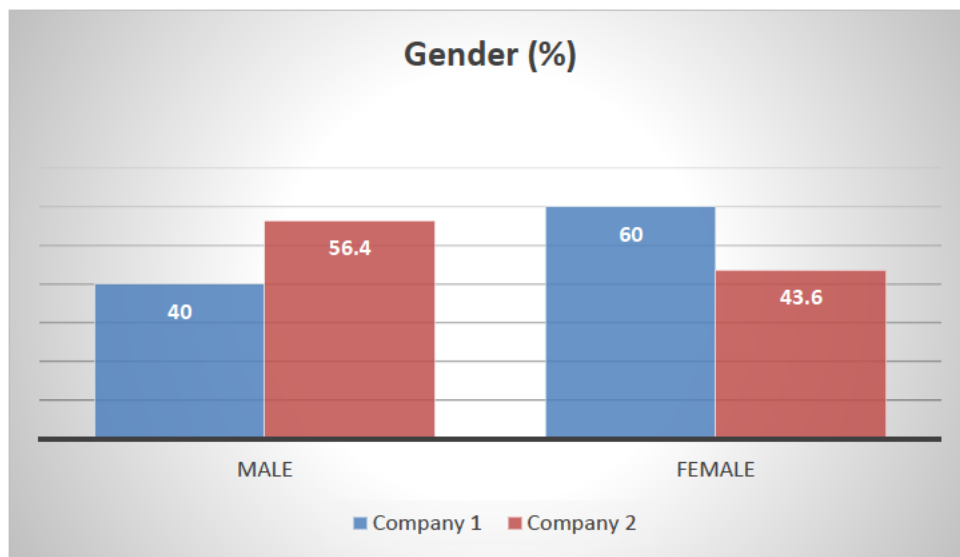


Figure 4-1: Gender of respondents

The Figure 4-1 above clearly showed that there were more females than males in Company 1 (40% versus 60%) while there were more males than females in Company 2 (56% versus 44%).

4.2.2 Age Range of Respondents

The Figure 4-2 below depicts the percentages in terms of the respondents' age range.

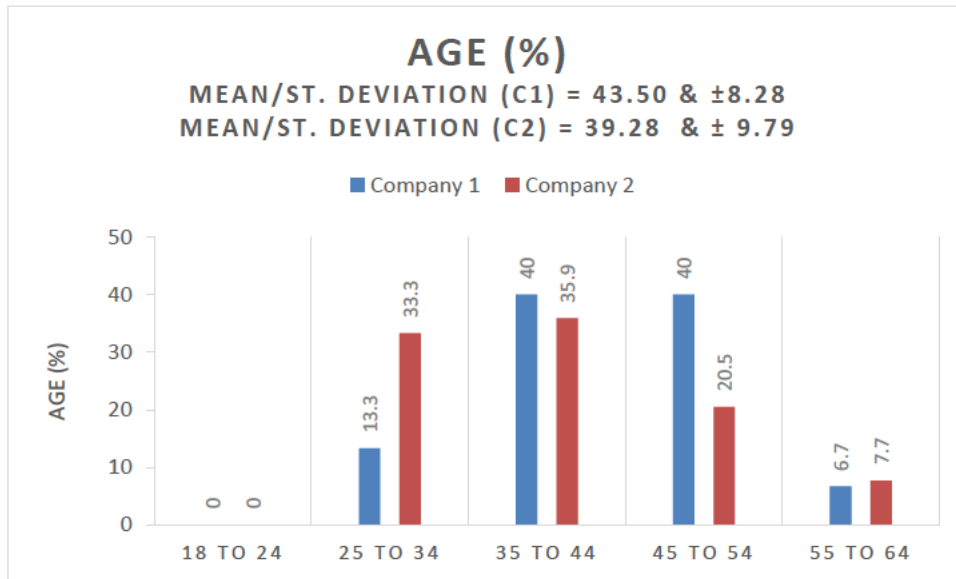


Figure 4-2: Age range of respondents

The Figure 4-2 above showed that the mean age from Company 1 was 44 years while that of Company 2 was 39 years. Again, majority of the participants from Company 1 (80%), were between 35 and 54 years, while majority of the participants from Company 2 (89%) were between 25 to 54 years.

4.2.3 Number of Years Already Spent in Each Company

The Figure 4-3 below depicts the total number of years in percentages that the employees have spent in the companies respectively.

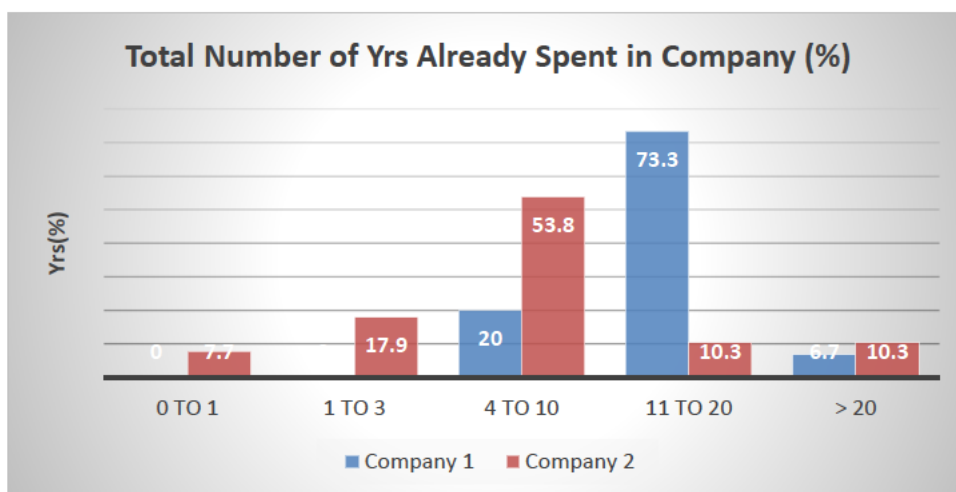


Figure 4-3: Total Number of Years Already Spent in Company

From Figure 4-3 above, 73% of employees from Company 1 have spent between 11 to 20 years in the company, while about 54% have spent between 4 to 10 years in Company 2. This indicates that majority of employees in Company 1 are in their mid-careers while more than half of employees from Company 2 are in their early careers.

4.2.4 Position of Employees in the Company

The Figure 4-4 below depicts the positions that the employees had spent in both companies.



Figure 4-4: Position in the Company

The feedback of the respondents from figure 4-4 showed that 13% from Company 1 were managers/supervisors while a larger proportion (87%) were general workers. 20% from Company 2 were managers/supervisors while a larger proportion (80%) were general workers. This shows that a major part of the participants in the study from both companies were general labour workers.

4.3 WORKING LIFE

The Table 4-3 below summarises the data from the questions asked under Working Life.

Table 4-3: Working Life

Variables	1st Company (n=15) Freq. (%)	2nd Company (n=39) Freq. (%)	Total (n=54) Freq. (%)
Q1. How often do you really feel like going to work when you get up in the morning?			
All the time	5 (33.3)	14 (35.9)	19 (35.2)
Most of the time	5 (33.3)	8 (20.5)	13 (24.1)
Sometimes	4 (26.7)	8 (20.5)	12 (22.2)
Rarely	0 (0.0)	6 (15.4)	6 (11.1)
Never	1 (6.7)	3 (7.7)	4 (7.4)
Q2. Please identify the level to which you agree or dis-agree with the following statements with regards your work			
a. The work that I do is of value to me			
Strongly Agree	7 (46.7)	18 (46.2)	25 (46.3)
Agree	7 (46.7)	9 (23.1)	16 (29.6)
Neither agree nor disagreed	0 (0.0)	7 (17.9)	7 (13.0)
Disagreed	1 (6.7)	2 (5.1)	3 (5.6)
Strongly Disagreed	0 (0.0)	3 (7.7)	3 (5.6)
b. The work that I do is of value to the company			
Strongly Agree	8 (53.3)	27 (69.2)	35 (64.8)
Agree	6 (40.0)	7 (17.9)	13 (24.1)
Neither agree nor disagreed	0 (0.0)	1 (2.6)	1 (1.9)
Disagreed	0 (0.0)	2 (5.1)	2 (3.7)
Strongly Disagreed	1 (6.7)	2 (5.1)	3 (5.6)
c. My job tasks are personally meaningful to me			
Strongly Agree	2 (13.3)	17 (43.6)	19 (35.2)
Agree	8 (53.3)	9 (23.1)	17 (31.5)
Neither agree nor disagreed	5 (33.3)	9 (23.1)	14 (25.9)
Disagreed	0 (0.0)	1 (2.6)	1 (1.9)
Strongly Disagreed	0 (0.0)	3 (7.7)	3 (5.6)

The feedback from Table 4-3 (Q1) showed that about 66% (all the time and most of the time) of the respondents from Company 1 have good desire to be at work every morning, while about 55% of respondents feel the same way from Company 2. The outcome from Table 4-3 (Q2. a) above showed that 94% of the respondents from Company 1 admitted that the job they do is of value to them, while a smaller percentage of 69% agreed from Company 2 that the work they do is of value to them. The outcome from Table 4-3 (Q2. b) above showed that 93% of the respondents from Company 1 admitted that the job they do is of value to the company, while 87% agreed from Company 2 that the work they do was of value to their company. This shows that both companies appreciate the role of their employees in keeping their business sustainable. Q2.c from Table 4-3 above showed that 66% of the respondents from Company 1 agreed that their work activities are personally meaningful to them while similar proportion 67% from Company 2 agreed with the statement. A significant proportion of 33% and 23% respectively did not respond to the question.

The Figures 4-1 and 4-2 in relation to Q3 shows the job related emotional feelings for Company 1 and 2.

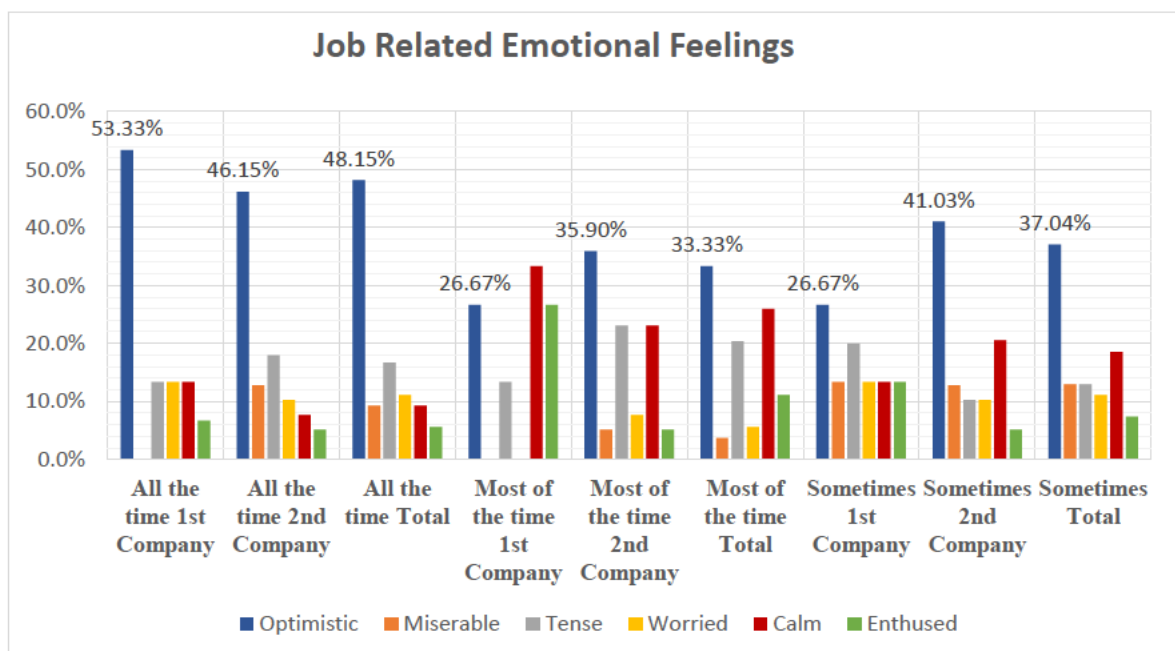


Figure 4-1: Job Related Emotional Feelings (Part 1)

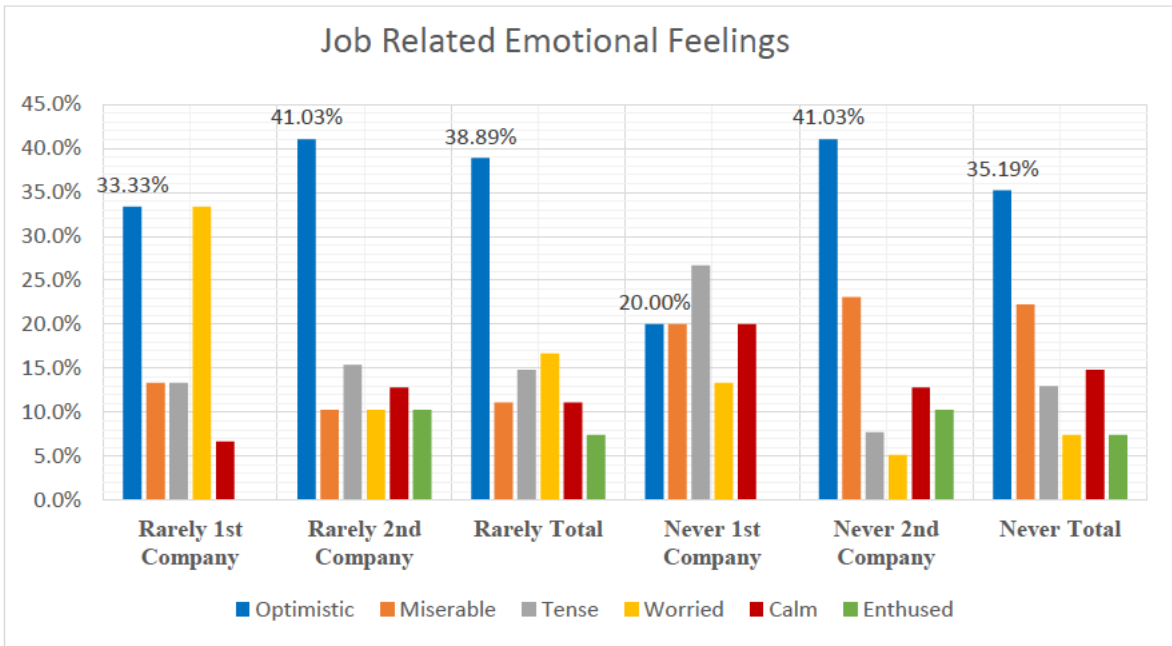


Figure 4-2: Job Related Emotional Feelings (Part 2)

4.4 PERCEPTION ON EMPLOYERS

The Table 4-4 below summarises the data from the questions asked under their perception on employers.

Table 4-4: Perception on Employers

Variables	1st Company (n=15) Freq. (%)	2nd Company (n=39) Freq. (%)	Total (n=54) Freq. (%)
Q4 Are you pleased with telling people who you work for?			
Extremely proud	5 (33.3)	22 (56.4)	27 (50.0)
Proud	4 (26.7)	6 (15.4)	10 (18.5)
Neutral	4 (26.7)	4 (10.3)	8 (14.8)
Not very proud	0 (0.0)	5 (12.8)	5 (9.3)
Not proud at all	2 (13.3)	2 (5.1)	4 (7.4)
Q5 How would you speak about this company as an employee to people outside the it?			
I would speak nicely about my company without anyone asking	2 (13.3)	16 (41.0)	18 (33.3)

I would speak nicely of my company if asked	7 (46.7)	13 (33.3)	20 (37.0)
I would be impartial towards my company	4 (26.7)	7 (17.9)	11 (20.4)
I would be disparaging of my company if one asked	1 (6.7)	1 (2.6)	2 (3.7)
I would be negative of my company without anyone asking	1 (6.7)	2 (5.1)	3 (5.6)

Q6 Which of the listed statements best describe your views on working for your company?

I don't really have interest in my organisation, it's just a job	6 (40.0)	7 (17.9)	13 (24.1)
I'm interested in knowing what's going on, but I'm not interested in getting involved	4 (26.7)	6 (15.4)	10 (18.5)
I'm interested in knowing what's going on and interested in getting more involved	1 (6.7)	18 (46.2)	19 (35.2)
I'm interested in knowing what's going on and I'm involved	4 (26.7)	8 (20.5)	12 (22.2)

Q7 To what degree do you agree or disagree with the following:

a. I would speak favourably of my company to someone who need my advice regarding a job opportunity

Strongly Agree	2 (13.3)	14 (35.9)	16 (29.6)
Agree	4 (26.7)	14 (35.9)	18 (33.3)
Neutral	4 (26.7)	7 (17.9)	11 (20.4)
Disagree	4 (26.7)	2 (5.1)	6 (11.1)
Strongly Disagree	1 (6.7)	2 (5.1)	3 (5.6)

b. I would encourage my friends and family to do business with my company

Strongly Agree	2 (13.3)	15 (38.5)	17 (31.5)
Agree	6 (40.0)	12 (30.8)	18 (33.3)
Neutral	2 (13.3)	6 (15.4)	8 (14.8)
Disagree	3 (20.0)	4 (10.3)	7 (13.0)
Strongly Disagree	2 (13.3)	2 (5.1)	4 (7.4)

The feedback from Table 4-4 above (Q4) showed that 60% from Company 1 and 72% from Company 2 respectively are proud to tell outsiders about their employer. This shows that majority of the participants are bold about their organisation and can stand up for them.

From Q5 in Tale 4-4 above, slightly more than half of Company 1 participants (60%) would speak to outsiders about their organisation, while a strong 74% of Company 2 participants would do the same. This shows that these employees have good connection to their employers such that they can effectively communicate about them to outsiders.

The feedback of respondents to Q6 showed that only a discouraging 33% are interested in knowing what is going on or even get involved in what is going on from Company 1. A stronger proportion of 66% would like to know what is happening and get involved.

The respondent's feedback to Q7 (a) and (b) showed that more participants from Company 2 would recommend their company to someone or family, while a smaller proportion of employees from Company 1 would recommend their company to

someone or family. The response of participants shows that participants from Company 2 were more engaged than those from Company 1.

4.5 PERCEPTION ON JOB (PART A-C)

This section summarises the data from the questions asked under their perception on job.

Q8: To what degree do you agree or disagree with the following statements about your work?

Table 4-5: Perception on Job (Part A)

Variables	1st Company	2nd Company	Total
	(n=15)	(n=39)	(n=54)
	Freq. (%)	Freq. (%)	Freq. (%)
a. I become happy when I perform nicely in my job			
Strongly Agree	10 (66.7)	22 (56.4)	32 (59.3)
Agree	4 (26.7)	13 (33.3)	17 (31.5)
Neutral	1 (6.7)	2 (5.1)	3 (5.6)
Disagree	0 (0.0)	2 (5.1)	2 (3.7)
b. I normally don't feel any emotion when I perform my work			
Strongly Agree	3 (20.0)	8 (20.5)	11 (20.3)
Agree	3 (20.0)	6 (15.4)	9 (16.7)
Neutral	3 (20.0)	6 (15.4)	9 (16.7)
Disagree	6 (40.0)	12 (30.8)	18 (33.3)
Strongly Disagree	0 (0.0)	7 (17.9)	7 (13.0)
c. I work until the job is finished.			
Strongly Agree	3 (20.0)	11 (28.2)	14 (25.9)
Agree	6 (40.0)	20 (51.3)	26 (48.1)
Neutral	4 (26.7)	4 (10.3)	8 (14.8)
Disagree	1 (6.7)	4 (10.3)	5 (9.3)
Strongly Disagree	1 (6.7)	0 (0.0)	1 (1.9)
d. I keep away from working overtime whenever I can			
Strongly Agree	3 (20.0)	6 (15.4)	9 (16.7)
Agree	7 (46.7)	7 (17.9)	14 (25.9)
Neutral	1 (6.7)	11 (28.2)	12 (22.2)
Disagree	3 (20.0)	8 (20.5)	11 (20.4)
Strongly Disagree	1 (6.7)	7 (17.9)	8 (14.8)
e. I avoid working too hard			
Strongly Agree	1 (6.7)	4 (10.3)	5 (9.3)
Agree	4 (26.7)	9 (23.1)	13 (24.1)
Neutral	0 (0.0)	5 (12.8)	5 (9.3)
Disagree	7 (46.7)	15 (38.5)	22 (40.7)
Strongly Disagree	3 (20.0)	6 (15.4)	9 (16.7)

The respondents' feedback to Q8 (a) from Table 4-5 above showed that 93.4% and 90% respectively from Company 1 and 2 gets excited when they perform well on their job. The respondents' feedback to Q8 (b) showed that their performance to their job is not based on feeling or emotion as there were two ended responses from participants from both companies, that is, some agreed while some disagreed.

In relation to Q8 (c) and (d) from Table 4-5 above, a larger proportion of the respondents from both companies (Company 1 = 60% and Company 2 = 79%) agreed that they focus on their job until it is done. However, many of the respondents from Company 1 (67%) agreed that they avoid working overtime whenever possible. In contrast, only 33% of the respondents from company 2 agreed to the statement as a significant proportion (28%) were neutral on this question.

The respondents' feedback to Q8 (e) showed that 67% and 54% of Company 1 and 2 respectively disagreed to the statement that "they avoid working too hard". This shows that these respondents actually work too hard signifying their level of commitment to their respective organisations. The Table 4-8 below is a continuation of Question 8.

Table 4-6: Perception on Job (Part B)

Variables	1st Company	2nd Company	Total
	(n=15) Freq. (%)	(n=39) Freq. (%)	(n=54) Freq. (%)
f. I normally think about other things during my job performance			
Strongly Agree	0 (0.0)	7 (17.9)	7 (13.0)
Agree	4 (26.7)	12 (30.8)	16 (29.6)
Neutral	3 (20.0)	4 (10.3)	7 (13.0)
Disagree	7 (46.7)	10 (25.6)	17 (31.5)
Strongly Disagree	1 (6.7)	6 (15.4)	7 (13.0)
g. The way I perform in my job affect how I feel			
Strongly Agree	0 (0.0)	10 (25.6)	10 (18.5)
Agree	4 (26.7)	15 (38.5)	19 (35.2)
Neutral	4 (26.7)	7 (17.9)	11 (20.4)
Disagree	4 (26.7)	6 (15.4)	10 (18.5)
Strongly Disagree	3 (20.0)	1 (2.6)	4 (7.4)
h. I apply a lot of energy during my job performance			
Strongly Agree	4 (26.7)	12 (30.8)	16 (29.6)
Agree	7 (46.7)	18 (46.2)	25 (46.3)
Neutral	3 (20.0)	3 (7.7)	6 (11.1)
Disagree	1 (6.7)	5 (12.8)	6 (11.1)
Strongly Disagree	0 (0.0)	1 (2.6)	1 (1.9)
i. I really put my heart into my job			
Strongly Agree	2 (13.3)	17 (43.6)	19 (35.2)
Agree	11 (73.3)	17 (43.6)	28 (51.9)
Neutral	2 (13.3)	2 (5.1)	4 (7.4)
Disagree	0 (0.0)	2 (5.1)	2 (3.7)
Strongly Disagree	0 (0.0)	1 (2.6)	1 (1.9)
j. I hardly distracted when performing my job			
Strongly Agree	1 (6.7)	11 (28.2)	12 (22.2)
Agree	8 (53.3)	17 (43.6)	25 (46.3)
Neutral	3 (20.0)	4 (10.3)	7 (13.0)
Disagree	2 (13.3)	4 (10.3)	6 (11.1)
Strongly Disagree	1 (6.7)	3 (7.7)	4 (7.4)

The feedback from Table 4-6 Q8 (f) showed that a significant proportion of Company 1 participants (53%) disagreed with the question while response from Company 2 participants is split, as some agreed (49%) while some disagreed (41%) to the statement. 47% of respondents disagreed to statement Q8 (g) from Company 1 while 64% agreed to the statement from Company 2. This shows that respondents from Company 2 agreed that their feelings were directly related to how they perceive their job. From Q8 (h), the respondents showed that they apply a lot of energy performing their job as they agreed in the proportion of 73% and 77% respectively.

In addition, the feedback from respondents to Q8 (i) and (j) showed that they significantly agreed to both statements. The proportion that agreed to Q8 (i) are 87% and 87% respectively, while 60% and 72% respectively agreed to Q8 (j) statements as well. The Figure below for Q9 tests the overall job perception of all the employees.

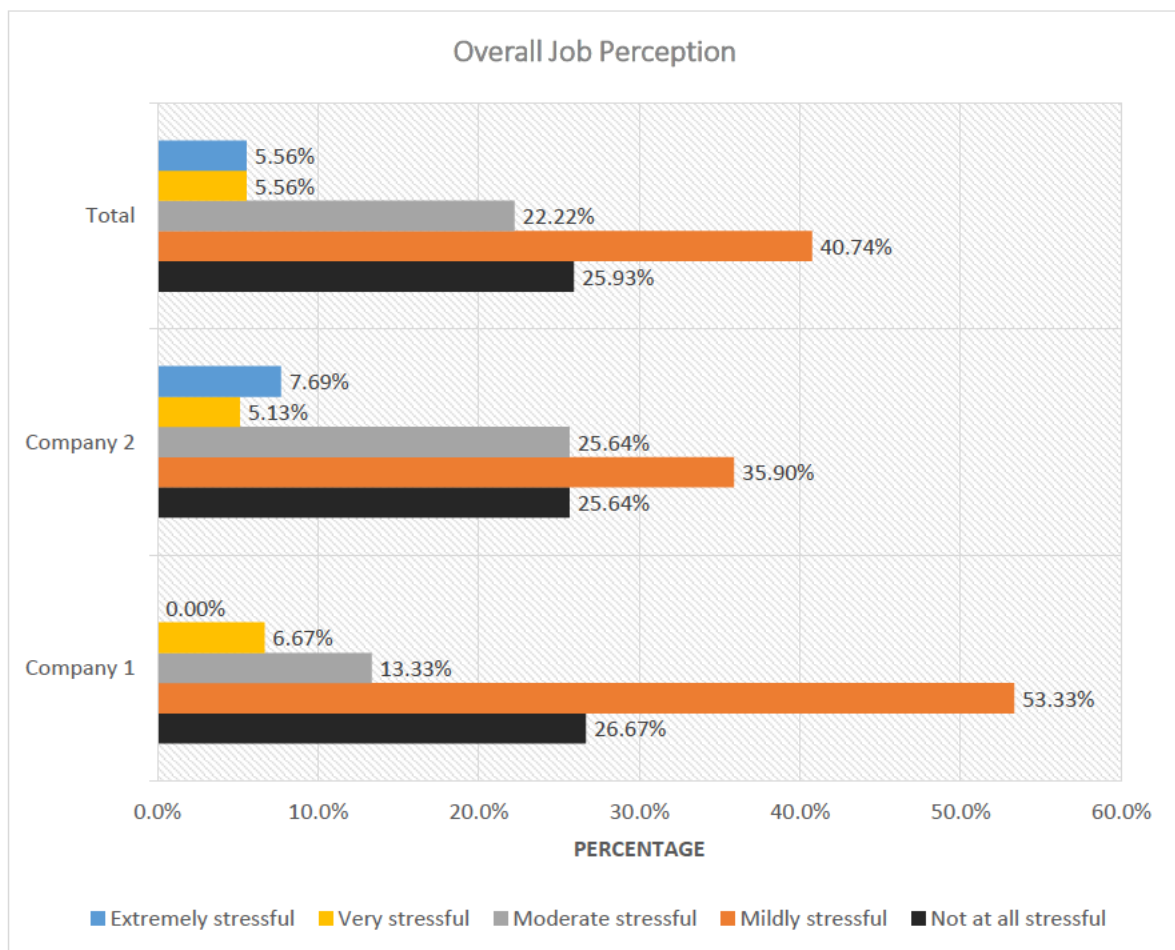


Figure 4-3: Overall Job Perception

The feedback of the respondents to Figure 4-3 showed that a lower proportion of the respondents indicated that they were extremely or very stressful. A larger proportion were moderately and mildly stressed, which seems to be a normal type of stress for employees in the workplace.

Table 4-7: Perception on Job (Part C)

Variables	1st Company (n=15)	2nd Company (n=39)	Total (n=54)
	Freq. (%)	Freq. (%)	Freq. (%)
Q10 Roughly how much of the time do you feel under too much pressure in your work?			
Everyday	3 (20.0)	7 (17.9)	10 (18.5)
Once or twice a week	3 (20.0)	10 (25.6)	13 (24.1)
Once or twice a month	5 (33.3)	18 (46.2)	23 (42.6)
Never	4 (26.7)	4 (10.3)	8 (14.8)
Q11 How much control do you feel you possess over the way you do your work?			
Too much control	1 (6.7)	3 (7.7)	4 (7.4)
A reasonable amount of control	6 (40.0)	8 (20.5)	14 (25.9)
Not much control	2 (13.3)	4 (10.3)	6 (11.1)
Just a small amount of control	1 (6.7)	6 (15.4)	7 (13.0)
No control at all	5 (33.3)	18 (46.2)	23 (42.6)
Q12 My company supports me in managing my work-life balance			
Strongly Agree	1 (6.7)	13 (33.3)	14 (25.9)
Agree	8 (53.3)	16 (41.0)	24 (44.4)
Neutral	2 (13.3)	5 (12.8)	7 (13.0)
Disagree	2 (13.3)	4 (10.3)	6 (11.1)
Strongly Disagree	2 (13.3)	1 (2.6)	3 (5.6)

From the Table 4-7 above, 73% and 90% from Company 1 and 2 agreed that they felt under excessive pressure in their job ranging from daily, once or twice a week, and once or twice a month. A good proportion of the respondents also agreed that their companies supported them in managing their work-life balance, as 60% (from Company 1) and 74% (Company 2) agreed respectively.

Q13: Overall, how satisfied or dissatisfied would you say you are with your current job?

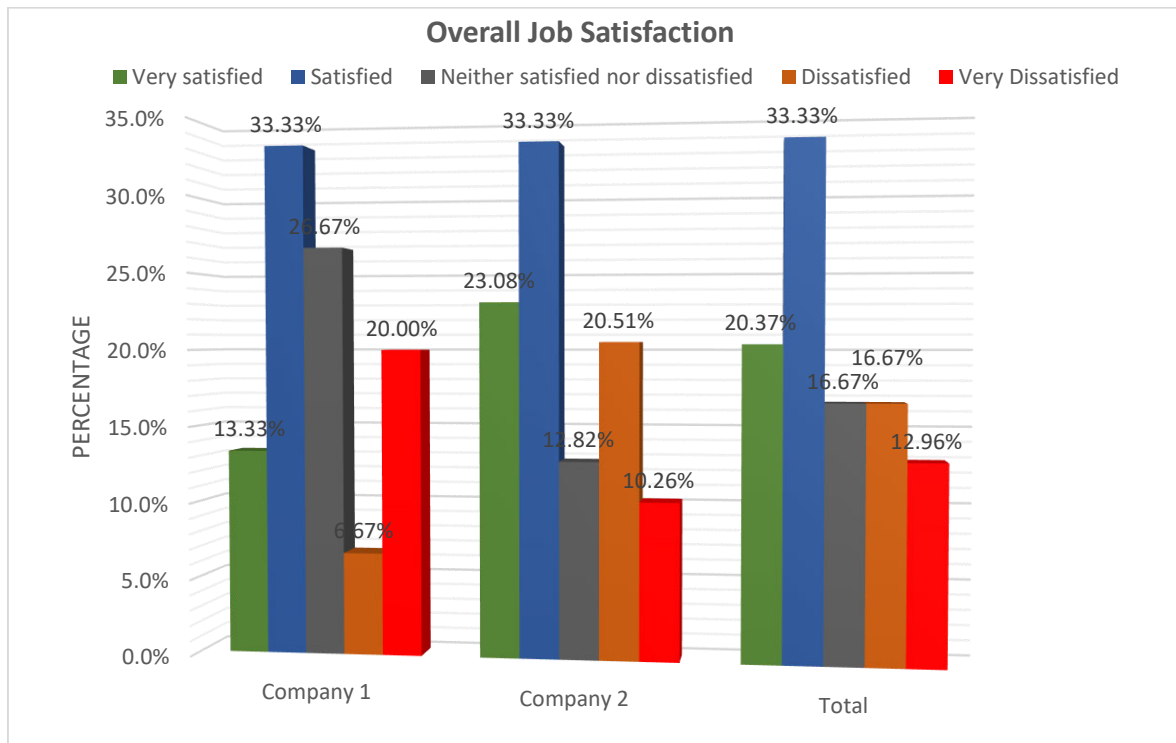


Figure 4-4: Overall Job Satisfaction

The Figure 4-4 above shows the overall job satisfaction levels of Company 1 and Company 2. 47% and 56% from these companies agreed that they were satisfied with the job satisfaction.

4.6 DESCRIPTION OF JOB SATISFACTION (PART A-C)

This section summarises the data from the questions asked under description of job satisfaction.

Q14: To what extent do you agree or disagree with the following statements?

Table 4-8: Description of Job Satisfaction (Part A)

Variables	1st Company (n=15) Freq. (%)	2nd Company (n=39) Freq. (%)	Total (n=54) Freq. (%)
a. I have skills and knowledge that I need to perform my job to a high standard			
Strongly Satisfied	4 (26.7)	12 (30.8)	16 (29.6)
Satisfied	2 (13.3)	11 (28.2)	13 (24.1)
Neutral	4 (26.7)	8 (20.5)	12 (22.2)
Dissatisfied	4 (26.7)	8 (20.5)	12 (22.2)
Strongly Dissatisfied	1 (6.7)	0 (0.0)	1 (1.9)
b. My work is of excellent quality			
Strongly Satisfied	6 (40.0)	11 (28.2)	17 (31.5)
Satisfied	4 (26.7)	15 (38.5)	19 (35.2)
Neutral	3 (20.0)	7 (17.9)	10 (18.5)
Dissatisfied	1 (6.7)	6 (15.4)	7 (13.0)
Strongly Dissatisfied	1 (6.7)	0 (0.0)	1 (1.9)
c. I work at my level best			
Strongly Satisfied	5 (33.3)	20 (51.3)	25 (46.3)
Satisfied	9 (60.0)	11 (28.2)	20 (37.0)
Neutral	0 (0.0)	2 (5.1)	2 (3.7)
Dissatisfied	1 (6.7)	4 (10.3)	5 (9.3)
Strongly Dissatisfied	0 (0.0)	2 (5.1)	2 (3.7)
d. I have the freedom to choose my way of working			
Strongly Satisfied	4 (26.7)	8 (20.5)	12 (22.2)
Satisfied	5 (33.3)	10 (25.6)	15 (27.8)
Neutral	3 (20.0)	7 (17.9)	10 (18.5)
Dissatisfied	1 (6.7)	7 (17.9)	8 (14.8)
Strongly Dissatisfied	2 (13.3)	7 (17.9)	9 (16.7)
e. Relations with your colleagues			
Strongly Satisfied	5 (33.3)	14 (35.9)	19 (35.2)
Satisfied	7 (46.7)	13 (33.3)	20 (37.0)
Neutral	0 (0.0)	7 (17.9)	7 (13.0)
Dissatisfied	3 (20.0)	2 (5.1)	5 (9.3)
Strongly Dissatisfied	0 (0.0)	3 (7.7)	3 (5.6)

From Table 4-8 above, 67% and 93% of the respondents from Company 1 are satisfied that they deliver their task with excellent quality and to the best of their ability. This is in line with the feedback from Company 2 respondents who are also satisfied that they deliver their job at similar proportion of 67% and 79% respectively. In line with Q14 (c) and (d), a good proportion of 60% and a small proportion of 46% from Company 1 and 2 are also satisfied that they are free to choose their way of working. The respondents (80% and 69%) are also satisfied with the relations with their colleagues in relation with Q14 (e).

Table 4-9: Description of Job Satisfaction (Part B)

Variables	1st Company	2nd Company	Total
	(n=15) Freq. (%)	(n=39) Freq. (%)	(n=54) Freq. (%)
f. Your immediate boss			
Strongly Satisfied	3 (20.0)	15 (38.5)	18 (33.3)
Satisfied	4 (26.7)	12 (30.8)	16 (29.6)
Neutral	3 (20.0)	2 (5.1)	5 (9.3)
Dissatisfied	4 (26.7)	4 (10.3)	8 (14.8)
Strongly Dissatisfied	1 (6.7)	6 (15.4)	7 (13.0)
g. Your rate of pay			
Strongly Satisfied	2 (13.3)	7 (17.9)	9 (16.7)
Satisfied	1 (6.7)	7 (17.9)	8 (14.8)
Neutral	1 (6.7)	5 (12.8)	6 (11.1)
Dissatisfied	7 (46.7)	9 (23.1)	16 (29.6)
Strongly Dissatisfied	4 (26.7)	11 (28.2)	15 (27.8)
h. The recognition you get for good work			
Strongly Satisfied	3 (20.0)	10 (25.6)	13 (24.1)
Satisfied	4 (26.7)	12 (30.8)	16 (29.6)
Neutral	1 (6.7)	2 (5.1)	3 (5.6)
Dissatisfied	3 (20.0)	8 (20.5)	11 (20.4)
Strongly Dissatisfied	4 (26.7)	7 (17.9)	11 (20.4)
i. The amount of responsibility you are given			
Strongly Satisfied	1 (6.7)	8 (20.5)	9 (16.7)
Satisfied	8 (53.3)	14 (35.9)	22 (40.7)
Neutral	1 (6.7)	4 (10.3)	5 (9.3)
Dissatisfied	4 (26.7)	6 (15.4)	10 (18.5)
Strongly Dissatisfied	1 (6.7)	7 (17.9)	8 (14.8)
j. Your opportunity to use your abilities			
Strongly Satisfied	1 (6.7)	10 (25.6)	11 (20.4)
Satisfied	5 (33.3)	4 (10.3)	9 (16.7)
Neutral	5 (33.3)	5 (12.8)	10 (18.5)
Dissatisfied	3 (20.0)	10 (25.6)	13 (24.1)
Strongly Dissatisfied	1 (6.7)	10 (25.6)	11 (20.4)

From Table 4-9 above, the feedback of the respondents to Q14 (f) showed that 47% and 69% were satisfied with their immediate manager. As usual, there was a split concerning their satisfaction with the rate of pay in relation to Q14 (g). A fair amount of the respondents were satisfied with the recognition they get for good work as 47% and 56% indicated that they were satisfied with regards to Q14 (h). The feedback to Q14 (i) was split as a fair amount of respondents from both companies were satisfied that they get the opportunity to use their abilities while some were dissatisfied.

Table 4-10: Description of Job Satisfaction (Part C)

Variables	1st Company	2nd Company	Total
	(n=15) Freq. (%)	(n=39) Freq. (%)	(n=54) Freq. (%)
k. The way your work area is managed			
Strongly Satisfied	3 (20.0)	4 (10.3)	7 (13.0)
Satisfied	5 (33.3)	12 (30.8)	17 (31.5)
Neutral	3 (20.0)	5 (12.8)	8 (14.8)
Dissatisfied	4 (26.7)	10 (25.6)	14 (25.9)
Strongly Dissatisfied	0 (0.0)	8 (20.5)	8 (14.8)
l. Your chances of promotion			
Strongly Satisfied	1 (6.7)	6 (15.4)	7 (13.0)
Satisfied	5 (33.3)	7 (17.9)	12 (22.2)
Neutral	4 (26.7)	6 (15.4)	10 (18.5)
Dissatisfied	2 (13.3)	12 (30.8)	14 (25.9)
Strongly Dissatisfied	3 (20.0)	8 (20.5)	11 (20.4)
m. The ear given to the suggestions you make			
Strongly Satisfied	2 (13.3)	8 (20.5)	10 (18.5)
Satisfied	6 (40.0)	9 (23.1)	15 (27.8)
Neutral	3 (20.0)	8 (20.5)	11 (20.4)
Dissatisfied	3 (20.0)	6 (15.4)	9 (16.7)
Strongly Dissatisfied	1 (6.7)	8 (20.5)	9 (16.7)
n. Your job security			
Strongly Satisfied	2 (13.3)	11 (28.2)	13 (24.1)
Satisfied	5 (33.3)	7 (17.9)	12 (22.2)
Neutral	1 (6.7)	6 (15.4)	7 (13.0)
Dissatisfied	4 (26.7)	6 (15.4)	10 (18.5)
Strongly Dissatisfied	3 (20.0)	9 (23.1)	12 (22.2)
o. Relations between employees and managers			
Strongly Satisfied	3 (20.0)	10 (25.6)	13 (24.1)
Satisfied	5 (33.3)	7 (17.9)	12 (22.2)
Neutral	1 (6.7)	8 (20.5)	9 (16.7)
Dissatisfied	3 (20.0)	6 (15.4)	9 (16.7)
Strongly Dissatisfied	3 (20.0)	9 (20.5)	11 (20.4)

From Table 4-10 above, 53% and 41% are satisfied in line with Q14 (k) about the way their work area is managed. A smaller proportion are satisfied at their chance of promotion as a smaller proportion of 40% and 33% were satisfied with Q14 (l). This infers that the opportunity for promotion is not very high within both companies. In line with Q14 (m), a proportion of 53% and 44% were satisfied that the management paid attention to their suggestions, while their job security response was 43% and 45% for both companies in line with Q14 (n). Relationship between employees and managers was seen in a good light as 53% and 43% were satisfied with the relationship between employees and managers in line with Q14 (o).

The Figure 4-5 below shows participants feedback with their overall work performance in comparison to other performing similar job.

Q15: In general, how do you think that your performance at work compares with others in a similar role?

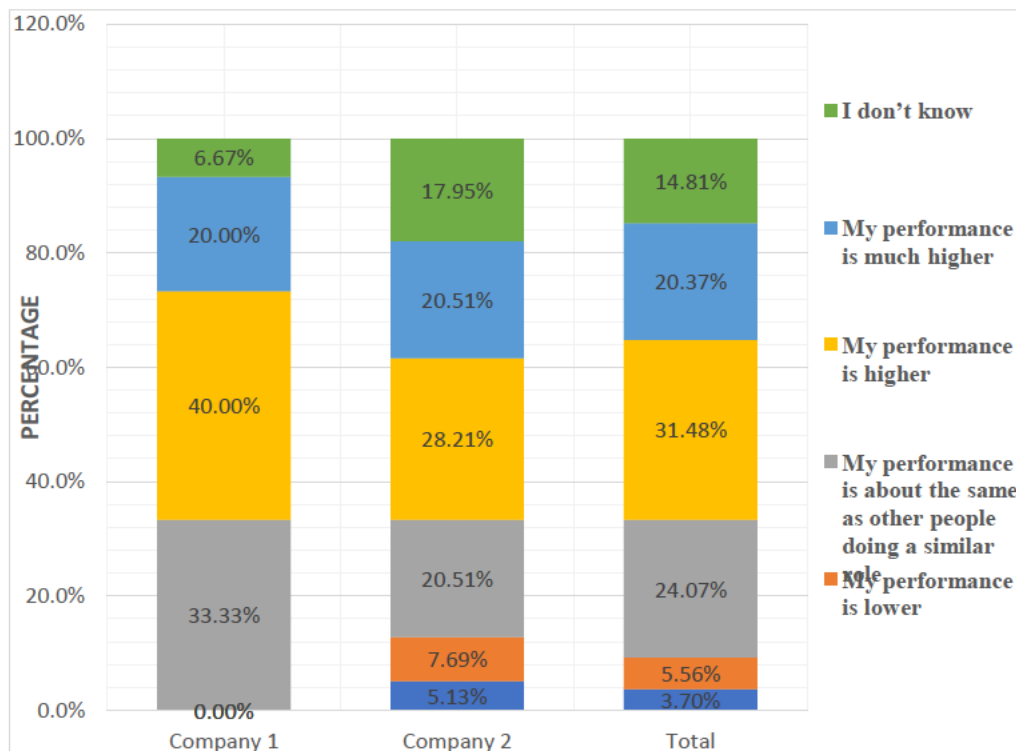


Figure 4- 5: Overall Work Performance Comparison

The Figure 4-5 above indicates that in overall, most of the respondents felt their performance was higher when compared with others doing similar jobs.

4.7 PERCEPTION OF THE ORGANISATIONAL LEADERSHIP AND MANAGEMENT

This section summarises the data from the questions asked under the perception of the organisation leadership and management.

Q16: To what degree do you agree or disagree with the following statements with regards to your job?

Table 4-11: Perception of the Organisational Leadership and Management (Part A)

Variables	1st Company	2nd Company	Total
	(n=15) Freq. (%)	(n=39) Freq. (%)	(n=54) Freq. (%)
a. Recognizes me when I have performed a good job			
Always	1 (6.7)	9 (23.1)	10 (18.5)
Usually	4 (26.7)	5 (12.8)	9 (16.7)
Sometimes	7 (46.7)	8 (20.5)	15 (27.8)
Rarely	1 (6.7)	11 (28.2)	12 (22.2)
Never	2 (13.3)	6 (15.4)	8 (14.8)
b. Makes me feel my work is important			
Always	1 (6.7)	9 (23.1)	10 (18.5)
Usually	2 (13.3)	5 (12.8)	7 (13.0)
Sometimes	5 (33.3)	8 (20.5)	13 (24.1)
Rarely	2 (13.3)	8 (20.5)	10 (18.5)
Never	5 (33.3)	9 (23.1)	14 (25.9)
c. Updates me with what is happening			
Always	2 (13.3)	9 (23.1)	11 (20.4)
Usually	2 (13.3)	7 (17.9)	9 (16.7)
Sometimes	7 (46.7)	12 (30.8)	19 (35.2)
Rarely	2 (13.3)	5 (12.8)	7 (13.0)
Never	2 (13.3)	6 (15.4)	8 (14.8)
d. Gives me feedback on my performance			
Always	0 (0.0)	8 (20.5)	8 (14.8)
Usually	4 (26.7)	4 (10.3)	8 (14.8)
Sometimes	2 (13.3)	13 (33.3)	15 (27.8)
Rarely	5 (33.3)	5 (12.8)	10 (18.5)
Never	4 (26.7)	9 (23.1)	13 (24.1)
e. Is honest and open			
Always	1 (6.7)	13 (33.3)	14 (25.9)
Usually	2 (13.3)	5 (12.8)	7 (13.0)
Sometimes	7 (46.7)	8 (20.5)	15 (27.8)
Rarely	2 (13.3)	6 (15.4)	8 (14.8)
Never	3 (20.0)	7 (17.9)	10 (18.5)

From Table 4-11 above on Q16 (a), 33% and 34% of the participants from both company agreed that the leadership “always and usually” recognizes when they

have done a good job. A greater proportion (43% and 44%) from both companies indicated that management and leadership “never or rarely” make them feel that their work counts in relation to Q16 (b). In response to Q16 (c), 73% and 59% respectively from both companies indicated that they are “sometimes, rarely or never” kept in touch with what is happening in the company. In relation to Q16 (e), a larger proportion of 47% from Company 1 showed that the leadership and management are sometimes open to them, while 33% indicated that they are “rarely or never” open to them. For Company 2, a smaller 21% showed that the leadership and management are sometimes open to them, while 33% indicated that they are “really or never” open to them.

Table 4-12: Perception of the Organisational Leadership and Management (Part B)

Variables	1st Company	2nd Company	Total
	(n=15) Freq. (%)	(n=39) Freq. (%)	(n=54) Freq. (%)
f. Supports when I'm experiencing a problem			
Always	1 (6.7)	15 (38.5)	16 (29.6)
Usually	2 (13.3)	4 (10.3)	6 (11.1)
Sometimes	4 (26.7)	7 (17.9)	11 (20.4)
Rarely	2 (13.3)	5 (12.8)	7 (13.0)
Never	6 (40.0)	8 (20.5)	14 (25.9)
g. Listens if I'm experiencing a problem			
Always	3 (20.0)	15 (38.5)	18 (33.3)
Usually	2 (13.3)	6 (15.4)	8 (14.8)
Sometimes	4 (26.7)	7 (17.9)	11 (20.4)
Rarely	2 (13.3)	4 (10.3)	6 (11.1)
Never	4 (26.7)	7 (17.9)	11 (20.4)
h. Makes clear what is expected of me			
Always	4 (26.7)	13 (33.3)	17 (31.5)
Usually	7 (46.7)	8 (20.5)	15 (27.8)
Sometimes	1 (6.7)	8 (20.5)	9 (16.7)
Rarely	0 (0.0)	5 (12.8)	5 (9.3)
Never	3 (20.0)	5 (12.8)	8 (14.8)
i. Treats me fairly			
Always	2 (13.3)	13 (33.3)	15 (27.8)
Usually	4 (26.7)	4 (10.3)	8 (14.8)
Sometimes	4 (26.7)	6 (15.4)	10 (18.5)
Rarely	1 (6.7)	9 (23.1)	10 (18.5)
Never	4 (26.7)	7 (17.9)	11 (20.4)
j. Talk about my training and development needs with me			
Always	1 (6.7)	7 (17.9)	8 (14.8)
Usually	2 (13.3)	5 (12.8)	7 (13.0)
Sometimes	1 (6.7)	6 (15.4)	7 (13.0)
Rarely	4 (26.7)	2 (5.1)	6 (11.1)
Never	7 (46.7)	19 (48.7)	26 (48.1)

From Table 4-12 above, respondent’s feedback to Q16 (f) showed that 53% from Company 1 “rarely or never” receive support when they have problems, while about 49% from Company 2 “always or usually” receive support when they have problems. In response to Q16 (g), a larger proportion (67%) from Company 1 indicated that they are listened to “sometimes, rarely or never” when they have problems, while 54% from Company 2 indicated that management listen to them when they have problems. Company 1 and 2 participant’s feedback to Q16 (h) showed that the leadership and management makes clear what is expected of the employees, as 73% and 54% indicated this feedback is provided to them “always and usually” by management. The feedback to fair treatment showed a spread on their response as some agreed that they are “always and usually” treated fairly while a good proportion also indicated that they are “rarely or never” treated fairly.

In response to training and development needs Q16 (j), 73% and 54% from Company 1 and 2 indicated that leadership and management “rarely or never” discusses training and development needs with them.

4.8 COMMUNICATION IN THE COMPANY

This section summarises the data from the questions asked under “communication in the company”.

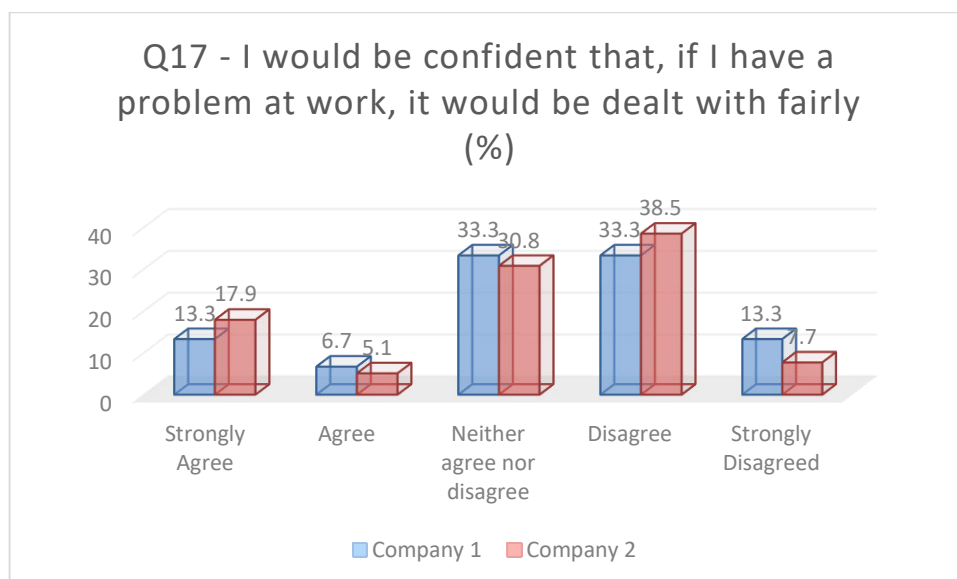


Figure 4-6: I would be self-assured that, if I have a problem at work, it would be fairly dealt with

The Figure 4-6 is a summary to question 17, which checked if the participants are confident that they will be treated fairly at work if they have a problem. 47% and 46% respectively from Company 1 and 2 disagreed with the statement. A significant proportion (33% and 31%) did not respond to the question.

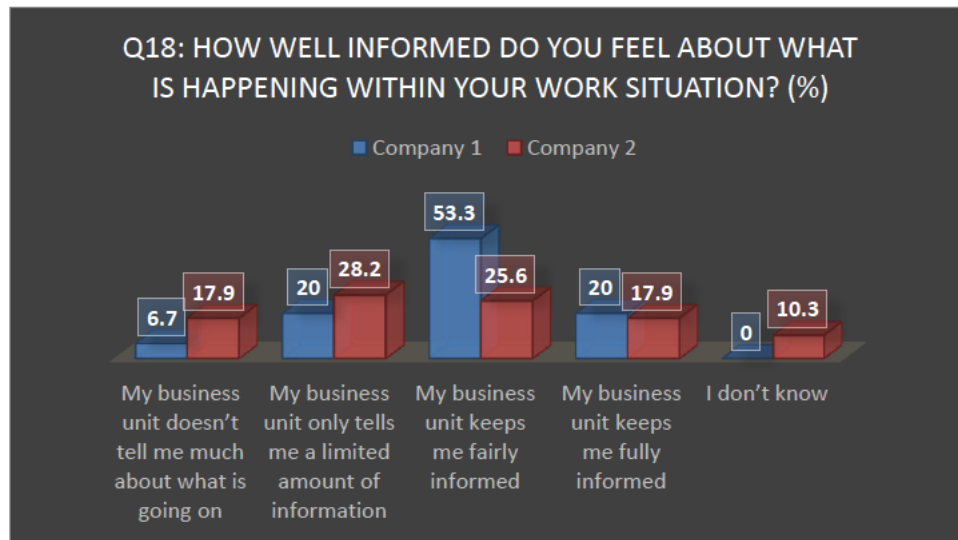


Figure 4-7: How up to date do you feel about what is happening within your workstation?

The Figure 4-7 above summarises how well informed the respondents felt about what was happening within their workstation. It is clear that there is a split in the feedback of the respondents to this question.

4.9 PERCEPTION ON FUTURE PLANS

This section summarises the data from the questions asked under “perceptions on future plans”.

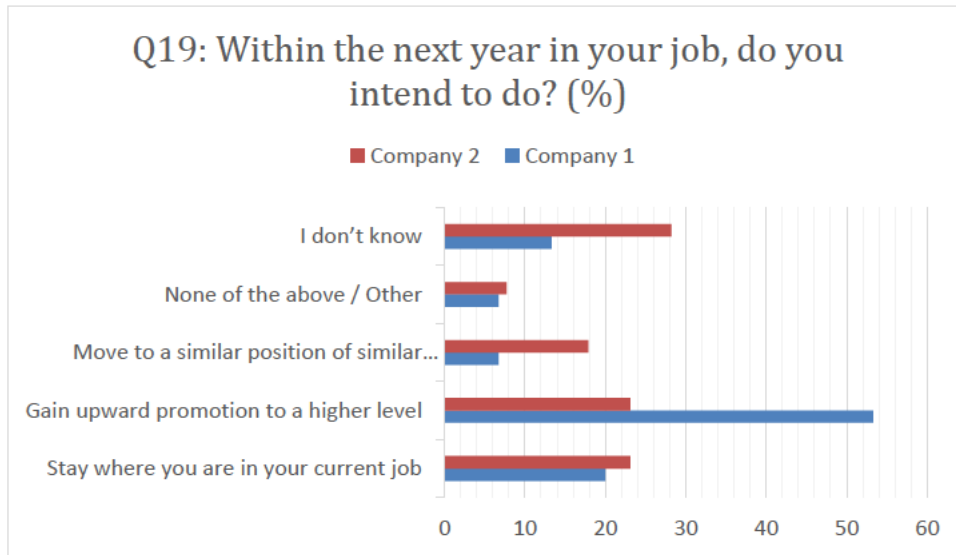


Figure 4- 8: Within the next year in your job, do you plan to?

From Figure 4-8 above, 53% and 23% from Company 1 and 2 respectively intend to obtain upward promotion and move to a higher level. 20% and 23% intend to remain in their current job.

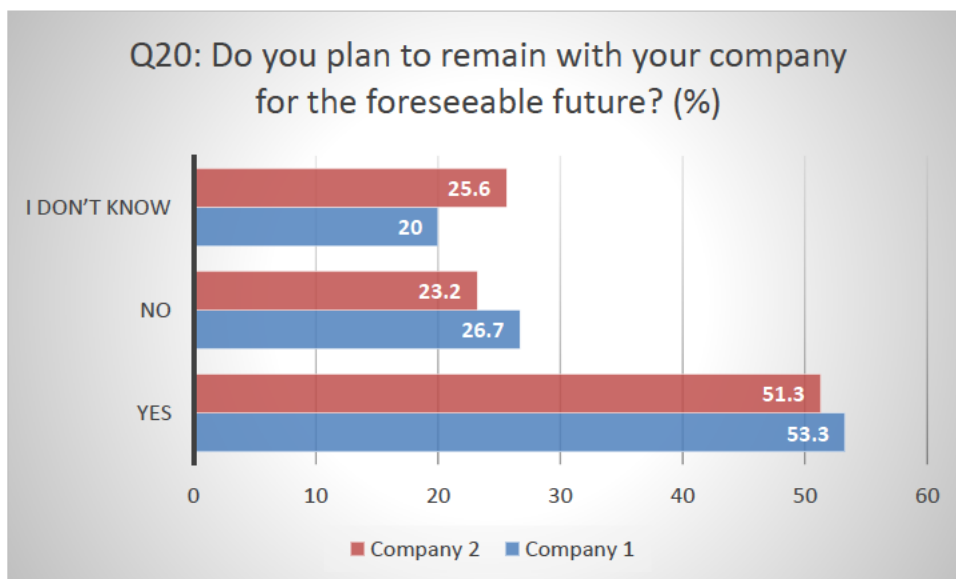


Figure 4-9: Do you plan to continue working for your company in the near future?

From Figure 4-9 above, 53% and 51% from Company 1 and 2 intends to remain with their current employer for the foreseeable future. 27% and 23% does not intend to remain with their current employer while the rest were unsure.

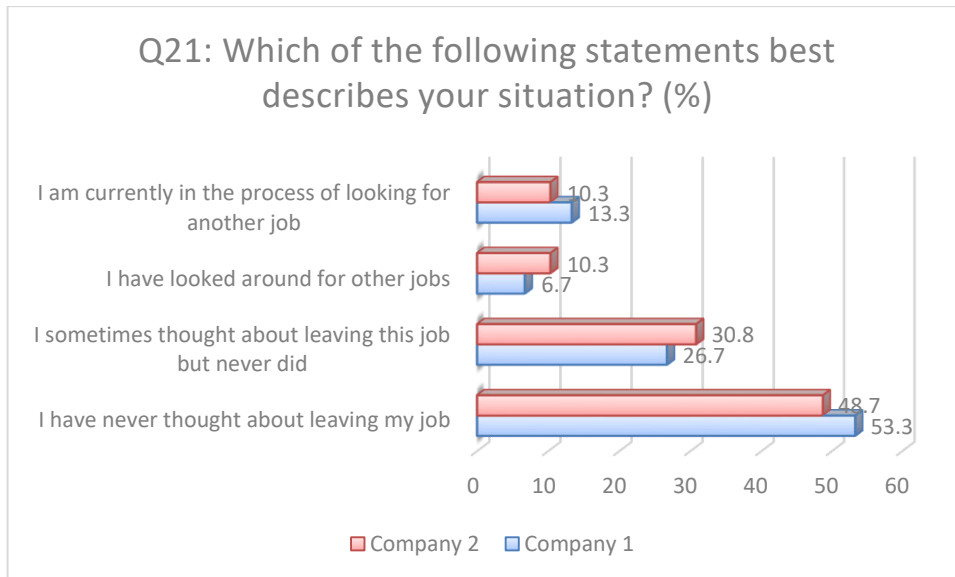


Figure 4-10: Which of the following statements best describes your situation?

The Figure 4-10 above describes the current situation of the participants with regards to thinking of leaving their employer, staying with them, and looking for new jobs. The feedback showed that 53% and 49% have never thought of leaving their job.

4.10 REASONS FOR INTENTION TO LEAVE JOB IN A YEAR'S TIME

This section summarises the data from the questions asked under “reasons for the intention to leave their jobs in a years’ time”.

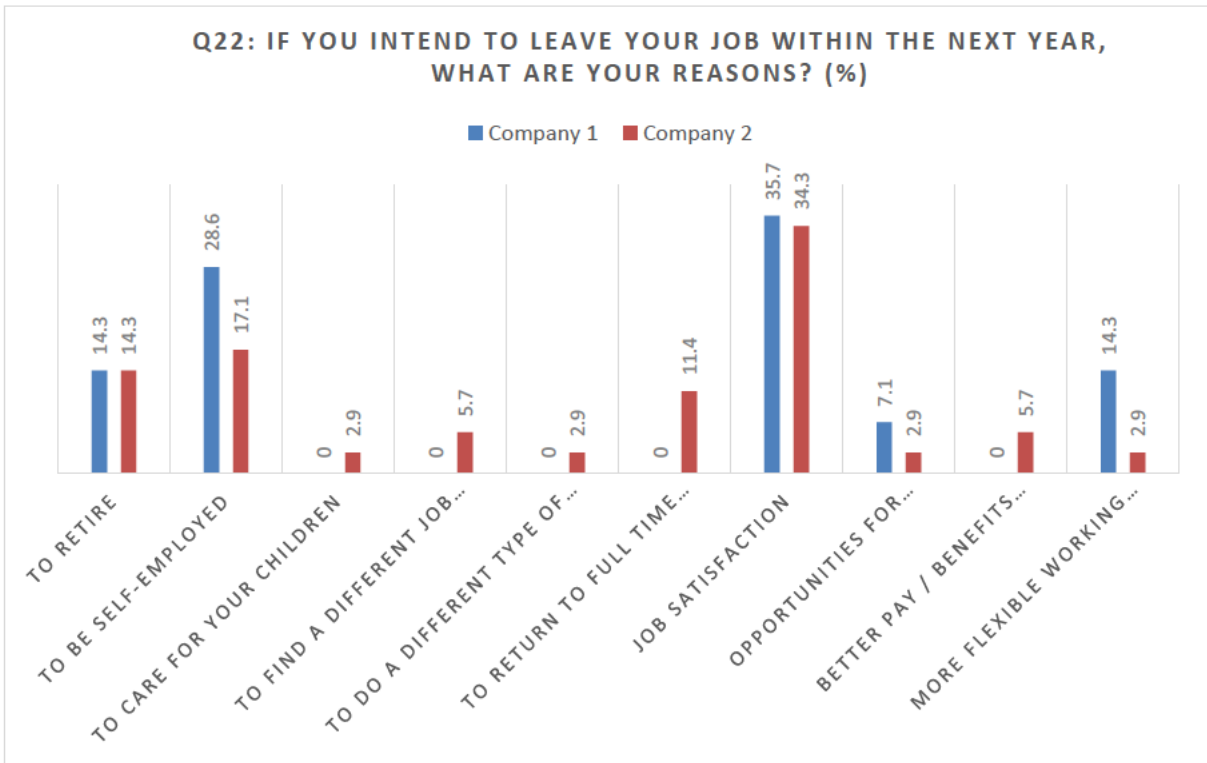


Figure 4-11: Reasons for intending to leave their job in a years' time

The Figure 4-11 above outlines the reasons why the participants would want to leave their jobs. The feedback clearly shows that 36% and 34% from Company 1 and 2 respectively intends to leave their job for job satisfaction. This shows that employees are continuously looking for job satisfaction and would not hesitate to leave their current employer for another job with the potential of increasing their satisfaction level.

4.11 RELATIONSHIP BETWEEN JOB EXPERIENCE AND OVERALL JOB SATISFACTION

This section summarises the data from the questions asked to understand the relationship between job experience and overall job satisfaction. Table 4-13 below represents this.

Table 4-13: Relationship between Job Experience and Overall Job Satisfaction

Variables	Very Satisfied Freq. (%)	Satisfied Freq. (%)	Neutral/ Unsure Freq. (%)	Dissatisfied Freq. (%)	Very Dissatisfied Freq. (%)	Total
Gender						
Male	6 (21.4)	8 (28.6)	4 (14.3)	5 (17.9)	5 (17.9)	28 (100.0)
Female	5 (19.2)	10 (38.5)	5 (19.2)	4 (15.4)	2 (7.7)	26 (100.0)
Total	11 (20.4)	18 (33.3)	9 (16.7)	9 (16.7)	7 (13.0)	54 (100.0)
Chi-square = 1.749, P-value = 0.782.						
Age (yrs.)						
18 - 24	0 (0.0)	0 (0.0)	0 (0.0)	0 (0.0)	1 (100.0)	1 (100.0)
25 - 34	4 (26.7)	3 (20.0)	4 (26.7)	2 (13.3)	2 (13.3)	15 (100.0)
35 - 44	3 (15.0)	7 (35.0)	4 (20.0)	5 (25.0)	1 (5.0)	20 (100.0)
45 - 54	3 (21.4)	6 (42.9)	1 (7.1)	2 (14.3)	2 (14.3)	14 (100.0)
55 - 64	1 (25.0)	2 (50.0)	0 (0.0)	0 (0.0)	1 (25.0)	4 (100.0)
Total	11 (20.4)	18 (33.3)	9 (16.7)	9 (16.7)	7 (13.0)	54 (100.0)
Chi-square = 14.426, P-value = 0.751.						
Total number of years already spent in company (yrs.)						
0 - 1	1 (33.3)	1 (33.3)	1 (33.3)	0 (0.0)	0 (0.0)	3 (100.0)
1 - 3	2 (28.6)	3 (42.9)	1 (14.3)	0 (0.0)	1 (14.3)	7 (100.0)
4 - 10	4 (16.7)	7 (29.2)	3 (12.5)	6 (25.0)	4 (16.7)	24 (100.0)
11 - 20	3 (20.0)	4 (26.7)	4 (26.7)	2 (13.3)	2 (13.3)	15 (100.0)
More than 20 years	1 (20.0)	3 (60.0)	0 (0.0)	1 (20.0)	0 (0.0)	5 (100.0)
Total	11 (20.4)	18 (33.3)	9 (16.7)	9 (16.7)	7 (13.0)	54 (100.0)
Chi-square = 8.833, P-value = 0.968.						

Table 4-13 above clearly showed that there were no statistically significant associations between the demographic variables and overall job satisfaction of the respondents, as the P value was greater than 0.05 (P=0.782 & 0.968). Irrespective of their gender, age and years of working at the company, the respondents were somehow either very satisfied or satisfied with their jobs.

Table 4-14: Relationship between Job Experience and Overall Job Satisfaction (Part B)

Variables	Very Satisfied Freq. (%)	Satisfied Freq. (%)	Neutral/ Unsure Freq. (%)	Dissatisfied Freq. (%)	Very Dissatisfied Freq. (%)	Total
Job Perception						
Not at all	5 (35.7)	7 (50.0)	2 (14.3)	0 (0.0)	0 (0.0)	14
Stressful						(100.0)
Mildly Stressful	3 (13.6)	5 (22.7)	4 (18.2)	7 (31.8)	3 (13.6)	22
						(100.0)
Moderately	2 (16.7)	5 (41.7)	2 (16.7)	1 (8.3)	2 (16.7)	12
Stressful						(100.0)
Very Stressful	0 (0.0)	1 (33.3)	1 (33.3)	0 (0.0)	1 (33.3)	3
						(100.0)
Extremely	1 (33.3)	0 (0.0)	0 (0.0)	1 (33.3)	1 (33.3)	3
Stressful						(100.0)
Total	11 (20.4)	18 (33.3)	9 (16.7)	9 (16.7)	7 (13.0)	54
						(100.0)
Chi-square = 18.018, P-value = 0.034.						

My company support me in managing my work-life balance						
Strongly	7 (50.0)	4 (28.6)	0 (0.0)	1 (7.1)	2 (14.3)	14
Agreed						(100.0)
Agreed	3 (12.5)	11 (45.8)	6 (25.0)	3 (12.5)	1 (4.2)	24
						(100.0)
Neither Agreed	0 (0.0)	2 (28.6)	3 (42.9)	1 (14.3)	1 (14.3)	7
nor Disagreed						(100.0)
Disagreed	1 (16.7)	1 (16.7)	0 (0.0)	3 (50.0)	1 (16.7)	6
						(100.0)
Strongly	0 (0.0)	0 (0.0)	0 (0.0)	1 (33.3)	1 (16.7)	6
Disagreed						(100.0)
Total	11 (20.4)	18 (33.3)	9 (16.7)	9 (16.7)	7 (13.0)	54
						(100.0)
Chi-square = 33.058, P-value = 0.006.						

The Table 4-14 further checked the relationship between job experience and overall job satisfaction.

The first section of Table 4-14 on job perception showed that there was a statistically significant association between the overall job satisfaction and job activities perception as $P = 0.034$ was less than 0.05. An equal proportion (33.3%) of the respondents who felt that their jobs were very stressful were satisfied, unsure and very dissatisfied respectively.

Similarly, there was also a statistically significant association between the overall job satisfaction and perception of respondents about the company's support system towards helping them in managing their work-life balance, as $P = 0.006$ was less than 0.05.

4.12 SUMMARY

This chapter reviewed the results obtained from the data that was collected. The demographics of the participants was outlined in the chapter and several other questions that were used to test the feedback of the respondents were presented. The next chapter outlines the discussions, implications and findings from the study.

CHAPTER 5

DISCUSSION OF RESULTS, IMPLICATIONS AND FINDINGS

5.0 INTRODUCTION

The previous chapter provided the data and results from the study. This chapter presents the discussion of the results and findings observed from the study. This chapter aligns the findings from the data to the objectives and research questions. This study results are meant to give management at Thorbin Developments, CC and Dive Factory, CC an idea of their employees level of engagement in order to establish the relationship between these two companies and their employee engagement, to ascertain the categories of employees that are more engaged, to institute the relationship between the work practices within the two companies and employee engagement, give information on current organisational practices as well as suggestions for developing improved management strategies with the aim of improving employee's engagement levels. By increasing employee engagement levels, the effect will be twofold: employee engagement levels will increase and result in better organisational performance.

5.1 LEVEL OF EMPLOYEE ENGAGEMENT AT THORBIN DEVELOPMENTS CC (COMPANY 1) AND DIVE CC (COMPANY 2) – (OBJECTIVE ONE)

The levels of engagement at Company 1 and 2 are similar in some aspects, but also varied in some certain aspects. Engagement in an organisation boils down to employees' emotional commitment to their work. According to Rothmann et al. (2017), employee engagement is defined as a state whereby employees invest cognitively, emotionally, and physically in the way they execute their daily responsibilities at their workplace. It is also seen as the degree that employees are willing to commit rationally and emotionally at work (Eldor and Harpaz, 2016). Some other views sees employee engagement as the length of time employees are willing to stay on their job as a result of their commitment and level of dedication when performing the job (Karanges et al., 2015). The levels of employee engagement varies from being engaged, partially engaged and disengaged (Gyu Park et al., 2017). For this study, the researcher defines employee engagement as

the level to which employees display discretionary effort, which is shown in their inclination to go beyond the call of duty and their willingness to remain employed in the organisation.

Assessing the working life of Company 1 and 2, a significant proportion of employees from both companies are enthusiastic to their job. According to Table 4-3, 66% and 56% of them are excited to go to work in the morning. A good proportion also agreed that the work they do is of value to them (93% and 69%) and of value to the companies (93% and 87%). A high proportion of the participants (66% and 67%) agreed that the activities in their job are personally meaningful to them. Engaged employees demonstrate enthusiasm and alignment with the values on the work that they execute at the workplace (Pandita and Bedarkar, 2015). The value of any organisation is a core driver in achieving the aim of the organisation. The understanding of the value of the jobs employees' execute is a clear sign that they are engaged with the mission of the organisation (Blattner and Walter, 2015). It is important to acknowledge that the popularity of employee engagement is not usually supported much by empirical studies, as some researchers believe that a face to face conversation is a better tool in understanding the actual engagement levels of employees (Meutia and Bukhori, 2017).

The assessment of the participants on "job related emotional feelings" showed that 80% and 82% of the respondents from both companies were optimistic all and most of the time. This is in agreement with literature as employee engagement measures the degree that the employees are emotionally connected to the organisation (Eldor and Harpaz, 2016). The employees from both companies can be said to be engaged considering their response to their job related emotional feelings. Another view also suggested that feelings of value, confidence, inspiration and optimism are key emotions that lead to engagement (Carter, 2015). This implies that employees who are optimistic and enthusiastic to be at work are not just showing up for their monthly salaries or the next promotion, but that they care about the organisation (Carter, 2015).

In terms of the “participants’ perception on employers”, 60% and 72% of the participants are proud to talk about their employers, while 60% and 74% would speak highly of their organisation if and without being asked. The feedback from the respondents also showed that 53% and 69% respondents would encourage friends or family to do business with their employers.

In terms of how they perceive their jobs, a high proportion (93% and 90%) are excited when they perform their jobs, a high proportion of respondents also shows that they stay until their job is done, indicating that they are focused on their job. It takes an engaged employee to follow through a task and see it completed, regardless of how challenging the task might be (Eldor and Harpaz, 2016). An important behaviour of engaged employees is enthusiasm and positive energy towards their job. Many of the respondents’ in relation to working hard indicated that they endeavour to work hard and late when necessary. Engaged and highly engaged employees are also associated with the willingness to give all out or go above and beyond in completing responsibilities at work (Eldor and Harpaz, 2016).

All elements of a human being’s daily life are connected in one way or the other. This means that if one is not right, the other areas will be affected as well. The work-life balance of employees is key to their various levels of engagement, whether up or down (Bhattacharyya, 2019). It is said that negative mood, stress and anger are hazardous employee performance which inadvertently affects the work-life balance of employees (Bhattacharyya, 2019). It is strongly recommended for managers and organisational leaders to encourage work-life balance in their respective companies. The feedback of respondents showed that Companies 1 and 2 provide adequate support to enable the employees manage their work-life balance, as 60% and 74% of the participants agreed to the statement. When asked regarding the degree of pressure they encounter at work, they indicated that their pressure level was also low, which means that they are enjoying some kind of work-life balance in both companies. However, this is not the same for all the employees, as some did not agree.

The feedback from the respondents in relation to this objective showed that some of the participants from Thorbin and Dive were engaged while some were disengaged. The Tables 5-1 and 5-2 below further provide this.

Table 5-1: Overall Engagement Levels (Thorbin Developments, CC)

<u>Types of Engagement</u>	<u>Engaged</u>	<u>Disengaged</u>
Emotional Engagement	73.33%	26.7%
Cognitive Engagement	56.7%	43.4%
Physical Engagement	51.1%	48.9%
Total Engagement Levels	60.38%	39.67%

Table 5-2: Overall Engagement Levels (Dive Factory, CC)

<u>Types of Engagement</u>	<u>Engaged</u>	<u>Disengaged</u>
Emotional Engagement	75.2%	24.8%
Cognitive Engagement	56.4%	43.6%
Physical Engagement	57.3%	42.7%
Total Engagement Levels	62.97%	37.03%

5.2 RELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT AND PERFORMANCE AT THORBIN (COMPANY 1) AND DIVE FACTORY (COMPANY 2) – (OBJECTIVE TWO)

In general, organisational performance is usually assessed through financial indicators like return on investment and profit per share. Nevertheless, it is vital to understand that an organisation has many aspects that lead to sound organisational performance (Morin and Audebrand, 2014). Organisation performance deals with various activities that enable an organisation to achieve their organisational objectives (Jenatabadi, 2015). It is also defined as the extent to which an organisation being a social system is capable of fulfilling their goals, without putting excessive strain on employees (Jenatabadi, 2015). According to Kazimoto (2016), performance first view is that it is measured in financial terms where the second view holds that it is measured in a non-financial approach. Some of the non-financial approaches include productivity, customer satisfaction, market share, quality products and employee motivation. A number of studies have shown that employee engagement is related to achieving organisational performance, and shows that disengaged employees are related to non-organisational performance.

The participants were assessed on “how satisfied they were with their current job”. The feedback from the respondents showed that 46% and 56% are satisfied with their current job at both companies. A high proportion (87% and 87%) of respondents also indicated that they put in their heart, while 73% and 77% of the respondents showed that they apply a lot of energy when performing their jobs. The employees are instrumental to the organisational performance of any organisation. Manzoor (2012) suggested that for organisations to attain performance targets, employees must be satisfactorily energetic and be clear about their roles in the organisation, as they are instrumental in organisation performance. The feedback from the respondents above showed that the organisational performance of Company 1 and 2 are linked to their energetic and enthusiastic team, who are also satisfied with their current job. These respondents are always working tirelessly to ensure that the organisation delivers optimally, thereby showing the relationship between employee engagement and performance. Motivation is considered a booster that boosts performance of any organisation and directs towards accomplishing some definite targets (Manzoor, 2012, Manzoor, 2015).

The respondents also indicated that they were rarely distracted when performing their jobs as 60% and 73% agreed to the statement. The organisational performance of a company is also affected by the quality of work and how employees deliver such tasks (Radda et al., 2015). Employees who perform their job with carefulness and with some degree of excellence are engaged employees (Radda et al., 2015). The respondents’ feedback is in line with literature as it was clear that 67% and 67% of participants indicated that their work is of excellent quality, thereby affecting positively the performance of both companies.

Again, the respondents were assessed and compared by their overall work styles. The feedback of the company 1 respondents showed that 60% showed that their performance was high, while 49% from company 2 respondents showed their performance was average. Engaged employees exhibit a degree of boldness in highlighting their performance as these performances speaks for itself, that is, their results are not hidden (Farndale and Murrer, 2015).

The assessment of this objective shows that it can be conclusively highlighted that there is a positive relationship between employee engagement and performance at Company 1 (Thorbin) and Company 2 (Dive).

5.3 THE CATEGORIES OF EMPLOYEES THAT ARE MORE ENGAGED AT THORBIN DEVELOPMENT AND DIVE FACTORY – (OBJECTIVE THREE)

Employee engagement is the main component for the victory of all organisations. New levels of engagement lead to favourable outcomes for organisations and employees. Engaged employees develop new knowledge by going the extra mile in responding to opportunities (Bowen, 2016). Engaged employees have more creative and innovative ideas because of their openness to new ideas (Orth and Volmer, 2017). The nature of employee work contract has changed by driving leading business leaders to build organisations that engage employees as sensitive, passionate, and creative contributors (Berens, 2013).

The participants from Company 1 and 2 that participated in the survey were more of employees between the age ranges of 25 to 54 years. The feedback from the study showed that the engaged employees at Company 1 (Thorbin) and Company 2 (Dive) were more from this age range. For Thorbin, majority of the participants from the study comes from between 35 to 54 years (80%) with a smaller portion (13%) from between 25 to 34 years. For Dive, more participants in the study were between 25 to 44 years (69%) with a smaller proportion of 21% between 45 to 54 years. According to Jena (2016), a study is usually carried out to assess employee engagement among different age groups. This study showed that 31 to 45 years of age employees were the more engaged while 12 to 18 years were looking for more of income safety in the respective market. Hence, they are not very engaged as they were looking for opportunities that were more promising (Jena, 2016). This shows that the some of the participants that participated in the study are similar and agrees with this literature.

A study by Sattar et al. (2015), showed that work engagement for ages 30 to 39 years is much lower compared to those aged between 40 to 49 and those aged 50 years and above. This study discovered that employee engagement varies by age

group and could be driven by many other factors that needs to be properly explored (Sattar et al., 2015). Another view revealed that employees at the early career levels are not very engaged in comparism to mid-career employees who are more engaged (Sattar et al., 2015).

From this research study, it was not clear about the categories of employees that were more engaged at Thorbin and Dive. The review from Table 4-13 showed that there were no statistically significant associations between the demographic variables and overall job satisfaction of the respondents (as P-value was more than 0.05). Irrespective of their gender, age and years of working at the company, the respondents were somehow either very satisfied or dissatisfied with their jobs.

For general knowledge, a different study by Kim, Wehbi, DelliFraine and Brannon (2014) showed that individuals' level of work engagement is usually higher for older people than younger people. It was also uncovered that older workers have more resources in certain areas than younger workers have, and older workers are in a position to leverage these resources to their advantage .

5.4 THE RELATIONSHIP BETWEEN WORK PRACTICES IN THE TWO COMPANIES AND EMPLOYEE ENGAGEMENT – (OBJECTIVE FOUR)

It is vital for the leadership of any organisation to create a happy workplace, as this is a huge asset that sets the pace for an engaged workplace (Koodamara, 2016). Most of the time, it is not really about what the companies are doing but more of how the leaders are doing it. Some of the workplace practices include the daily relationship that the workers encounter, training and development, work-life balance, performance management, internal communications, computer supported cooperative work (Koodamara, 2016) . One of the benefits of the workplace practices is that they act as a means to accomplishing a task . Work practices also play a communication role in the process of organising, by communicating the behaviour or proper conduct of employees at work (Osibanjo et al., 2016). They also place a constitutive role in that they are the building blocks upon which organisations are built (Osibanjo et al., 2016).

Work-life balance is a good workplace practice that influences the engagement levels of employees in the workplace (Bhuvanaiah and Raya, 2015). The respondents in the study indicated that they received good work-life balance support from their companies, as 60% and 74% agreed to this. This feedback is in line with Bhuvanaiah and Raya (2015) that indicated that a disrupted work-life balance would reduce the employee productivity. This is because a poor work-life balance can translate into contentment for the employee both at the family level and in the workplace, thereby diminishing the employee's engagement level (Bhuvanaiah and Raya, 2015).

Other aspects of workplace practices reviewed in the study are aspects like how the employees' work area is managed, how management pay attention to employee's suggestion, relationship between managers and employees, recognition, openness and honesty, job security. In all honesty, a good proportion of the employees rated leadership and management low in these areas highlighted showing that employee engagement was not entirely directly linked to work practices. For instance, in terms of openness and honesty, 33% of the participants from company 1 indicated that there is rarely openness and honesty, which is similar pattern from 33% of company 2. Another example is in relation to recognition, of which 33% and 36% respectively indicated that leadership and management always recognises when they have done a good job.

According to Aktar and Pangil (2017), a study on the relationship between employee engagement and human resources work practices showed that human resource management practices in the workplace like career development, job security and performance feedback were positively and significantly related to employee engagement. The study showed that the presence of good human resources practices in the workplace provides a perception to the employees that they are valued, esteemed and recognised in the organisation by leadership and management (Aktar and Pangil, 2017). From this research study, it can be safely said that there are certain aspects where there was a clear relationship between the work practices and engagement from the study while it was unclear in certain aspects.

5.5 STRATEGIES THAT MANAGERS USE TO ENGAGE EMPLOYEES IN THESE COMPANIES – (OBJECTIVE FIVE)

It is not a personality characteristics that usually define the best managers (Tepper et al., 2017). Notwithstanding their personalities, top leaders and managers have a vital quality, which is to drive good results for their organisation because they work efficiently in improving the lives of their employees (Kazimoto, 2016). The day to day nurturing of employees and application of small gestures can lead to significant increase in loyalty, production and output in an organisation . Employee engagement is all about building a team who genuinely care about your business, and managers must discover effective and efficient strategies that will improve the engagement levels of their team (Tepper et al., 2017).

One of the strategies that the managers at both companies used in engaging their employees was that they made clear what is expected of their team. The response of the respondents from both companies showed that 73% and 54% agreed that management “usually and always” provides clarity on what is expected of them. A leadership and management that can easily and clearly communicate the direction that their organisation is going are usually more efficient over employee engagement (Irawanto, 2015). Good business leaders not only articulate the business strategy of the company but also always provide a clear view on how their employees can best contribute to the performance of their organisation. It is good to communicate and also vital to provide clarity as to why everyone is doing what they are doing to employees (Gabel-Shemueli and Dolan, 2015). In maintaining engaged employees, this kind of strategy enables in building trust among the employees and improving organisational performance (Eagan, 2014, Getha-Taylor, 2018).

Another strategy that is currently employed by the manager of both companies is that their employees are well informed about what is happening within their workstation. The feedback from the respondents showed that 73% and 44% from both companies indicated that they are fairly and well informed by their business units concerning what is happening in their workstation or department. A vital key to improving employee engagement is sharing with your employees what is happening in the business unit (Taufik and Irdiana, 2017). Another view suggests that this

type of strategy by management makes the employees feel as part of the team and not merely workers who are waiting for monthly pay checks (Mo and Shi, 2017).

5.7 SUMMARY

This chapter reviewed the discussion of findings and results from the study, as well as the data. It assessed the level of employee engagement in both companies in comparison with the study findings. This chapter also evaluated the categories of employees that are more engaged in both companies and evaluated the relationship between work practices in the two companies. This chapter ended by identifying the strategies managers use to engage employees in both companies and provided recommendations to the management as to employee engagement strategies they should adopt going forward. The next chapter presents the conclusions and recommendations of the study.

CHAPTER 6

CONCLUSIONS AND RECOMMENDATIONS

6.0 INTRODUCTION

The previous chapter presents the discussion on the findings from the study. This chapter presents the study conclusions and recommendations from the study. It also provided study limitations and future suggestions on future scope of study.

6.1 STUDY CONCLUSIONS

The conclusions drawn from this study is provided in line with each of the selected objectives for the study.

6.1.1 Objective 1: Level of Employee Engagement at Thorbin Developments CC (Company 1) and Dive CC (Company 2)

The feedback from the study showed that a significant proportion of employees from both companies were enthusiastic to their job. The overall engagement levels at Throbin was high, as the employees were well engaged emotionally, cognitively and physically.

6.1.2 Objective 2: Relationship between Employee Engagement and Performance at Thorbin (Company 1) and Dive (Company 2)

The results of this study showed that there is a positive relationship between employee engagement and organisational performance for both Thorbin (Company1) and Dive (Company 2) as a high proportion of employees indicated that their their work was of excellent quality, they put their heart in their job and they apply a lot of energy when performing their jobs.

6.1.3 Objective 3: The Categories that are more Engaged at Thorbin Development and Dive Factory

It was not clear from this research study, about the categories of employees that were more engaged at Thorbin and Dive as the review from Table 4-13 showed that there were no statistically significant associations between the demographic variables and overall job satisfaction of the respondents (as P-value was more than

0.05). Irrespective of their gender, age and years of working at the company, the respondents were somehow either very satisfied or dissatisfied with their jobs.

6.1.4 Objective 4: The Relationship between Work Practices in the two Companies and Employee Engagement

From this research study, we can conclude that there are certain aspects where there was a clear relationship between the work practices and engagement from the study, while it was unclear in certain aspects. For example, management was rated low by a good proportion of employees on aspects like how their work areas were managed, openness of managers and job security, meaning that employees engagement was not directly linked entirely to work practices.

6.1.5 Objective 5: Strategies that Managers use to Engage Employees in these Companies

Survey results of this study reveal that, to engage their employees, managers from both Thorbin (Company1) and Dive (Company 2) used strategies like ensuring that employees understand what is expected from them and ensuring that employees understand what is happening within their workstations or departments.

6.2 RECOMMENDATIONS ON EMPLOYEE ENGAGEMENT STRATEGIES

6.2.1 Level of Employee Engagement

According to the researcher's survey results, 60.38% of employee from Thorbin Developments, CC and 62.97% of employees from Dive Factory, CC were engaged. However, these figures need to be looked at with an open mind as employees may have answered the questions in a way which they think will please management. On the positive side, going forward there 39.62% of respondents from Thorbin Developments, CC and 37.03% for Dive Factory, CC were disengaged, which management can attempt to win over. For managers to increase the employee engagement levels among their employees, they need to be exemplary and show their dedication to the organisation, in other to foster the same commitment to subordinates.

6.2.2 Relationship between Employee Engagement and Performance

There is always room for improvement in any organisation. One of the daily desires of employees is to go home feeling like they did a good job and that they are valued. To improve organisational performance, managers need to continue exploring additional efficient strategies that will improve the employee engagement levels in their organisation.

One of the ways of doing this is by effective recognition and rewards. There is a powerful association between recognition that an employee receives and employee engagement (Wu, 2017). Through recognition, rewards and proper acknowledgement of workers, an organisation can generate a stronger emotional commitment to their organisation (Bartscht, 2015). Employee recognition makes employees to feel valued, thereby contributing to great employee experiences (Wu, 2017). The researcher believes that Thorbin and Dive management should utilise recognition strategies going forward as it will provide gratification to employees and make employees feel inclusive. Certainly, managers are encouraged to apply best practices principles in implementing balanced recognition and rewards system.

Another employee engagement strategy that is recommended for Thorbin and Dive is transparency and honesty. One of the top priorities that employees expect from their leaders is transparency and honesty, as this is becoming a top driver in building engaged employees in any organisation (Topcu et al., 2015). Studies have shown that transparency and honesty are one of the most vital predictors of employee engagement (Topcu et al., 2015). Transparency and honesty assist in increasing the trust that employees have on the management, as they believe that it demonstrates to them that their management keeps their promises (Reilly, 2014).

6.2.3 Categories of Employees more Engaged

From this research study, it was not clear about the categories of employees that were more engaged at Thorbin and Dive. The review from Table 4-13 showed that there were no statistically significant associations between the demographic variables and overall job satisfaction of the respondents (as P-value was more than 0.05). Irrespective of their gender, age and years of working at the company, the respondents were somehow either very satisfied or dissatisfied with their jobs.

However, Tables 5-1 and 5-2 provide that 60.38% employees from (Thorbin) and 62.97% employees from (Dive) were engaged, while 39.67% employees from (Thorbin) and 37.3% employees from (Dive) were disengaged, this shows that management from both companies still need to carry on maintaining high employee engagement levels and at the same time try to engage disengaged employees as they can influence the engaged employees and drag them also to disengagement and not caring about the needs of the organisation (Carter, 2015). Management for both Thorbin and Dive can use strategies like suggestion boxes, where all employees can express what they do not like in their workplace and what they wish for.

6.2.4 Work Practices at both Companies

As Thorbin and Dive as growing organisation should also show fair treatment in their strategy. The feedback from the research study showed that 40% and 43% respectively indicated that they are fairly treated well by the management. This feedback shows that there is more room for improvement in this area. According to Hewlett, Rashid and Sherbin (2017), line managers and supervisors make different type of judgements and perceptions regarding employees under them daily, and these employees perceive whether those decisions are unfair. A further study by Hewlett et al., (2017) showed that a high number of biased employees are usually disengaged. The study further revealed that these employees who perceived bias are usually looking to leave the organisation (Hewlett, Rashid and Sherbin, 2017). It is essential for employers to assess and confront unfairness and bias in the workplace, as they flow down the organisation slowly, thereby diminishing employee engagement levels (Rasheed, 2017). Hence, Thorbin and Dive are encouraged to explore new approaches to confronting unfairness and biasness in the workplace.

6.2.5 Strategies for Improved Employee Engagement

The feedback from this research showed that only 20% and 30% from both companies indicated that their management and leadership discusses their training and development needs with them. Any learning and training strategy that fails to capture the minds of the employees represents a lost opportunity to cultivate talents and prepare for the future, which implies a lost opportunity employee engagement improvement (Getha-Taylor, 2018). Recent findings from Find Courses' 2018

Report provides new understanding into the present state of learning and development, as it revealed that top performing organisations were more likely to implement engaging learning and development (Getha-Taylor, 2018). Meeting the training needs of employees through learning and development will ensure that they are engaged and empowered to do their job to the best of their ability (Demirtas and Akdogan, 2015). Utilising effective learning and development strategy will help an organisation nurture loyal employees who will try to evolve with the organisation as much as they can.

6.3 CONTRIBUTIONS OF THE STUDY

From the study, it was pleasing that many employees were inclined to complete the questionnaire and tried to be honest in their responses, thereby made suggestions that can be fed back to the management.

The present study is expected to help the managers of Thorbin Developments, CC and Dive Factory, CC., to know the impact of leadership, team & co-worker relationships, compensation and benefits, training & development, organisational justice, work policies and procedures on employee engagement and employers in the manufacturing industry. Lastly, the findings of this study will assist the human resources practitioners in framing effectual human resources policies in other to improve employee engagement in their organisations.

6.4 LIMITATION AND DIRECTIONS FOR OF THE STUDY

This study has all the precautionary efforts to make certain of the objectivity, reliability and validity of the study, even though some restraints were found.

- Findings of the present study depended on the correctness of data that was gathered though the survey.
- The small sample size may be a limitation of the study. In future, researchers could expand the sample size to obtain results that are more accurate.
- Owing to time limitations, this study was about scope rather than depth. Moreover, data was extracted from questionnaires filled out by respondents independently, which may have led to a reduced return rate. Had time

constraints not been an eminent cause, the researcher may have selected an in-depth questionnaire with open-ended questions, in other to use a quantitative and qualitative method to get the maximum information. Thorbin Developments CC and Dive Factory, CC should carry out follow up studies regularly to have adequate employee engagement data sets where imperative metrics can be analysed.

- The researcher's knowledge of the two organisations may have resulted in a certain bias during interpretation of results, which may be unidentified during the study.
- Even though the researcher has conducted research on the two entities, it is suggested that more research be conducted on more manufacturing companies, public and government agencies, in other to see if the level of employee engagement differs between industry types.

6.5 SUMMARY

This chapter outlined the conclusions of the research study in terms of the theoretical and empirical objectives. Limitations of the study were discussed and future research recommendations were suggested. The study established that all of the constructs had a positive effect on employee engagement and highlighted that direct managers have the biggest influence on employee engagement. In closing, management from both entities should ensure that the research findings are implemented.

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APPENDIX A
Questionnaire

ENGAGEMENT QUESTIONNAIRE FOR THORBIN DEVELOPMENTS, CC AND DIVE FACTORY, CC.

SECTION 1

DEMOGRAPHIC INFORMATION

Name of your company (Please Tick)

Thorbin Developments, CC	
Dive Factory, CC	

Gender (Please Tick)

Male	
Female	

Age (Please Tick)

18 - 24	
25 - 34	
35 - 44	
45 - 54	
55 - 64	
65 -74	

Total number of years in your company (Please Tick)

0 - 6	
1 - 3	
4 - 10	
11 - 20	
More than 20 years	

What is your position? (Please Tick)

Manager / Supervisor	
General Labour	

SECTION 2

YOUR WORKING LIFE

Q1 How often do you really feel like going to work when you get up in the morning? (Please Tick)

All the time	
Most of the time	
Sometimes	
Rarely	
Never	

Q2 Please identify the extent to which you agree with the following statements about your work.

(Please Tick)

	Strongly Agree	Agree	Neither agree nor disagree	disagree	Strongly Disagree
The work that I do is of value to me					
The work that I do is of value to the company					
My job activities are personally meaningful					

Q3 Thinking about the last few weeks, how much of the time has your job made you feel each of the following? (Please Tick)

	Optimistic	Miserable	Tense	Worried	Calm	Enthused
All the time						
Most of the time						

Sometimes						
Rarely						
Never						

YOUR EMPLOYER

Please talk about your Employer (Thorbin Developments, CC/ Dive factory, CC)

Q4 Are you proud to tell people who you work for? Would you say you are.....? (Please Tick)?

Very proud indeed	
Proud	
Neutral	
Not very proud Not proud at all	
Not proud at all	

Q5 How would you speak about this organisation as an employer to people outside the organisation?

(Please Tick)

I would speak highly of my organisation without being asked	
I would speak highly of my organisation if asked	
I would be neutral towards my organisation	
I would be critical of my organisation if asked	
I would be critical of my organisation without being asked	

Q6 Which of the listed statements best describe your views on working for Thorbin Developments, CC / Dive, CC?

(Please Tick)

I am not really interested in my organisation, it's just a job	
I like to know what's going on, but I don't like to get involved	

I like to know what's going on and would like to get more involved	
I like to know what's going on and I'm involved	

Q7 To what extent do you agree or disagree with the following? (Please Tick)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I would recommend Thorbin / Dive to someone who seeks my advice about a job opportunity					
I would encourage my friends and family to do business with Thorbin / Dive					

YOUR JOB

Q8 To what extent do you agree or disagree with the following about your job? (Please Tick)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I get excited when I perform well in my job					
I often feel no emotion when I perform my job					
I stay until the job is done					
I avoid working overtime whenever possible					
I avoid working too hard					
I often think about other things when I'm performing my job					
How I perform in my job affect how I feel					
I apply a lot of energy performing my job					
I really put my heart into my job					
I am rarely distracted when performing my job					

Q9 In general would you say that your job is..... (Please Tick)

Not at all stressful	
Mildly stressful	
Moderately stressful	
Very stressful	
Extremely stressful	

Q10 Approximately how much of the time do you feel under excessive pressure in your job?

(Please Tick)

Everyday	
Once or twice a week	
Once or twice a month	
Never	

Q11 How much control do you feel you have over the way you do your job?

(Please Tick)

Too much control	
A fair amount of control	
Not much control	
Just a little control	
No control	

Q12 Thorbin Developments, CC / Dive, CC provides support to help me manage my work-life balance. (Please Tick)

Strongly Agree	
Agree	
Neither agree nor disagree	
Disagree	
Strongly Disagree	

JOB SATISFACTION

Q13 Overall, how satisfied or dissatisfied would you say you are with your current job? (Please Tick)

Very satisfied	
Satisfied	
Neither satisfied nor dissatisfied	
Dissatisfied	
Very dissatisfied	

Q14 To what extent do you agree or disagree with the following statements about your job?

(Please Tick)

	Strongly Satisfied	Satisfied	Neutral	Dissatisfied	Strongly Dissatisfied
I have knowledge and skills that I need to do my work to a high standard					
My work is of excellent quality					
I perform to the best of ability					
I have the freedom to choose my way of working					
Relations with your colleagues					
Your immediate boss					
Your rate of pay					
The recognition you get for good work					
The amount of responsibility you are given					
Your opportunity to use your abilities					
Your chances of promotion					
The way your work area is managed					
Your chances of promotion					
The attention paid to the suggestions you make					

Your job security					
Relations between employees and managers					

Q15 Overall, how do you think that your performance at work compares with others doing a similar job? (Please Tick)

My performance is much lower	
My performance is lower	
My performance is about the same as other people doing a similar role	
My performance is higher	
My performance is much higher	
I don't know	

YOUR LEADERSHIP AND MANAGEMENT

Q16 To what extent do you agree or disagree with the following statements about your job?

(Please Tick)

	Always	Usually	Sometimes	Rarely	Never
Recognizes when I have done a good job					
Makes me feel my work counts					
Keeps me in touch with what is going on					
Gives me feedback on how I am performing					
Is open and honest					
Is supportive when I have a problem					
Listens if I have a problem					
Makes clear what is expected of me					
Treats me fairly					
Discusses my training and development needs with me					

COMMUNICATION AT THORBIN DEVELOPMENTS, CC / DIVE FACTORY, CC

Q17 To what extent do you agree with the following statement:

I would be confident that, if I have a problem at work, it would be dealt with fairly. (Please Tick)

Strongly disagree	
Disagree	
Neither agree nor disagree	
Agree	
Strongly agree	

Q18 How well informed do you feel about what is happening within YOUR work station? (Please Tick)

My business unit doesn't tell me much about what is going on	
My business unit only tells me a limited amount of information	
My business unit keeps me fairly informed	
My business unit keeps me fully informed	
I don't know	

THE FUTURE

Q19 Within the next year, in your job, do you intend to: (Please Tick)

Stay where you are in your current job	
Gain upward promotion to a higher level	
Move to a similar position of similar responsibility in other area of your company	
None of the above / Other	
I don't know	

Q20 Do you plan to remain with Thorbin /Dive Factory for the foreseeable future? (Please Tick)

Yes	
No	

APPENDIX B
Gatekeeper's Letter

Thorbin Developments cc

T/A S.A.Pultrusions,
Thermotuff Temperature resistant composites
Outlaw Skis Watersports equipments
CK 91/01419/23 VAT NO : 4450120466
174 Gale st , Durban, South Africa
P.O.Box 18488, Dalbridge, 4014 , South Africa
Tel 0027 31 305 6242 Fax 0027 31 307 2946
Alternate email: thorbin@saol.com

3/08/2017

To
Charity Lungakazi Maqutwa

In regards to your request to perform An employee engagement work study for your thesis we are more than happy to allow you to do so .

Regards

David Gosman


THORBIN DEVELOPMENTS cc
T/A S.A Pultrusion's
CK:91/01914/23 VAT NO: 4450120466
P.O. BOX 18488
DALBRIDGE
4014
Tel: 031 3056242 FAX: 031 3072946
EMAIL: outlawskis@mweb.co.za



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174 Magwaza Mapthalala (G-06) Street, Durban, 4001 Tel +27 31 3012241 Fax +27 31 3012247 email divefac@iafrica.com

Date 05/07/2017

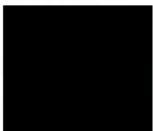
Dear Charity Lungakazi Maqutywa

With regards to your query to perform an employee engagement work study, solely for the purpose of your thesis, we would like to inform you that permission has been granted by the members of the Dive Factory CC. Good luck.

Yours Sincerely

Trevor Nadar

Manager



DIVE FACTORY CC
174 MAGWAZA MAPHALALA
DURBAN 4001
TEL: 301 2241/2 FAX: 301 2247

APPENDIX C

Ethical Clearance

Date: 19 February 2018

Dear Participant

My name is Charity Lungakazi Maqutywa from University of KwaZulu Natal, contact numbers 073688 3911 / 031 305 6242, email address, *lungakazi@gmail.com*

You are being invited to consider participating in a study that involves research titled: **Employee Engagement and organizational Performance: Case studies of Thorbin Developments and Dive Factory Close corporations, Umbilo, Durban.** The aim of this study is to examine the relationship between employee engagement and organizational performance using two medium manufacturing companies (Thorbin Developments and Dive Factory Close corporations) at Umbilo, Durban.

The study is expected to enrol **60 participants** in total, all from Thorbin Developments and Dive Factory Close Corporations. It will involve the filling in of a **questionnaire of 22 questions**. The duration of your participation if you choose to enrol and remain in the study is expected to be **15 minutes**. The study is funded by the student, Charity Lungakazi Maqutywa.

There is no potential risk in this survey.

This study has been ethically reviewed and approved by the UKZN Humanities and Social Sciences Research Ethics Committee (approval number HSS/1654/017M).

In the event of any problems or concerns/questions you may contact the researcher on 073 688 3911 / 031 305 6242 or the UKZN Humanities & Social Sciences Research Ethics Committee, contact details as follows:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION

Research Office, Westville Campus

Govan Mbeki Building

Private Bag X 54001

Durban

4000

KwaZulu-Natal, SOUTH AFRICA

Tel: 27 31 2604557- Fax: 27 31 2604609

Email: HSSREC@ukzn.ac.za

Through your participation I hope to understand the relationship between employee engagement and organizational performance using two medium manufacturing companies (Thorbin Developments and Dive Factory Close corporations) at Umbilo, Durban. The results of the survey are intended to contribute to the Management's Policy making, scholar-practitioners, scholars and students interested in employee engagement studies.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence or penalty. There will be no monetary or any other form of gain from participating in this survey. There is no cost that will be incurred by participating in the survey.

Confidentiality and anonymity of records identifying you as a participant will be maintained by the researcher. You will not be identified as an individual in the data that will be collected. All data collected will be used for the purposes of this study only. Data will be kept under lock and key at the school premises, Graduate School of Business Leadership, University of KwaZulu Natal.

CONSENT

I _____ have been informed about the study entitled:
Employee Engagement and organizational Performance: Case studies of Thorbin Developments and Dive Factory Close corporations, Umbilo, Durban.
by Charity Lungakazi Maqutywa.

I understand the purpose and procedures of the study. I have been given an opportunity to answer questions about the study and have had answers to my satisfaction.

I declare that my participation in this study is entirely voluntary and that I may withdraw at any time without affecting any of the benefits that I usually am entitled to.

If I have any further questions/concerns or queries related to the study I understand that I may contact the researcher at 073 688 3911 / 031 305 6242, lungakazi@gmail.com

If I have any questions or concerns about my rights as a study participant, or if I am concerned about an aspect of the study or the researchers then I may contact:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION

APPENDIX D

Ethical Clearance Approval Letter



24 June 2019

Ms Charity Lungakazi Maqutywa (200206246)
Graduate School of Business & Leadership
Westville Campus

Dear Ms Maqutywa,

Protocol reference number: HSS/1654/017M
New project title: Case studies of Employees Engagement and Organisational Pin Durban

Approval Notification – Amendment Application

This letter serves to notify you that your application and request for an amendment received on 19 June 2019 has now been approved as follows:

- Change in Topic
- Change in Supervisor (Prof S Migiro -> Dr Orthodox Tefera)


Any alterations to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form; Title of the Project, Location of the Study must be reviewed and approved through an amendment /modification prior to its implementation. In case you have further queries, please quote the above reference number.

PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for period of 3 years from the date of original issue. Thereafter Recertification must be applied for on an annual basis.

Best wishes for the successful completion of your research protocol.

Yours faithfully


Dr Rosemary Sibanda (Chair)

/ms

Cc Supervisor: Dr Orthodox Tefera
Cc Academic Leader Research: Dr Emmanuel Mutambara
Cc School Administrator: Ms Zarina Bullyraj

Humanities & Social Sciences Research Ethics Committee

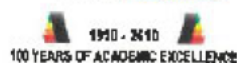
Dr Rosemary Sibanda (Chair)






Westville Campus, Govan Mbeki Building

Postal Address: Private Bag 2054031, Durban 4000

Telephone: +27 (0) 31 260 2567/2650/4557 Facsimile: +27 (0) 31 260 4648 Email: rsibanda@ukzn.ac.za / sewanam@ukzn.ac.za / mohun@ukzn.ac.za

Website: www.ukzn.ac.za



Faculties/Campuses:  Edgewood  Hovori College  Medical School  Pietermaritzburg  Westville

APPENDIX E

Turn it in Report

Turnitin Originality Report

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